

**Course Title: Organization Change and Design**

Code No: CO 532

Area of Study: Core

Credit: 2

Course Objectives

The Course will discuss how to manage organization-wide structural and cultural changes that lead to organizational design(s) that enhance organizational effectiveness. From this course the student will be understand the mechanics of organizational change and apply theoretical analysis to design organizational change processes

Course Contents

Part I: The Organization and Its Environment LH. 5 hrs

- Organizations and Organizational Effectiveness
- Stakeholders, Managers, and Ethics
- External Environment & Organizational Relationships
- Managing in a Changing Global Environment
- Case Study

Part II: Organizational Change LH. 8 hrs

- Types and Forms of Organizational Change
- Planning and process of organizational change
- Organizational Transformations: Birth, Growth, Decline, and Death
- Strategies for change: Directive strategy, Expert strategy, Negotiating strategy, Educative strategy, Participative strategy
- Case Study

Part III: Organizational Decision Making in changing environment LH. 8 hrs

- Decision Making, Learning, Knowledge Management, and Information Technology
- Innovation, Entrepreneurship, Creativity, transformation and change management
- Managing Conflict, Power, and Politics
- Case Study

Part IV: Organizational Culture LH. 3 hrs

- Creating and Managing Organizational Culture
- Case Study

References: Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning

Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi

French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi

Huse, F E. and Cummings, T G. Organization, Development and Change. 3rd ed. New York, West, 1985

**Course Title: Entrepreneurship**  
**Code No: CO 533**  
**Area of Study: Core**  
**Credit: 2**

**Course Objectives:**

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

**Course Content**

**Unit I: Concept of Entrepreneurship**

**LH. 4 hrs**

Definition, Types and Significance, Entrepreneurial Traits/Characteristics, Functions of an entrepreneur

**Unit II: An Overview of Entrepreneurship**

**LH. 8 hrs**

Role and importance of entrepreneur in economic growth, Distinction between an entrepreneur and a manager, Entrepreneurship and innovation, Meaning of Small Enterprises, Problems of small enterprises in Nepal and Global, Women entrepreneurship: Scope, importance and problems, Case Study on Women Entrepreneurship

**Unit III: Growth of Entrepreneurship in Nepal**

**LH. 6 hrs**

Growth of Entrepreneurship in Nepal, Factors for Growth (Economic and Non-economic), Rural Entrepreneurship, Importance and problems of rural entrepreneurship, Entrepreneurship Competency Development (ECD) in Nepal, Case study in Rural Entrepreneurship and ECD

**Unit V: Institutional Support to Entrepreneurship in Nepal: Financial Support Agencies**

**LH. 4 hrs**

Role of Commercial Bank (ADB, NABIL, NBL, RBB etc), Role of Development Bank (Gramin Bank, Nirdhan Bank etc.), Role of Finance Companies and Cooperatives

**Unit VI: Institutional Support to Entrepreneurship in Nepal: Technical & Logistic Support**

**LH. 2 hrs**

Government Agencies: DoI, IEDI, CTEVT, and Industrial States, Specialized Agencies: FNCCI, BMOs.

**References:**

Hisrich, Robert D., Michael Peters and Dean Shepherd, *Entrepreneurship*, Tata McGraw Hill, New Delhi  
Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Books, New Delhi 4.

Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson Education, New Delhi

**Nature of Course: Specialization Finance**  
**Course Title: Financial Theory & Corporate Policy**  
**Code No: FN 531**  
**Credit: 3**

### **Course Objectives**

The objective of this course is to enable the students to understand financial theory, empirical evidence, and applications and provide an appreciation for their significance in the real world so developing the skills required for conducting research in finance.

### **Course Description**

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

Overview of nature of finance, finance functions, goals of financial management, concepts and practice of agency theory within the corporation, empirical evidences on financial management practices.

**Unit II: Financial ratios as predictors of corporate failure** **LH.6**  
**hrs**

Overview of financial statements and financial ratios; financial ratios, empirical evidences on financial ratios as predictors of corporate failure.

**Unit III: Portfolio Theory & Market Equilibrium** **LH. 12**  
**hrs**

Overview of portfolio theory: Utility theory, mean & variance of single asset, mean & variance of portfolio of assets, correlation & covariance, the portfolio opportunity set, the efficient set, selection of optimal portfolio, market equilibrium (the CML), pricing inefficient portfolios, the capital asset pricing model (the SML), the CAPM: applications & evidences, portfolio beta, required return on securities, inflation and SML, the CAPM and the market return on risky debt, CAPM and cost of equity, CAPM and WACC, CAPM and capital budgeting, CAPM & investment decision, factors affecting beta, empirical evidences on CAPM, arbitrage pricing theory: macroeconomic variables related to the APT, difference between the CAPM and the APT, and current status of the APT.

