

**Course Title: Management Accounting**

**Code No: CO 521**

**Area of Study: Core Area**

**Credit: 3**

**Course Objective**

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business. Besides this to have clear understanding of other important tools useful for financial, cost and price related decision making.

**Course Contents**

**UNIT I: Foundation of Management Accounting    LH.3 hrs**

Concept, origin and evolution; Need, nature and scope; Importance and limitations; Management accounting in Nepalese perspective

**UNIT II: Understanding Cost Behavior    LH.3 hrs**

Cost concept and classification; Cost segregation; Cost estimation

**UNIT III: Income Measurement    LH.5 hrs**

Income measurement under variable and absorption costing, Case analysis

**UNIT IV: Cost Volume Profit Analysis    LH.5 hrs**

Meaning and approaches; CVP for single product and multi product firms, Case analysis

**UNIT V: Planning and Control    LH.8 hrs**

Budgeting : meaning , concept and advantages, functional budget, and master budget. Case analysis

**UNIT VI: Decision Making    LH.7 hrs**

Concept, Decisions regarding make or buy, accept or reject special offer, drop or continue a product line,  
Case Analysis

**UNIT VII Performance Evaluation and Control System: LH.5 hrs**

Standard costing: material, labour and overhead variance

References:

Koirala, Gyawali, Fago, subedi and Niraula; Management Accounting, Kathmandu: Buddha Publication.

Lynch, R.M. & Williamson, R.W. (2001). Accounting for Management. New Delhi: Tata McGraw-hill

Kaplan and Atkinson; Advance Management Accounting, New Delhi: Prentice hall of India.

Munakarmi, S.P. et al; Management Accounting, Kathmandu, Januka Publication.

**Purbanchal University**

**MBA II Semester**

**LH: - 36**

**Course Title: Macroeconomics and Policy Making** Code No: CO 522 Area of Study: Core  
Area Credit: 3 Course Objectives

The basic theme of the course attempts to focus on various sensitive components of macroeconomic analysis. The course content is basically designed to upgrade the capability of students in analyzing the connectivity of macroeconomic models at the grass root level of economic development in the global economy.

### **Course Contents**

#### **UNIT I: National Income Accounting LH.5 hrs**

Various concepts of NI [GDP, GNP, NI at Fc, PI, DI, NI at current price, NI at constant price], different methods of measurement, problems in measuring NI, sectoral accounting in NI,

#### **UNIT II: Four Sector Economy LH.5 hrs**

Output and employment equilibrium under:

a) Closed economy [through algebraic derivation]

b) Open economy [through algebraic derivation]

#### **UNIT III: Multiplier and Accelerator Interaction LH.10 hrs**

a) Multiplier; Investment multiplier, super multiplier, Tax (subsidy) multiplier, foreign trade multiplier.

b) Accelerator; Impact on income generation (through mathematical approach)

#### **UNIT IV: Growth Models LH.6 hrs**

a) Harrod Growth model

b) Domar Growth model

c) Solow Growth model

#### **UNIT V: Macroeconomic Policy LH.5 hrs**

- 1) Approach of monetary policy: a. Objectives b. Instruments (Qualitative and Quantitative)  
c. Indicators d. Targets e. Goals f. Limitations
- 2) Fiscal Policy: a. Approaches and objectives b. Counter -cyclical fiscal policy

**UNIT VI: Keynesian approach: Macroeconomic analysis LH.5 hrs**

- a) Three basic propositions of Keynesian analysis
  - a. Deficiency in effective demand as root cause of unemployment
  - b. Equilibrium is maintained within the environment of under employment situation
  - c. Focus of fiscal management for sustainable development

**References:**

- 1 Edward Shapiro: Macroeconomic Analysis, [Recent edition]
- 2 David Sneden: Macroeconomics
- 3 Amartya Sen; Growth Models in Economics
- 4 Dornbusch and Fischer; Macroeconomic
- 5 Gerald Meier; Leading Issues in economic development
- 6 A.C. Chiang; Fundamental Methods of Mathematical Economics

**Purbanchal University**

**MBA II Semester**

**LH:-48**

**Course Title: Financial Management and Analysis**

**Code No: CO 523**

**Area of Study: Core Area**

**Credit: 3**

**Course Objective:**

The objective of the course is to familiarize the students with the fundamental concepts of financial management to enable them to understand and apply various analytical tools in financial decisionmaking. Course Content:

**Unit I: Introduction LH. 3 hrs**

Meaning and Definition of financial management; Goals of financial management – profit maximization, wealth maximization; Business ethics and social responsibility; Agency relationship – stockholders versus managers, stockholders versus bondholders;

**Unit II: Financial Statement Analysis LH. 3 hrs**

Need for Financial Analysis; Ratio analysis and its limitations; Du-Pont system of financial analysis – Basic and Modified; Trend analysis and common size statements;

[Rather than making it intensely mathematical in nature and limiting students to calculate financial ratios only, the aim is to enable the students to interpret those ratios and use those (ratios) in financial decision-making.]

