

Tribhuvan University
Faculty of Management
Office of the Dean



**Course details of
MBS (Master of Business Studies) 1st Semester**

MKT 511: Marketing Management	3 Cr. hrs
ECO 512: Managerial Economics	3 Cr. hrs
MSC 514: Statistical Methods	3 Cr. hrs
MGT 515: Organizational Behavior	3 Cr. hrs
MGT 519: Managerial Communication	3 Cr. hrs

Effective from 2018 Admission Batch

MKT 511: Marketing Management

Credits: 3

Lecture Hours: 48

Course Objectives

The objective of this course is to equip students with knowledge and skills to take decisions in marketing management.

Course Description

This course deals on the management aspects of marketing. It includes a study of the marketing system and organization, environment and segment analysis, information system, demand analysis, buyer analysis and competitor analysis, strategic marketing planning, implementation of marketing program and marketing control.

Course Details

Unit 1: Introduction

LH 6

- Definition of Marketing and Core Marketing Concepts
- Company Orientation Towards the Market Place
- Customer Value, Satisfaction and Creating Long Tern Loyalty Relationship
- Concept of Marketing Management
- Marketing Management Process

Unit 2: Marketing Opportunity Analysis

LH 6

- Macro Environmental Trend and forces
- Corporate and Division Strategic Planning, Business Unit Strategic Planning
- Assigning Resources to SBUs: SBU Model, BCG Model and GE Model
- Nature and Contents of a Marketing Plan

Unit 3: Marketing Information System and Demand Measurement

LH 6

- Marketing Information System and its Components
- Marketing Research: Areas and Process
- Market Demand and Its Measurement
- Methods of Estimating Current and Future Market Demand
- Practice of Marketing Information System(MKIS) in Nepal

Unit 4: Identifying Market Segment, Target and Position Strategies

LH 6

- Bases for Consumer and Industrial Market Segmentation
- Process of Market Segmentation
- Evaluation and Selection of Target Market
- Developing Positioning Strategies
- Market Segmentation Practices in Nepal

Unit 5: Competitors Analysis **LH 4**

- Concept of Competition
- Key Competitor Analysis
- Competitive Strategies for Market Leader
- Competitors Analysis in Nepal

Unit 6: Implementation of Marketing Program: Product Strategies **LH 8**

- Concepts and Types of New Products
- New Product Development Process
- Product Line and Product Mix Strategies
- Brand Positioning, Branding Policies and Strategies
- Marketing Strategies in the Various Stages of Product Life Cycle
- Product and Branding Practice in Nepal

Unit 7: Implementation of Marketing Program: Pricing Strategies **LH 4**

- Objectives and Methods of Pricing
- Developing Pricing Strategies and Program
- Pricing Practices in Nepal

Unit 8: Implementation of Marketing Program: Channel & Logistic Strategies **LH 3**

- Selection of Channel Design Decision
- Channel Dynamics
- Logistics Management Decisions
- Distribution System in Nepal

Unit 9: Implementation of Marketing Program: Integrated Marketing Communication Strategies **LH 3**

- Designing and Managing Integrated Marketing Communications
- Steps in Developing Effective Communication
- Promotion Practices in Nepal

Unit 10: Evaluation and Control of Marketing **LH 2**

- Concept of Marketing Control
- Types of marketing Control
- Marketing Control in Nepal

Note: At least one case study should be conducted after the completion of each chapter.

Basic Books

Kotler,P & Keller, K.L Marketing Management, New Delhi, Person Education Limited.

Reference Books

Aaker D., Strategic Market Management, Singapore John, Wiley & Sons,

Stanton, E. and Walker, B.J., Fundamentals of Marketing, MC Graw Hill International Editions.

ECO 512: Managerial Economics

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to develop students' knowledge and skills in the tools and techniques of economics applicable to managerial decision making.

Course Description:

This course deals with introduction to managerial economics and theories of firm, demand forecasting, production and cost analysis, pricing theory and practice, risk analysis, and market efficiency and role of government.

Course Details

Unit 1: Introduction to Managerial Economics and Theories of Firm **LH 7**

- (a) Concept and scope of managerial economics, Managerial economics and business decision-making.
- (b) Business profit and economic profit.
- (c) Theories of firm: Profit maximisation, Value maximisation, Sales revenue maximisation, Williamson's model of managerial discretion.