**Unit IV: Investment decisions** **LH.6**  
**hrs**

Overview of techniques of capital budgeting, comparison of net present value with internal rate of return, cash flows for capital budgeting problems, projects with different lives, empirical evidence and applications.

**Unit V: Capital structure and cost of capital**  
**hrs**

**LH.9**

Overview of capital structure and cost of capital; empirical evidences; cost of capital, corporation finance and the theory of investment.

**Unit 6: Working capital management**  
**hrs**

**LH. 6**

Overview of working capital management including the management of cash, receivables, and inventories; Empirical evidence and applications.

**Unit 7: Dividend policy**  
**hrs**

**LH. 6**

Overview of dividend policy, theory, empirical evidences and applications

**References:**

1. Thomas E. Copeland, J. Fred Weston and Kuldeep Shastry, *Financial Theory and Corporate Policy*, Pearson Education.
2. Eugene F. Brigham, and Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson Asia, Singapore.

**Articles:**

1. Brandon Julio and Youngsuk Yook, 'Political Uncertainty and Corporate In Cycles', *The Journal of Finance*, VOL. LXVII, NO. 1, February 2012.
2. Cecilla Wagner Ricci "A survey & analysis of receivables practices in American Corps.", *FPE*, 1999.
3. Choong Tze Chua, Jeremy Goh, and Zhe Zhang, 'Expected Volatility, Unexpected volatility, and the Cross-section of Stock Returns', *The Journal of Financial Research*, Vol. XXXIII, No. 2, Summer 2010, Pages 103–123.
4. G. William Schwert, 'Stock Volatility during the Recent Financial Crisis', *European Financial Management*, Vol. 17, No. 5, 2011, 789–805.
5. Harold Bierman, "Capital Budgeting in 1993", *Financial Management*, Vol. 24, 1993
6. Hyun-Han Shin and Luc Soenen, "Efficiency of working capital management and corporate profitability", *Financial Practice and Education*, (Fall/Winter 1998), 37-45.
7. James O. Horrigan. "A Short history of Financial ratio analysis", *The Accounting Review*, (April, 1968),pp. 284-294.
8. Laurence Booth, Varouj Aivazian, Asli Demirguc-Kunt, and Vojislav Maksimovic, "Capital structure in developing countries", *The Journal of Finance*, (February 2001), pp.87-119.
9. Lawrence D. Schall, Gary L. Sundem and William R. Geusbeek Jr., "Survey and analysis of capital budgeting methods", *The Journal of Finance*, (March 1978), pp.281-286.
10. Lawrence J. Gitman and Pieter A. Vandenberg, "Cost of capital techniques used by major US firms:1997 vs 1980", *Financial Practice and Education*, (Fall/Winter 2000), pp. 53-68.
11. Marc Deloof, "Does working capital management affect profitability of Belgian firms?", *Journal of Business Finance & Accounting*, 30 (3) & (4), April/May 2003, pp.573-587.
12. Nicolae G. Arleanu, Stavros Panageas and Jianfeng Yu, 'Technological Growth and Asset Pricing' *The Journal of Finance*, VOL. LXVII, NO. 4, August 2012, pages 1265-1292.
13. Robert Connolly and Chris Stivers, 'Macroeconomic news, stock turnover, and volatility clustering in daily stock returns', *The Journal of Financial Research*, Vol. XXVIII, No. 2, Summer 2005, Pages235–259.

14. Stephen H. Archer and Charles A. D'Ambrosio, *The Theory of Business Finance*, (New York: The Macmillan Company), 1968.
15. Varouj Aivazian, Laurence Booth and Sean Cleary, 'Do emerging market firms follow different dividend policies from US firms?', *The Journal of Financial Research*, Vol. XXVI, No. 3, Fall 2003 Pages 371–387.

**Nature of Course: Specialization Finance**  
**Course Title: Capital Structure Management**  
**Code No: FN 532**  
**Credit: 3**

**Course Objectives:**

This course aims to provide the graduates with an understanding of the concept and principles of capital structure and thus develop analytical skill particularly in taking appropriate capital structure decision.

**Course Content**

**Unit I: Introduction.**

**LH.3 hrs**

Capital structure decisions and maximization of shareholders' wealth; Distinction between financial structure and capital structure; Optimal capital structure: significance, goals, and features; Considerations in designing appropriate capital structure.

