

RES 511: Business Research Methodology

Credits: 3
Lecture Hours: 48

Course Objectives

The intent of the course is to provide an introduction to, and a basic grounding in, fundamental research methods as they relate to the modern practice of management and to academic research. By examining the applications, strengths and major criticisms of methodologies drawn from both the qualitative and quantitative traditions, this course permits an understanding of the various decisions and steps involved in conducting research.

Course Description

The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, data analysis and report writing.

Course Details

Unit 1: Introduction to the Research Process

LH 7

The concept of research; types of research; Scientific research - scientific research process, characteristics of scientific research; Emerging paradigms in research – quantitative and qualitative ; positivist, and interpretive paradigms; Relations between research approaches and research methodologies; Management research – types, value for decision making; Ethical considerations in research.

Unit 2: Beginning Stages in the Research Process

LH 10

Literature Review

Literature review - purpose and steps; Searching, obtaining, and evaluating the literature; Literature search through the Internet; Format and guidelines for presenting the literature review.

Theoretical Framework

Concept and need for research; Research and theory – deduction and induction; Contributions of research to theory building and practice.

Problem Definition

Problem definition – concept and steps in problem formulation; Research questions – concept and types.

Propositions and Hypotheses Formulation

Proposition – concept; Hypothesis - functions of hypotheses; Types – descriptive, relational, directional, explanatory and null hypotheses; Criteria of good hypothesis statement.

Unit 3: Research Designs**LH 10**

Definition; Elements of a research design; Classification of research designs – exploratory; descriptive; developmental; case study; causal-comparative and experimental research designs; Common sources of error; Qualitative research – concept, basic assumptions and features.

Unit 4: Measurement, Scaling and Sampling**LH 6****Measurement and Scaling**

Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in management research; Validity and reliability of measurement.

Sampling

Sampling – concept and process; Probability and non-probability sampling; Sampling and non-sampling errors.

Unit 5: Data Collection and Analysis**LH 10****Data Collection**

Data and its types; Sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews; Sources of qualitative data – observation, participant observation, focus groups; e-research using Internet and Websites to collect data from individuals; Web surveys and e-mail surveys.

Data Analysis

Getting data ready for analysis; Data processing; Presenting data in graphs and tables; Statistical analysis of data – descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data – content, thematic and narrative analysis.

Unit 6: Writing Proposals and Research Reports**LH 5****Research Proposals**

Topic selection; Attributes of good research topics; Functions and types of research proposals - solicited and unsolicited proposals; Structure and contents of academic and funded research proposals; Common mistakes in proposal writing.

Research Reports

Concept, process, types and procedure for writing research reports; Conventions of academic writing; Pre-writing concerns; Components of the research report; Body of the project report; Documenting sources - APA style of citation and referencing; Evaluation of research reports; Essentials of good research report.

Basic Books

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

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

References

Cooper, D. R. and Schindler, P. S. *Business Research Methods*. Tata Mcgraw Hill, New Delhi.

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

Flick, U. *An Introduction to Qualitative Research*. Sage South Asia Edition, New Delhi.

FIN 512: Financial System in Nepal

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to enable students to understand how different components of financial system function and how they are managed in Nepal. The course also aims to familiarize students with emerging issues in financial system of Nepal and enable them to critically analyze these issues.

Course Description

The major topics covered in this course are: Introduction to financial system, the money market, stock market, debt market, derivative market, banks and financial institutions, insurance companies, mutual fund and pension fund, other financial service companies, stability of financial system.

Course Details

Unit 1: The Financial System:

LH 4

Formal and informal financial sector, Components of the formal financial system, Financial institutions, Financial markets, Financial instruments, Financial services, Interaction among financial components, Functions of a financial system.

Unit 2: The Money Market:

LH 5

Nepalese money market, Role of NRB in money market, Money market instruments in Nepal: Treasury bills-feature, types, importance, Participants in the T-bill market, sale of T-bills, implicit yield, Commercial bills, Certificate of deposits, Call money market, Money market derivatives.