Unit 2: Demand Analysis and Forecasting **LH 8**

- (a) Concept and significance of demand forecasting.
- (b) Techniques of demand forecasting: Survey methods, Market experiment, Time series analysis, Moving average method, Regression analysis, Barometric technique.
- (c) Use of elasticities of demand in business decision making.
- (d) Limitations of forecasting.

Unit 3: Production and Cost Analysis **LH 5**

- (a) Production function: Short run production function, Long run production function, Cobb-Douglas production function.
- (b) Optimal use of one variable input and two variable inputs.
- (c) Learning curve, Empirical estimation of short run cost function

Unit 4: Pricing Theory and Practice **LH 14**

- (a) Pricing under oligopoly: Cartel arrangement, Price leadership, Kinked demand curve model.
- (b) Strategic behaviour and game theory: Concept, Payoff matrix, Nash equilibrium, Prisoner's dilemma, Simultaneous move one shot game, Simultaneous move repeated game, Multistage game
- (c) Pricing techniques: Cost-plus pricing, Incremental cost pricing, Predatory pricing, Multiple product pricing (fixed proportion), Transfer pricing, Peak-load pricing, Two-part tariff.
- (d) Economics of discriminations: Wage differential, Price discrimination

Unit 5: Risk Analysis **LH 4**

- (a) Concept of risk and uncertainty
- (b) Attitude toward risk and uncertainty: Utility Theory and risk aversion
- (c) Information and risk: Asymmetric information, Adverse selection, Signaling, Moral hazard, Principal -agent problem

Unit 6: Market Efficiency and Role of Government

LH 10

- (a) Market and efficiency: Effect of government policy (tax and price control policy) in market equilibrium and market efficiency
- (b) Market failure: Concept and sources of market failure: Market power and deadweight loss, Incomplete information, Externalities, Public goods.
- (c) Government response to market failure: Rationale for regulation, Monopoly regulation, Antitrust policy, Patent system, Operating controls, Subsidy policy, Tax policy, Regulation of environmental pollution.
- (d) Regulation of international competition.
- (e) Problems of regulation, effects of regulation on efficiency.
- (e) Government failure: Theory of public choice.

Note: Numerical illustrations and case analysis will be used wherever applicable.

Reference Books:

- Adhikari, G.M., Paudel, R.K. and Regmi, K. (2017). *Managerial Economics*. Kathmandu: KEC Publication and distributors
- Dhakal, R. (2017). *Managerial Economics*. Kathmandu: Samjhana Publication
- Mansfield, E. (1996). *Managerial economics*. New York: W.W. Norton and Co.
- Petersen, H.C. and Lewis, W.C. (2008). *Managerial Economics*. New Delhi: Pearson Education Ltd.
- Pappas, J.L. and Hirschey, M. (1989). *Fundamentals of Managerial Economics*. New York: The Dryden Press.
- Salvatore, D. (2012). *Managerial Economics*. New York: McGraw Hill.

MSC 514: Statistical Methods

Credits: 3
Lecture Hours: 48

Course Objectives

The course aims to impart knowledge and skills of statistical techniques and their applications in solving business problems

Course Details

Unit 1: Probability

LH 6

Concept and importance of probability, approaches to probability. Additive and multiplicative theorems, conditional probability, Baye's theorem and decision tree.

Unit2: Probability Distribution

LH 6

Discrete probability distribution: Binomial and Poisson, Continuous probability distribution: Normal Distribution and their properties along with applications.

Unit 3: Sampling and Estimation

LH 6

Sampling techniques, sampling and non-sampling errors, sampling distribution, standard error, application of standard error, concept of central limit theorem
Estimation theory, criteria of good estimator, point and interval estimate, relationship among errors, risk and sample size, determination of sample size

Unit 4: Testing of Hypothesis

LH 18

Meaning of hypothesis testing, types of error in hypothesis testing, critical region, one tailed and two tailed test, Parametric Test: large sample test of mean and proportions, small sample test of mean, paired t-test, test of significance of correlation coefficient, variance ratio test, one way and two way Analysis of Variance (ANOVA), Non-parametric test: Chi-square test of goodness of fit and independence of attributes, chi-square test for population variance.