**Unit II: Intermediate Financings**

**LH.10 hrs**

Term loans: characteristics of bank term loan, terms of loan, loan installment and repayment schedule; Lease financing: significance, types of leasing (operating, financial, sales and lease back, direct), determination of lease rent by lessor; Leasing versus owning decision ( present value cost and IRR method of analysis)

**Unit III: Common Stock Financing**

**LH.8 hrs**

Rights of holders of common stock; Nature of voting rights: cumulative and non-cumulative voting; Preemptive right; Use of rights in financing: value of rights and effect on shareholders' wealth.

**Unit IV: Refunding Operation**

**LH.5 hrs**

Refunding decision of debt and preferred stock under present value approach

**Unit V: Warrants and Convertibles**

**LH.10 hrs**

Meaning of warrants; Characteristics; Valuation of warrants and use of warrants in financing; Meaning of convertibles; Rationale for the use of convertibles; Conversion ratio and conversion price; Conversion value; call policy on convertibles ; Convertibles and their effect on capital structure.

**References:**

1. Van Horne, James C., *Financial Management and Policy*: PHI, New Delhi
2. Weston, J. Fred and Thomas E. Copeland, *Managerial Finance*: The Dryden Press, NY
3. Copeland, T.E., Weston, J.F., Shastri, K., & Katz, J.M., *Financial Theory and Corporate Policy*: Pearson, New Delhi

**Nature of Course: Specialization HRM**  
**Course Title: Human Resource Planning and Development**  
**Code No: HR 531**  
**Credit: 3**

**Course objective:**

The objective of this course is to develop a conceptual and advance understanding of human resource planning and career development.

**Course Content**

**Unit I: Introduction**

**L.H. 8**

Concept and objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Qualitative and quantitative dimensions of HRP, Labour market behavior and its impact on HRP, Analysis of performance and productivity, Micro and macro HRP, Labour economics.

**Unit II: Human Resource Information System**

**L.H. 8**

Concept, Objectives of HRIS, HRIS states of development, HRIS module, HRIS stages and development, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

**Unit III: Human Resource Planning Process**

**L.H.**

**12**

Forecast and Projection, Types of HR forecasts, Time scale of HRP forecasts, Methods of HR demand forecasting at macro and micro level, Supply forecasting, Wastage analysis, age population balance, Pattern of internal movement of employees in the organization Issues and difficulties in manpower forecasts, Manpower planning models; productivity, technology and HRP.

**Unit IV: Career Planning**

**L.H. 8**

Succession planning: Concept, Objectives and process, Career planning and development, Stages of career, early career and mid career crisis and its management, types of career development programs, issues in career development process, careers anchors, career development and employment empowerment.

Strategic Human Resources Planning, HR accounting and audit

**References:**

James W Walker, *Human Resource Planning*, McGraw Hill  
M.J. Kavanagh , *Human Resource Information System: Development and Application*.  
D.K. Bhattacharya, *Human Resource Planning*, 2012, Second edition, Excel Books  
Vivek Paranjpee, *Strategic Human Resource Planning*, 1997 ed., Allied Publisher



**Nature of Course: Specialization HRM**  
**Course Title: Industrial Labour and Managerial Relations**  
**Code No: HR 532**  
**Credit: 3**

***Course Objective***

The course prepares the students to grasp and apply the principles of Industrial Relations and develop an awareness of the significance of industrial peace, causes of various labor relations, conflict and its techniques and resolution.

***Course Content***

- Unit I:** Industrial Relations – Definition and Main Aspect L.H. 3  
Concept and Definition of Industrial Relations, Approaches to Industrial Relations.
- Unit II:** Labor Unions L.H. 4  
Concept and Definition, Objectives of Labor Unions, Functions of Labor Unions, Labor Union in Nepal.
- Unit III:** Labor Laws and Legislation. L.H. 3  
Labor Act, Trade Union Act
- Unit IV:** Industrial Conflict L.H. 5  
Causes if Industrial Conflict and Strike, Prevention and Resolution of Industrial Conflict
- Unit V:** Labor Management Cooperation/ Worker’s Participation in Management L.H. 6  
Meaning and Goals, Level and Forms of Labor Management Cooperation and Worker’s Participation, Worker’s Participation in Management in Nepal.
- Unit VI:** Labor Welfare and Social Security L.H. 6  
Concept and Objectives of Labor Welfare, Types of Labor Welfare Program, Concept and Method of Social Security, Labor Welfare and Social Security in Nepal.
- Unit VII:** ILO and Nepal L.H. 5  
Governing Principles and Objectives of ILO, Functions and Activities of ILO, Structure of ILO, Labor Standards, ILO and Nepal.