Unit 3: Capital Market:

LH 10

Evolution of Nepalese stock market, Primary markets – role of investment banker, pricing of primary securities, public issue, private placement and right issue, Regulatory provisions on primary issues; Secondary market – functions and types, Organization, Management and membership of Nepal Stock Exchange, listing and trading rules, Stock market index, OTC market, Stock market regulation and Nepal Securities Board. Debt Market: Government and corporate debt securities market, innovations in debt market securities. Derivative Market: Development and current status, Regulations of derivative market, Problems and prospects.

Unit 4: Banks and Financial Institutions:

LH 6

Incorporation, Major functions, Regulation and supervision of banks and financial institutions by NRB, financial sector reforms, Governance issues and challenges.

Unit 5: Insurance Companies:

LH 4

Incorporation, Types of insurance companies, Major functions, Regulation and supervision of insurance companies by Nepal Insurance Board, Governance issues and challenges.

Unit 6: Mutual Fund, Pension Fund and other Financial Service Companies:

LH 6

Incorporation, Types of mutual companies, Major functions, Regulation and supervision of mutual fund companies by Nepal Securities Board, Prospects and challenges, Role of pension fund companies and their prospect. Incorporation and functions of Merchant Banks, Credit rating agency, Deposit and Credit Guarantee Corporation, Credit Information Bureau.

Unit 7: The Stability of Financial System:**LH 5**

Liquidity crisis, Factors that affect stability, Private solutions for bank runs and banking panics, Government solution for bank runs and banking panic, Solutions for market crashes.

Unit 8: Project Report/ Seminar in Nepalese Financial System**LH 8**

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The key theme should be relevant to treasury management in banks. The instructor will provide the rubrics of the project work and the students will prepare and present the report in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight.

References

1. Pathak, B., Indian Financial System: Market, Institution and Services, Pearson Education India.
2. Kohn, Meir, Financial Institutions and Markets, Delhi: TataMcGraw-Hill.
3. M. Y. Khan, Financial System in India: Delhi: McGraw Hill Education India.
4. Publications of Nepal Rastra Bank, Nepal Securities Board, Beema Samati, Nepal Stock Exchange.
5. Regulations governing the respective markets and institutions.

FIN 513: Investment Analysis and Portfolio Management

(concentration)

Credits: 3
Lecture Hours: 48

Course Objective

The objective of this course is to provide the students with an understanding of the concepts and principles of investment analysis and portfolio management together with a knowledge of the analytical techniques so developing skills in their application required for appraisal of securities and management of investible funds from the view point of the investors – individual as well as institutions particularly in the context of Nepal.

Course Description

This course provides a broad overview of investment analysis and portfolio management that includes investment setting and investment alternatives, organization and functioning of securities markets, market indexes, portfolio theory and assets pricing theory, economic, industry, and company analysis, and derivative markets and securities. The course also offers an opportunity to enhance students' independent/group learning through project work/ seminar.

Course Details

- Unit 1: Investment Setting:** **LH 4**
Concept of investment, Risk and return relationship, Investment alternatives.
- Unit 2: Organization and Functioning of Securities Market and Market Index** **LH 8**
Financial market, primary market, secondary market, exchanges and OTC market, Securities market in Nepal, Institutional arrangement and regulatory framework. Use of security market indexes, Stock market indexes, Bond market indexes, Comparison of indexes.
- Unit 3: Portfolio Theory, Assets Pricing and Efficient Capital Markets** **LH 10**
Markowitz portfolio theory and selection of optimal portfolio, Capital market theory, Assets pricing models – capital asset pricing model and arbitrage model. Alternative efficient hypothesis, Tests and their implications.
- Unit 4: Macro analysis and the Stock Market:** **LH 4**
Component of market analysis, Macro market analysis, Micro valuation analysis, valuation using earning multiplier.
- Unit 5: Industry Analysis:** **LH 4**
Need of industry analysis, Business cycle and industry sectors, evaluating the industry life cycle, analysis of industry competition, industry analysis using the relative valuation approach.
- Unit 6: Company Analysis:** **LH 5**
Company analysis versus stock valuation, Economic, industry and structural links to company analysis, company analysis, Estimating company per share and multipliers, Additional measures of relative value.
- Unit 7: Derivative Markets and Securities:** **LH 5**
Overview of derivative markets, investing with derivative securities, Relationship between forward and option contracts, Use of derivatives in portfolio management, overview of option markets and contract, fundamentals of option valuation.