**Unit III: Risk and Return Analysis LH. 5 hrs**

Returns; Understanding and Measurement of Risk – Standalone and Portfolio; Selection of Efficient Portfolio; Concept of Beta ( $\beta$ ); Capital Asset Pricing Model (CAPM);

**Unit IV: Time Value of Money LH. 3 hrs**

Future Value – single sum, cash-flow series and annuity; Present Value - single sum, cash-flow series, annuity and perpetuity; Doubling period; Effects of frequent compounding and discounting; Amortized loans;

#### **Unit V: Valuation of Securities LH. 6 hrs**

Characteristics of bond; Bond valuation – annual and semi-annual coupon; Bond Yields – Yield to Maturity (YTM) and Yield to Call (YTC); Bond risks;

Rights of Common Stock; Common Stock market; Common Stock valuation; Stock market equilibrium; Stock prices and returns; Preferred Stock Valuation;

#### **Unit VI: Cost of Capital LH. 4 hrs**

Significance of cost of capital; Weighted Average Cost of Capital (WACC) and its components – Cost of Debt, Cost of Preferred Stock, Cost of Common Stock, Cost of Retained Earnings; Factors influencing WACC; Marginal Cost of Capital (MCC) and breaks in MCC schedule;

#### **Unit VII: Capital Budgeting LH. 6 hrs**

Features and Significance of Capital Budgeting; Estimation of Cash Inflows and Cash Outflows; Evaluation Techniques – (1) Traditional techniques: Accounting Rate of Return, Payback Period; (2) Discounted Cash-flow techniques: Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Modified Internal Rate of Return (MIRR); Evaluation of Projects with different lives;

#### **Unit VIII: Working capital Management LH.6 hrs**

a. Defining Working Capital; Importance of Working Capital Management; Working Capital Cashflow Cycle – Operating cycle and Cash cycle; Working Capital Policies – Working Capital Investment and Current Assets Financing Policies;

b. Cash Management – Importance of Cash Management; Motives to hold Cash; Cash Management Techniques; Cash Management Models – Baumol (Inventory) Model and Miller-Orr (Stochastic) Model

c. Inventory Management – Motives to hold Inventory; Costs associated with Inventory – Carrying Cost, Holding Costs, Total Inventory Costs; Inventory Management Techniques – Economic Order Quantity (EOQ) Approach and ABC System; Determination of Level of Stock – Reorder Point, Safety Stock, Quantity Discount;

d. Receivables Management – Importance of Receivables Management; Costs related to maintaining receivables; Credit policy and its Variables; Evaluation of Credit Policy;

**References:**

Brigham, E.F., and M.C. Ehrhardt, Financial Management: Theory and Practice, Thomson South-Western, New Jersey

Horne, V, Financial Management and Policy, Prentice-Hall of India, New Delhi

Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott Jr, Financial Management: Principles and Applications, Prentice-Hall of India, New Delhi

Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi, India

Pradhan, R.S., Financial Management, Buddha Academic Publishers and Distributors Pvt. Ltd., Kathmandu

Prasanna, Chandra, Financial Management: Theory and Practice, Tata-McGraw Hill, India

**Purbanchal University**

**MBA II Semester**

**LH:-48**

**Course Title: Operations Management**

**Code No: CO 524**

**Area of Study: Core Area**

**Credit: 3**

**Course Objectives:**

The course aims at equipping students with the knowledge of operations management as applied to product and service design, location decisions, technology decisions, new facility decisions at strategic level, quality control and layout planning at the tactical level and operations scheduling and inventory management at the operational level of management.