**References:**

- Mamoria, C.B., S. Mamoria and S.V. Gankar, *Dynamics of Industrial Relations*, Mumbai: Himalaya Publishing House

- Monappa, Arun, *Industrial Relations*, New Delhi, Tata McGraw-Hill Publishing House
- ILO, *Labor Administration, A profile on Nepal*, Kathmandu: ILO Office
- Shyam B Katuwal, *Management of Industrial Relations*, Molung Foundation, 2011

**Nature of Course: Specialization Marketing**  
**Course Title: Consumer Behavior**  
**Code No: MK 531**  
**Credit: 3**

**Course objective:**

This course aims to provide the theoretical basis for analyzing consumers' purchase behaviors and their implications in designing marketing strategies.

**Course Content**

**Unit I: Introduction**

**L.H. 2**

Concept and nature of consumer behavior analysis, Relevance of consumer behavior in marketing management

**Unit II: Theory and Models of Consumer Behavior**

**L.H. 6**

Behavioral science and consumer behavior, Development of theories for consumer behavior analysis, Consumer behavior models: Contemporary models (Nicosia, Howard-Seth, EBK models).

**Unit III: Consumer Decision Process**

**L.H. 10**

*Problem recognition:* types of problems, problem recognition process, and marketing implications. *Information search:* types and sources of information, amount of information, and marketing implications. *Evaluation:* affective, attribute-based and attitude-based choices. Evaluative criteria. Marketing interventions in evaluation. *Purchase:* outlet choice and brand choice. Marketing interventions in purchase decisions. *Post purchase behavior:* cognitive dissonance, satisfaction, complaints, and product dispositions. Marketing implications of the post purchase outcomes.

**Unit IV: Individual Determinants**

**L.H. 8**

*Perception:* information processing and perceptual process, factors influencing attention and interpretation. *Learning:* classical conditioning, cognitive, and vicarious learning. *Memory:* short-term and long-term memory. *Motivation:* sources of consumer motivations. *Attitude:* attitude development, attitude theories and models, marketing communication and attitude change.

**Unit V: Socio-environmental Determinants**

**L.H. 10**

*Family influences:* family life cycle, and family purchase decisions. *Social groups:* types of group, group properties, reference group's influences. *Social class:* social class stratification and characteristics. Social class's influence in consumer behavior. *Culture and sub-culture:* characteristics of culture, cultural dynamism, and cultural influences on consumer behavior.

## **References**

David L. Loudon and Albert J. Della Bitta, *Consumer Behavior*, Tata McGraw Hill, New Delhi.

Leon G. Schiffman, *Consumer Behavior*, Prentice Hall Of India, New Delhi.

Del I. Hawkins, Roger J. Best and Kenneth . Coney, *Consumer Behavior*, Tata McGraw Hill, New Delhi.

Engles, James F., Roger D. Blackwell and David T. Kollat, *Consumer Behavior*, The Dryden Press, New York

**Course Title: Marketing Research**  
**Code No: MKT 612**  
**Area of Study: Marketing Specialization**  
**Credit: 3**

**Course objective**

This course aims to develop students' knowledge and skill in designing and conducting marketing research projects. The course focuses on marketing research process and applications

**Course contents**

**Unit 1: Introduction 5 hrs.**

Concept and nature of marketing research. Application of scientific methods in marketing research. Marketing research problems. Problem identification and formulation. Writing research objectives.

**Unit 2: Marketing Research Designs 7 hrs.**

Concept and importance of research design. Qualitative, quantitative, and experimental research designs. Sampling process and methods. Editing, coding, and tabulations.

**Unit 3: Data Analysis and Reporting 5 hrs.**

Methods of data analysis: descriptive tools. Presentation of marketing research reports.

**Unit 4: Product Research 6 hrs.**

Research for developing product specifications. Concept tests. Product test methods. Test marketing research. Brand image and identity research.

**Unit 5: Advertising Research 4 hrs.**

Copy testing research. Media research. Measurement of advertising effectiveness: PACT and DAGMAR methods.

**Unit 6: Sales Research 3 hrs.**

Market potential analysis. Sales forecasting methods.

**Unit 7: Attitude and Psychographic Research 6 hrs.**

Methods of collecting and measuring attitude information. Multidimensional scaling of perception and preferences. Motivation research methods. Measurement of personality.

**References**

Harper w. Boyd, R. Westfall, and S.F. Stasch, *Marketing Research*, Richard D.Irwin, Delhi, 2005.  
Paul E. Green, D.S.Tull, and G. Albaum, *Research for Marketing Decisions*, Prentice Hall of India, New Delhi, 2005.  
LUCK, DAVID J., et al., *Marketing Research*, Prentice-Hall of India