Unit 8: Project Work/ Seminar:**LH 8**

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The instructor will provide the rubrics of the project work/ seminar and the students will prepare and present in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight

Part 6: Test Books and References**Basic text-books:**

Frank K Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, South-Western Cengage Learning.

Bodie, Ziv, Alex Kane, Marcus, Alan J. and Mohanty, Pitabas. *Investments*, New Delhi: Tata McGraw Hill Education Private Limited

References:

Sharpe, William F., Alexander, Gordon J. and Belly, Jeffery W. *Investments*, New Delhi: Prentice Hall of India. Annual Reports of Nepal Securities Board and Nepal Stock Exchange.

FIN 514: Financial Institutions and Markets

(concentration)

Full Marks: 100
Pass Marks: 55

Credits: 3
Lecture Hours: 48

Course Objective

The course aims to provide the students overall understanding on the financial markets and institutions in general and on interest rate theories, money and capital markets, money and capital market instruments, central bank, monetary policy and interest rates, commercial banking industry and other contemporary issues of financial markets and institutions in particular. The course also aims to familiarize students with current issues on financial institutions and financial markets and enable them to critically analyze these issues.

Course Description

This course provides an overview of the financial markets and institutions with a special emphasis on financial markets, theories on interest, central bank, monetary policy and interest rates, capital markets, money markets and capital and money market instruments, commercial banking industry, regulation of financial markets and institutions in the context of Nepal and contemporary issues of financial markets and institutions.

Course Details

Unit 1: Introduction:

LH4

Overview of the financial markets: primary markets versus secondary markets, money markets versus capital markets, foreign exchange markets, derivative security markets, financial market regulation; Overview of financial institutions: types of financial institutions, economic functions performed by financial institutions and globalization of financial markets and institutions.

Unit 2: Determination of Interest Rates:

LH 4

Loanable funds theory, Determinants of interest rates for individual securities: inflation, real interest rates, default risk, liquidity risk, special provisions, term to maturity; term structure of interest rates: unbiased expectations theory, liquidity premium theory, market segmentation theory; and forecasting interest rate.

Unit 3: The Central Bank, Monetary Policy, and Interest Rates

LH 5

The central bank, the money supply and interest rates, monetary tools: open market operations, the discount rate, reserve requirements; effects of monetary tools on various economic variables, money supply versus interest rate targeting; international monetary policy and strategy; central bank and monetary tools in Nepal.

Unit 4: Money Markets

LH 5

Nature & concept of money market: money market securities: treasury bills, federal funds, repurchase agreements, commercial paper, negotiable certificate of deposit, bankers' acceptance; money market participants, yield on money market securities: bond equivalent yields, effective annual return, discount yields, single payment yields; and international aspects of money markets.

Unit 5: Capital Markets **LH 6**

Bond market: treasury notes and bonds, STRIPs, municipal bonds, corporate bonds; primary mortgage market: characteristics, and amortization; secondary mortgage markets: concept of securitization and mortgage-backed securities; primary and secondary stock markets: primary stock markets, secondary stock markets, stock market indexes; NEPSE, and stock market regulation in Nepal.

Unit 6: Commercial Banking Industry: **LH 5**

Financial statements: balance sheet and income statement; off-balance sheet activities; financial performance analysis, regulation of commercial banks including NRB directives with reference to Basel II and III.

Unit 7: Other Lending Institutions **LH 4**

Saving institutions: size, structure and composition of the industry, financial statements, and regulators; Credit unions: size, structure and composition of the industry, financial statements, and regulators; and Finance companies: size, structure and composition of the industry, financial statements, and regulators.

Unit 8: Insurance Industry **LH 7**

Life Insurance companies: types of policies, and financial statements; property-casualty insurance companies: types of policies and financial statements; and insurance industry in Nepal: types, size, structure and composition, act and regulation, and regulatory body of industry.

Unit 9: Securities Firms and Investment Banks **LH 4**

Securities firm and investment bank activity areas; financial statements; Securities firm and investment banks in Nepal: size, structure and composition, regulation and regulatory body.