Unit 5: Correlation and Regression Analysis

LH 12

Partial and multiple correlation, coefficient of determination, concept of linear and non-linear regression, multiple regression equation, standard error of estimate for multiple regression, test of regression model and regression coefficients, auto-correlation and multicollinearity, Residual analysis: Linearity of the regression model, Homoscedasticity, Normality of error.

Reference Books

Richard I. Levin and David S. Rubin, *Statistics for Management*, Prentice Hall of India
S.C.Gupta, *Fundamental of Statistics*, Himalayan Publishing House

MGT. 515 Organizational Behavior

Credits: 3

Lecture Hours: 48

Course objectives

The major objectives of this course is to provide students with an in-depth understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources.

Course Description

This course intends to familiarize students with different dimensions of organizational behavior. The course contains introduction, foundations of individual behavior, perception and attribution, personality and attitudes, positive organizational behavior, motivation and stress management, groups and teams in organizations, leadership, communication and conflict and organizational change and development.

Course Details

Unit: 1 Introduction

LH 7

Concept of organizational behavior; Foundations of OB; Contextual perspective of OB - HR Approach, Productivity Approach, Interactional Approach, Contingency Approach, System Approach; Environmental context of OB - Globalization, diversity and ethics; Theoretical Frameworks - Cognitive Framework, Behavioristic Framework, Social cognitive framework

Unit: 2 Foundations of individual Behavior

LH 2

Personal Factors, Environmental Factors, Organizational Systems and Resources, Models of Individual Behavior.

Unit 3: Perception and Attribution

LH 7

Meaning and definition of perception; Nature and importance of perception; Sensation versus Perception; subprocesses of Perception; Perceptual Selectivity and Organization - Attention Factors in Selectivity, Perceptual Organization; Social perception - Characteristics of Perceiver and Perceived, stereotyping, Halo Effect; Attribution - Attribution Theory, Locus of Control Attributions, Other Attributions, Attribution Errors; Impression Management - Concept; Process of Impression Management; Employee Impression Management Strategies; Link between perception and decision making in organizations; Individual differences and organizational constraints.

Unit 4: Personality and Attitudes

LH 9

Concept of Personality; Hofstede's Framework of Personality; Approaches to Understanding Personality Traits and Dimensions - Cattell's 16 Personality Factors (16PF), The "Big Five" Personality Theory, Personality Profiling Using DISC (Dominance, Influence, Steadiness, compliance) methodology, Fundamental Interpersonal Relations Orientation Behavior; Personality Traits - Locus of Control, Authoritarianism,

Dogmatism, Machiavellianism, Risk Propensity, Self-esteem, Self-monitoring; Concept of Attitudes; Components of Attitudes; Functions of Attitudes; Changing Attitudes - Barriers to changing attitudes, Providing New Information, Use of Fear, Resolving Discrepancies, Influence of Friends or Peers, The Co-opting Approach; Organizational commitment - Meaning and dimensions (Affective, Continuance, and normative); Guidelines to Enhance Organizational Commitment; Organizational Citizenship behaviors (OCBs): Concept.

Unit 5: Positive Organizational Behavior

LH 3

Concept; Optimism – Dimensions of Optimism, Optimism in the workplace, Hope, Subjective Well-Being (SWB), Resiliency; Emotional Intelligence – Role of Emotion, Role of Intelligence, Meaning of Intelligence, Emotional Intelligence in the Workplace; self-Efficacy – Meaning, Process and Impact of Self-Efficacy, Sources of Self-Efficacy, Implications for Self-efficacy in the work place.

Unit 6: Motivation and Stress Management

LH 4

Work motivation theories; Motivational application through job design; Motivational application through goal setting.

Meaning and definition of stress; Work Stress Model –Individual Level Stressors, Group Level Stressors, Organizational level Stressors, Extra-Organizational Stressors; Stress Management – Individual Strategies, Organizational Strategies, Employee Assistance Programs (EAPs); Stress and Performance.

Unit 7: Groups and Teams in Organizations

LH 4

Concept of Groups and Group Dynamics; Stages of Group Development; Group Structure – Roles, Norms, Status , Size, cohesiveness; Group Decision making; Concept and nature of Teams; Types of Teams; Creating Effective Teams.