**Course Content:**

**UNIT I: Introduction to Operations Management    LH.3 hrs**

- 1 Introduction, Scope, Importance.
- 2 The operations manager and the management process.
- 3 Operations management and decision making
- 4 Trends in operations management
- 5 Competitiveness, productivity

**UNIT II: Operations Strategy    LH.3 hrs**

- 1 Operations strategy across the organization
- 2 Developing a customer driver operations strategy
- 3 Corporate strategy
- 4 Competitive priorities and capabilities



**UNIT III: Forecasting      LH.4 hrs**

- 1 Elements of a good forecast
- 2 Steps in the forecasting process
- 3 Approaches to forecasting: Judgmental and opinion, Time series, linear regression, associative forecasting technique.
- 4 Accuracy and control of forecast

**UNIT IV: Product and Service Design      LH.4 hrs**

- 1 Issues in product and service design
- 2 Phases in the product design and development
- 3 Designing for manufacturing
- 4 Service design

**UNIT V: Process Selection and facility layouts      LH.5 hrs**

- 1 Process selection
- 2 Facilities layout
- 3 Designing product layout : line balancing
- 4 Designing process layouts

**UNIT VI: Location Planning and analysis      LH.4 hrs**

- 1 Need and nature of location decisions
- 2 General Procedures for making location decisions
- 3 Factors affecting location decisions
- 4 Evaluating location alternatives

**UNIT VII: Management of Quality and Quality control      LH.6 hrs**

- 1 Foundations of modern quality management
- 2 Quality awards and certifications
- 3 Total quality management
- 4 Process improvements

5 Quality tools

6 Statistical process control

7 Process capabilities

8 Acceptance Sampling

**UNIT VIII: Inventory Management    LH.4 hrs**

1 Requirements for effective inventory management

2 Inventory Models: EOQ model, Fixed order interval model, single period model

**UNIT IX: MPS, MRP and ERP    LH.4 hrs**

1 MPS and MRP in manufacturing and services

2 Benefits and requirements of MRP

3 Capacity requirements planning

4 ERP

**UNIT X: JIT and Lean Operations    LH.3 hrs**

1 Transitioning to a JIT system

2 Lean system across the organization

3 Characteristics of lean systems for services and manufacturing

4 Flexible workforce

7 Line flows

8 Automation

At the end of the course, students are required to present a case study covering important topics of operations management in Nepalese context.

**References:**

1 William J. Stevenson, "Operations Management", Tata McGraw Hill

2 Lee Krajewski, Larry Ritzman, Manoj Malhotra, "Operations Management, Process and value Chains", Pearson Practice Hall.

3 Richard B. Chase, F Robert Jacobs, Nicholas J. Aquillaw, Nitin K Agarwal, "Operations Management, for Competitive Advantage", Tata McGraw Hill

4 Ferry Hill, "Operations Management, Strategic Context and Manager and Analysis", Palgrave Publishers Ltd.

**Course Title: Human Resource Management**

**Code No: CO 525**

**Area of Study: Core Area**

**Credit: 3**

**Course Objective:**

The objective of this course is to develop understanding, abilities and skills to enable the students to meet the challenges of managing human resources in the ever-changing perspective of organizational management.

**Course Content**

**Unit I: Fundamentals of human resource management (HRM) LH 3 hrs**

Concept, nature, importance, scope and objectives of HRM, HRM system, Roles and responsibilities of HR managers, Ethics in HRM,

**Unit II: Planning for job and human resource LH 8 hrs**

Job analysis and design: An overview of job analysis and design. Uses, process and techniques (methods) of job analysis, Approaches to job design, Impact of job design on motivation, satisfaction, productivity and quality of work life.

Human Resource planning and strategy: Concept, objectives and process of HRP, Human resource information system and inventories, Relationship of HRP to strategic planning and job analysis, HRP practices in Nepal.

**Unit III: Acquiring human resource LH 6 hrs**

Recruitment: Concept and process of recruitment, Strategic issues in recruiting (goals, philosophy, sources, countercyclical hiring, Sources and methods of recruitment, Selection: Meaning, process,

methods of selection, Selection tests and interviews, Environmental circumstances and recruitment and selection practices in Nepal, Socialization: Concept, purposes and process.

#### **Unit IV: Developing and motivating human resource    LH 9 hrs**

Human resource development system, Training needs assessment: Purposes, methods and levels, Training methods, Management development program. Evaluation of training and development programs,

Developing performance appraisal system, Deciding and using the methods of performance appraisal, Problems in performance appraisal

Factors influencing pay and compensation policies, Establishing pay structure and incentives plans, Techniques of determining pay (job worth, skill, knowledge, competency, feedback), Job evaluation and pay structure, Criteria for effective compensation plan, Impact of compensation on motivation, satisfaction, productivity.