Unit 10: Mutual Funds and Pension Funds **LH 4**

Mutual funds: Types, mutual funds returns and costs, mutual funds regulation in Nepal; pension funds: size, structure, and composition of the industry, practices in Nepal.

Part 4: Textbooks and References

Textbooks

1. Saunders, Anthony and Marcia Million Cornett. *Financial Markets and Institutions*. Special Indian Edition, New Delhi: McGraw-Hill Education (India) Private Limited.
2. Madura, J. *Financial Markets and Institutions*. New Jersey: Thomson South-Western.

References

1. Mishkin, F.S. *Financial Markets and Institutions*. New York: Harper Collins College Publishers.
2. Rose, P.S. and Marquis, M.H. Money and Capital Markets, **Financial Institutions and Instruments in a Global Marketplace**. New York: McGraw-Hill Irwin.
3. **Nepal Rastra Bank Act, 2006** and www.nrb.org.np

4. Bank and Financial Institutions Act
5. Nepal Rastra Bank Directives
6. Basel II and Basel III
7. Insurance Act and Regulation
8. Annual Report of Beema Samittee
9. Securities Act 2063
10. Annual Report of SEBON

In-semester evaluation: 50%

End-semester evaluation: 50%

FIN 518: Treasury Management

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to enable students to appreciate the significance of concepts, theories and practice of treasury management in banks and to make them acquainted with analytical and problem solving skills that apply in the management of treasury in banks and financial institutions. The course also aims to familiarize students with practice and emerging issues in treasury management.

Course Description

The major topics covered in this course are: Introduction to treasury management, cash transfer, forecasting and concentration, Risk management for changing interest rates: assets-liabilities management and duration techniques, Risk management: use of derivatives and asset-backed securities, Liquidity and reserve management, Foreign exchange risk management, Project work/ seminar on treasury management.

Course Details

Unit 1: Introduction to Treasury Management:

LH 4

Role of the treasury department, Treasury controls, Treasurer job description, Position of treasury department within the corporate structure, Front, mid and back office.

Unit 2: Cash Transfer, Forecasting and Concentration:

LH 6

Check payments, Wire transfer, ACH payments, Procurement cards, Fees for cash transfer, Cash transfer controls, Cash transfer policies, Cash transfer procedures; Cash Forecasting: Cash forecasting model, Information sources for the cash forecast, Measuring cash forecast accuracy, Cash forecasting procedure; Cash concentration: Benefits of cash concentration, Cash concentration strategies.

Unit 3: Risk Management for Changing Interest Rates:

LH 10

Assets-Liabilities Management and Duration Techniques: asset-liability management strategies, Interest rate risk, Protecting net interest margin, Duration as risk management tool, Using duration to hedge against interest rate risk, Limitation of duration gap management. Use of Derivatives and Asset-Backed Securities in risk management: uses of financial futures, options, swaps in risk management, Use of asset-backed securities, loan sales, credit standbys and credit derivatives.

Unit 4: Foreign Exchange Risk Management:

LH 6

Foreign exchange quote terminology, The nature of foreign exchange risk, Data collection for foreign exchange, Risk management, Foreign exchange hedging strategies, Foreign exchange hedge controls, Foreign exchange hedge policies, Foreign exchange hedge procedures, Hedging activities.

Unit 5: Liquidity and Reserve Management:

LH 8

The demand for and supply of liquidity, Reasons for liquidity problems, Strategies for liquidity managers, Estimating liquidity needs, Legal reserve and Money position management, Factors in choosing among the different sources of reserves, Central bank reserve requirements, The Basel rules.

Unit 6: Treasury System:**LH 6**

Clearing and Settlement Systems: Characteristics of clearing and settlement systems, Overview of the clearing and settlement process, Fedwire, Automated clearing house (ACH) System, Clearing house interbank payments system (CHIPS), Check clearing, The continuous link settlement (CLS) system; Treasury Systems: Treasurer's technology needs, Treasury management system, SWIFT connectivity.