Unit 8: Leadership

LH 5

Concept of Leadership; Traditional theories of Leadership – Trait Theories, From Traits to States and Skills Development, Group and Exchange Theories of Leadership, Contingency Theory of Leadership. Path-Goal Leadership theory; Modern Theoretical Processes of Leadership – Charismatic Leadership, Transformational Leadership, Social Cognitive Approach, Substitutes for Leadership, Authentic Leadership; Contemporary issues in leadership.

Unit 9: Communication and Conflict

LH 4

Interactive communication in organizations; Interpersonal communication – Oral Communication, Written communication, Nonverbal communication; Organizational communication – Concept, Factors influencing organizational communication; communication Roles; Communication Policies and Communication Audit; Current issues in communication.

Concept and nature of conflict; Changing views of conflict; Functional and Dysfunctional conflict; Process of conflict; Levels of conflict; Conflict resolution strategies.

Unit 10: Organizational Change and Development

LH 3

Concept; Forces of change; Resistance to change; Approaches to managing organizational change; Concept and characteristics of Organization Development (OD); OD values; OD interventions at individual, group and organizational level.

Text and Reference Books

Robbins, S. P., *Organizational Behavior*, New Delhi: Pearson.

Luthans, F., *Organizational Behavior*, New Delhi: McGraw Hill.

Newstrom, J. W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw Hill Publishing Company.

Greenberg, J. and Baron, R.A., *Behavior in Organizations*, New Delhi: Pearson Education.

Aswathappa, K., *Organizational Behaviour*, New Delhi: Himalayan Publishing House.

Singh, K., *Organizational Behaviour*, New Delhi: Vikas Publishing House.

Arnold, H.J. & Fieldman, D.C., *Organizational Behavior*, New York: McGraw Hill.

Adhikari, D.R., *Organizational Behavior*, Kathmandu: Buddha Academic Enterprises.

Hellriegel, D. Slocum, J.W. & Woodman, R. W., *Organizational Behavior*, Singapore: South Western College Publishing.

Moorhead, G. & Griffin, R. W., *Organizational Behavior*, New Delhi: AITBS Publishers.

MGT 519: Managerial Communication

Credits: 3
Lecture Hours: 48

Course Objectives

This course, while familiarizing students of advanced Business Studies with the foundational theory of business communication, offers an intensive practice of effective business communication-written, oral, verbal, and non-verbal – so that Business Graduates can apply the skills learned in their career and beyond. Besides orienting students to basic theories of effective communication, the course also includes a practicum component in that students towards the end of the semester will have submit a completed writing portfolio that includes a range of writing assignments such as business correspondences, business report, and a dossier for job application. The course follows the seminar model of classroom teaching, in which students participate in in-class discussions and presentations.

Course Description

This course contains understanding the foundations of business communication, writing letters, memos, e-mails, and instant messages, writing reports and proposals, oral and non- verbal communications, preparing a dossier for employment.

Course Details

Unit 1: Understanding the Foundations of Business Communication

LH 6

- Achieving success thorough effective business communication
- Communicating in teams and mastering listening and non-verbal communication
- Communicating inter-culturally

Applying the three-step writing process

- Planning business messages
- Writing business messages
- Completing business messages

Unit 2: Writing Letters, memos, e-mails, and instant messages

LH 6

- Writing routine and positive messages
- Writing negative messages
- Writing persuasive messages

Unit 3: Writing Reports and Proposals

LH 8

- Planning reports and proposals
- Writing reports and proposals
- Completing reports and proposals

Unit 4: Oral and non-verbal communications**LH 6**

- Non-verbal communication
- Public speaking
- Conducting and participating in meetings
- Interviewing and getting interviewed

Unit 5: Preparing a dossier for employment**LH 6**

- Constructing resume
- Writing job letters
- Applying and interviewing for employments

Practicum:**LH 16**

- At least one 10 to 15 minute oral presentation
- At least three business correspondences (topic will be given)
- At least one mid-length report
- Mock meetings and interview sessions
- Dossier for job application

Required Texts

Courtland L. Bovee and John V. Thill, *Business Communication Today*

Occasional handouts.

Reference Books

R.V. Lesikar and J.B. Pettit, *Business Communication* (Prescribed)

R.V. Lesikar and M.E. Flatley, *Basic Business Communication* (Prescribed)

Robert G. Insley, *Communicating in Business in the 21st Century* (highly recommended)

Baden Funson, *C21: Communicating in the 21st Century* (highly recommended)