#### **Unit V: Maintaining human resource    LH 6 hrs**

Managing effective benefits programs, Concept of protecting HR, health and safety programs, Issues of safety, health and violence in Nepalese organizations, Disciplinary problems. Process and approaches of handling discipline. Challenges to disciplinary action, Process and approaches of handling grievances, Concept of labor management relations, Labor disputes. Prevention and settlement of disputes, Unit VII:

#### **Unit VI: Challenges and issues of HRM    LH 4 hrs**

Challenges: Technology Workforce Diversity, Organizational restructuring and downsizing. Contingent workforce and Employee Empowerment

Issues: Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM Human Resource Audit, and Human Resource Accounting, HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing.

References:

Ivancevich, John M (2010)., Human Resource Management, , New Delhi:Tata McGraw Hill

Fisher Cynthia D., Schoenfeldt, Lyle F. and shaw, james B. ( 2010). Human resource management. Delhi: Biztantra.

Adhikari Dev Raj (2005): Human Resource Management, Kathmandu: Budha Academic Publishers and Distributors Pvt. Ltd., Kathmandu.

Agrawal, G.R. (2011), Dynamics of Human Resource Management in Nepal. Kathmandu: M.K. Publishers & Distributors

Dessler et al (2008), Human Resource Management. Delhi: Pearson Education.

DeCenzo David A. and Stephen P. Robbins (Eighth edition). Fundamentals of Human resource Management, New Delhi: Wiley- India.

Shell, Scott and George Bohlander (2010), Human resource management. Thomson Learning (Indian Edition).

**Purbanchal University**

**MBA II Semester**

**LH:-48**

**Course Title: Business Research**

**Code No: CO 526**

**Area of Study: Core Area**

**Credit: 3**

### **Course Objectives**

This course is designed to introduce students to the principles and methods of research. The course will provide a basic overview of quantitative and qualitative research methodologies followed by an exploration of research methods in business context. Students will also acquire the skills they need to undertake research and to master the technologies associated with pursuing academic studies. After completion of the course, students will become acquainted with a variety of designs and approaches to research. This will help them in the development of their own research proposals and projects.

### **Course Contents**

#### **UNIT I: Foundations of Research                      L.H. 9 hrs**

The meaning of research; the nature and types of research; scientific research process; competing paradigms and epistemological considerations positivism and interpretivism; research strategy- quantitative and qualitative; deduction and induction; mixed methods research; participatory and action research; management research- types and value for decision making; ethical considerations in research.

#### **UNIT II: Theoretical Framework and Hypothesis Formulation    L.H. 4 hrs**

Literature review- purpose and phases; searching; obtaining and evaluating the literature; meta-analysis; problem definition; hypothesis and research questions- functions and types; criteria of good hypothesis statement.

**UNIT III: Research Design                      L.H. 3 hrs**

Definition; elements of a research design; classification of research design descriptive, experimental research designs; common sources of error in research designs.

**UNIT IV: Measurement, Scaling and Sampling                      L.H. 4 hrs**

Variables; Measurement and scales, attitude measurement and scale construction; validity and reliability; sampling - concept, techniques and errors.

**UNIT V: Data Collection and Analysis                      L.H.12 hrs**

Data and its types; sources of primary and secondary data; questionnaire construction; research interview; courses of qualitative data - ethnography and participant observation, conducting focus groups, getting data ready for analysis; data processing; statistical analysis of data - descriptive and inferential statistics methods of analyzing qualitative data.

**UNIT VI: Writing Proposals and Research Reports                      L.H. 4 hrs**

Research proposals - functions, types and components; procedure for writing research reports; conventions of academic writing; components of the research report; body of the report; APA style of citation and referencing.

**References:**

Bryman. A and Bell, E. Business Research Methods. Oxford University Press, New Delhi.

Zikmund, W.G. Business Research Methods, Thompson, New Delhi.

Pant, Prem R. Social Science Research and Thesis Writing. Buddha Academic Enterprises, Kathmandu.

Azaya B. Sthapit and Others, Statistical Methods, Buddha Academic Enterprises, Kathmandu, Nepal.

Shyam B Katuwal, Research Methodology made easy, Molung Foundation, Bhatapur, Nepal