Unit 7: Project Work/ Seminar on Treasury Management:**LH 8**

The instructor and the students will finalize the key theme and topic of project work/ seminar which can be an individual or group work. The key theme should be relevant to treasury management in banks. The instructor will provide the rubrics of the project work and the students will prepare and present the report in the class.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, lab works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percentage weight.

Part 6: Test Books and References**Basic text-books:**

1. Rose, Peter S. & Hudgins, Sylvia C., Bank Management and Financial Services, Delhi: McGraw Hill Education.
2. Bragg, Steven M., Treasury Management: The Practitioner's Guide, New Jersey: Wiley & Sons, Inc.

References:

1. Chaudhari, M., Bank Assets and Liability Management: Strategy, Trading and Analysis, Willy Publication.
2. Waston, Alasdair & Aitringham Ron. Treasury Management: International Banking Operation, Financial World Publishing.
3. Annual reports and other publications of Nepal Rastra Bank, Nepal Securities Board.
4. Journals and magazines of international repute: Journal of Banking and Credit, Harvard Business Review, The Economists.

MGT 512: Small Business Entrepreneurship

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective: The main objective of this course is to impart students the knowledge and skills of entrepreneurial small businesses so that they may successfully apply them to start and manage such businesses as a career option or help and advice their owners and managers for smooth operations.

Course Description:

To achieve the objective, this course covers the nature, role and ethics of small business, characteristic features of entrepreneurs, business ideas, and options for starting of small business, small business strategies, business plan, and small business marketing

Course Details:

Unit 1: Introduction:

LH 6

Nature of small business: Meaning, small business owners and entrepreneurs, small businesses vs. high growth ventures; Opportunities and rewards for starting small business; Starting a small business: entry competencies; Role of small business in economy; Small business ethics.

Unit 2: Small Business Entrepreneurs:

LH 6

Entrepreneurial personality: characteristics of successful entrepreneurs; Entrepreneurial motivation; Entrepreneurial competencies; Professionalization; Entrepreneurial careers; Entrepreneurial teams; Women and minorities in small businesses.

Unit 3: Small Business Ideas:

LH 6

Sources of business ideas; Screening ideas; Ideas, opportunities and creativity: innovative frame of mind; Avoiding pitfalls; Types of innovations small businesses develop; Feasibility of an idea: pilot testing; Methods of being creative.

Unit 4: Starting Up Small Business:

LH 10

Starting a part-time business: significance, types and success factors; Starting a full-time business: new, purchasing and franchising; Starting a new business: advantages and disadvantages, increasing chance of success; Purchasing an existing business: advantages and disadvantages, determining value of business and structuring the deal; Franchising: advantages and disadvantages, franchising opportunities and legal considerations.

Unit 5: Small Business Strategies:

LH 5

Strategy in small business; Small business strategy process: pre-strategy, benefits, strategy selection and competitive strategy; Life cycle and business strategy

Unit 6: Business Plan:

LH 7

Concept of business plan; Key element of business plan: vision and mission statements, elevator pitch, executive summary and business plans; Strategizing for business plan; Contents of business plan: title page, executive summary, the company, the market, the organization, the finance, critical risks, appendices, resume; presenting business plan.

Unit 7: Small Business Marketing:**LH 8**

Product and pricing strategies; Promotion strategies: determining value proposition, market segmentation, developing message, conveying message; Process of personal selling; Customer relationship management: strategies and steps; Distribution: direct marketing, Internet, distribution issues for direct marketing and non direct marketing.

Basic Textbook:

1. Jerome Katz and Richard Green. *Entrepreneurial Small Business*. New Delhi: Tata McGraw-Hill

Reference Books

1. Michael Shaper, Thierry Volery, Paull Weber and Kate Lewis. *Entrepreneurship and Small Business*. New Delhi: Wiley India
2. Thomas W. Zimmerer and Norman M. Scarborough. *Essentials of Entrepreneurship and Small Business Management*. New Delhi: Prentice-Hall of India Ltd.

MGT 517: Social Entrepreneurship

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective:

The main objective of this course is to impart students with the fundamental knowledge social entrepreneurship and the skills to require for launching, managing and achieving growth of social enterprises as a career option.

Course Description:

This course deals with a number of topics such as the concepts of social entrepreneurship and social entrepreneurs, social entrepreneurship ideas and opportunities, developing concept of social enterprise and social enterprise business plan, social enterprise fundraising and marketing, and social enterprise launch, growth and goal attainment.

Course Details:

Unit 1: Introduction:

LH 7

Nature and concept of social entrepreneurship; Myths about social entrepreneurship; Emergence of social entrepreneurship as global movement; Pioneers of social entrepreneurship; Process of social entrepreneurship; Growth of social entrepreneurship; Theories of social entrepreneurship; The forces on social entrepreneurship. Role of technology in social entrepreneurship and characteristics of successful social enterprise.

Unit 2: Environment for Social Entrepreneurship Development

LH 6

Registration of intellectual property right (patent, trademarks, copyright, trade secret), licensing, product safety and liability. Insurance and contracts. Economic, legal, socio cultural, political environment for developing social entrepreneurship. Risk associated with social entrepreneurship development.

Unit 3: Social Entrepreneurs:

LH 5

Social entrepreneurs: concept, traits, and characteristics of successful social entrepreneurs, functions; Difference between social entrepreneurs, business entrepreneurs, government and activism; Examples of world renowned social entrepreneurs.

Unit 4: Ideas and Opportunities:

LH 6

Introduction to social entrepreneurship ideas and opportunities; Creative process of social entrepreneurship: access to information, utilization of information, creativity and ideas; Moving from ideas to opportunities; Sources of opportunities

Unit 5: Developing Social Enterprise Concept:

LH 3

Introduction to social enterprise concept; Social enterprise mission; Business models; Threats to business model

Unit 6: Social Enterprise Business Plans:**LH 6**

Concept of business plan; Business plan summary; Description of the enterprise; The team; The market and industry; Marketing and fundraising; Financial plan; Goals and objectives with a timeline; Risk assessment; Supporting document; Pitfalls

Unit 7: Entrepreneurial Fundraising and Marketing:**LH 8**

Introduction; Types of fundraising; Personal relationships; Direct mail; Fundraising events; Telefunding; Traditional media; Virtual means; Spending of raised funds; fundraising strategies; Social enterprise marketing; Steps in building social enterprise marketing strategy; Social enterprise messages; Pricing

Unit 8: Launch, Growth and Goal Attainment:**LH 7**

Introduction; Preparing for growth; Substitutes for service; Socioeconomic and demographic changes; Public policy shifts; Bargaining power of sellers and buyers; Social enterprise growth strategies; Myths about growth; Challenges of growth and change; Growth and risk; End of the social entrepreneurship process

Textbooks:

1. Arthur C. Brooks. *Social Entrepreneurship: A Modern Approach to Social Value Creation*. New Delhi: Prentice-Hal India Ltd.

Reference Books:

1. David Bornstein and Susan Davis. *Social Entrepreneurship: What Everyone Needs to Know*. New Delhi: Oxford University Press
2. Robert Gunn and Chris Durkin (Eds). *Social Entrepreneurship: A Skills Approach*. Bristol: The Policy Press
3. Danielle N. Sampson (Ed.). *Social Entrepreneurship*. New York: Nova Science Publishers

MGT 551: Commercial Bank Management

Elective I/II

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to impart the students overall theoretical knowledge required to manage commercial bank efficiently at operating level in general and to equip the students with necessary theoretical foundation and tools to evaluate the financial performance, manage the different types of ever changing risks, investment, liquidity and reserve, deposit and non deposit liabilities, bank capital, and loan of commercial bank in particular. The course also aims to familiarize students with different aspects of operating level management of commercial banks in Nepal.

Course Description

This course provides an overview of the financial statements and bank performance evaluation tools, risk management for changing interest rates, the investment functions in commercial banks, liquidity and reserve management, managing and pricing deposits, managing non deposit liabilities, the management of capital, lending policies and procedures, lending to business firms and pricing to business loans, and field work and seminar on consumers loans provided by commercial banks in Nepal.

Course Details

Unit 1: Overview of financial Statements and performance of commercial banks **LH 5**

Overview of the financial statements: balance sheet, income statement, cash flow statement, and income distribution statement; Off-balance-sheet items; Evaluating the performance of banks: Maximizing the value of the firm, profitability ratios and brief introduction of risk in commercial bank—credit risk, liquidity risk, market risk, interest rate risk, foreign exchange and sovereign risk, off-balance-sheet risk, operational risk, legal and compliance risks, reputation risk, strategic risk, and capital risk.

Unit 2: The investment functions in commercial bank **LH 5**

Overview of money market and capital market investment instruments, recently developed investment instruments, investment securities held by banks, factors affecting choice of investment securities, investment maturity strategies, maturity management tools and NRB directives regarding investment.

Unit 3: Managing and pricing deposits **LH 5**

Overview of types of deposits offered by commercial banks, interest rates on deposits, pricing deposit-related services: pricing deposits at cost plus profit margin, using marginal cost to set interest rates on deposits, and pricing based on the total customer relationship and choosing depository, and NRB directives regarding the deposit collection, mobilization and pricing.

Unit 4: Managing non-deposit liabilities **LH 6**

Liabilities management and the customer relationship doctrine, Non-deposit sources of funds: Borrowing from other financial institutions, repurchase agreement, borrowing from central bank, development and sale of large negotiable CDs, commercial paper markets, long-term non-deposit fund sources, and choosing non-deposit sources.

Unit 5: The management of capital**LH 7**

Capital and risk, types of capital in use, calculation of capital requirement: Basel I, Basel II and Basel III, planning to meet capital needs and NRB directives and practice of Nepalese commercial banks.

Unit 6: Lending policies and procedures**LH 7**

Overview of types of loans, regulation of loans, steps in the lending process, credit analysis, sources of information about loan customers (focusing Nepalese context), part of a typical loan agreement, loan review, loan classification and allowances, and loan rescheduling and restructuring.

Unit 7: Lending operation and pricing business loans**LH 7**

Types of business loans-short-term and long-term loans to business firms, analyzing business loan applications, customer's, financial ratio analysis, comparison between firm's and industry's performance, preparing statement of cash flows of business, pricing business loans, preparing loan agreement and loan schedule, NRB directive regarding business loans.

Unit 8: Project work and seminar on Consumer lending**LH 6**

The instructor will divide the students in group and send them to the field to conduct the study of consumer loans provided by commercial banks. Field work study should cover types of loans granted to individuals and family, characteristics of consumer loans, evaluation of consumer loan application, major contents of consumer loan application, laws and regulation applying to consumer loans; pricing and condition of consumer loans. At the end of the course instructor will ask the students to organize the seminar and present their work to the seminar. Project work and presentation to the seminar will be part of the in-semester evaluation.

Textbooks

1. Rose, Peter S. and Sylvia C. Hudgins. *Bank Management and Financial Services*, 9th edition. New York: McGraw-Hill Irwin, 2013.
2. Rose, Peter S. *Commercial Bank Management*. New York: McGraw-Hill Irwin.

References

1. Saunders, Anthony and Marcia Millon Cornett. *Financial Institutions Management: A Risk Management Approach*. Indian Edition, New Delhi: McGraw-Hill Education (India) Private Limited, 2013.
2. Koch, Timothy W. and S. Scott Macdonald. *Bank Management*. Singapore: Thomson Southwester.
3. Gup, Benton E. and James W. Kolari. *Commercial Banking: The Management of Risk*. Singapore: John Wiley & Sons (Asia) Pte. Ltd.

MGT 553: Insurance and Risk Management

(elective)

Credits: 3

Lecture Hours: 48

Course Objective:

The main objective of this course is to familiarize students with the concept and application of insurance and risk management. This course also aims to orient the student about insurance business regulations, mechanisms and practices in Nepal.

Course Description:

This course contains introduction, risk aversion, risk management and insurability of risk, loss control, and legal liability for injuries, life insurance and annuities, employee benefits, retirement plans, commercial insurance contracts and regulating insurance business in Nepal.

Course Details

Unit 1: Introduction:

LH 6

Concept of risk; Risk identification; Types of risk facing businesses and individuals; Cost of risks: components of cost of risk, cost tradeoff, and cost of other types of risk; Business risk management and need for risk management; Business risk management organizations

Unit 2: Risk Aversion, Risk Management and Insurability of Risk:

LH 7

Concept of risk aversion; Risk aversion and demand for insurance; Factors affecting demand for insurance; Shareholder diversification; Reasons for buying insurance; Factors that limit the insurability of risk; Contractual provisions that limit coverage; Legal doctrines

Unit 3: Loss Control:

LH 4

Concept of loss control; Types of loss control: loss prevention, loss reduction, diversification and expected indirect losses and effects of insurance on loss control

Unit 4: Legal Liability for Injuries:

LH 4

Tort liability, rules and procedure; Liability from negligence; Objectives of tort liability systems; Limited wealth and limited liability; Tort liability and safety regulation

Unit 5: Life Insurance and Annuities:

LH 5

Concept of life insurance product; Traditional products: Term, endowment and whole life; Tax benefits from life insurance policies; Annuity contracts; Life insurance pricing; Choice of life insurance coverage; Life insurance cost comparisons

Unit 6: Employee Benefits:

LH 4

Concept of employee benefits; Types of employee benefits; Reasons for providing employee benefits; Group medical expense coverage; Group medical plan provisions and pricing issues; Health care cost and uninsured problem

Unit 7: Retirement Plans:

LH 2

Concept of retirement plans; Tax advantages of retirement plans; Retirement plan provisions and regulations

Unit 8: Commercial Insurance Contracts:

LH 6

Insurance contracts and markets; Deductibles and self-insured retentions; Policy limits and umbrella policies, commercial general liability insurance; Pricing and underwriting: commercial vs. personal coverage.

Unit 9: Regulating Insurance Business in Nepal

LH 10

Insurance Companies in Nepal, Insurance policy of Nepal, Insurance Act and Regulation 1993, Insurance licensing policy, Micro Insurance Directives, Directives for Institutional Governance of Insurance Companies 2069.

Textbook:

1. Scott E. Harrington and Gregory R. Niehaus. *Risk Management and Insurance*. New Delhi: Tata McGraw-Hill

Reference Books:

1. Sandra Gustavson and James S. Trieschmann. *Risk Management and Insurance*. New Delhi: South-Western
2. George E. Rejda. *Principles of Risk Management and Insurance*. New Delhi: Pearson-Addison Wesley
3. Insurance Act and Regulation 1993,
4. Insurance licensing policy,
5. Micro Insurance Directives,
6. Directives for Institutional Governance of Insurance Companies 2069.

MGT 555: E-Business

(elective)

Credits: 3

Lecture Hours: 48

Objective:

This course aims to familiarize students with the concepts of E-Business and related issues and imparts the skills to apply in the business.

Course Description:

This course covers introduction to E-Business and its infrastructure, E-Procurement, E-Marketing, E-Business models, E-Payment systems and securities issues with E-Payment system, supply chain management, and customers relationship management.

Course Details

Unit 1: Introduction to E-Business

LH 7

The impact of the electronic communications on traditional business; Concept of E-Business; Difference between E-Business and E-Commerce; E-Business opportunities; Business adoption of digital technologies for E-Business; E-Business risks and barriers to business adoption; Management responses to E-Business; Value of E-business for organizations, E-Business environment in Nepal.

Unit 2: E-Business Infrastructure

LH 5

Concept of E-Business infrastructure; E-Business infrastructure components; Internet and mobile platform; Web technology; Internet-access software applications; Managing E-Business infrastructure, E-business strategy.

Unit 3: E-Procurement

LH 4

Concept of E-Procurement; Drivers of E-procurement; Focus on estimating E-Procurement cost; Risks and impacts of E-Procurement; Implementing E-Procurement

Unit 4: E-Marketing

LH 3

Concept of E-Marketing: search adverts, social media channels, online marketing; E-Marketing planning; Situation analysis; Objective setting, customer care in E-Business, online customer behavior and market research.

Unit 5: E-Business Models

LH 6

Concept of E-Business models; Business to business model; Customer to customer; Business to customer, developing E-business models, launching a successful online business and E-business project.

Unit 6: E-Payment Systems

LH 8

Concept of E-Payment systems; Types of E-Payment: cards, mobile payments; Government regulations and policy; Driving factors for development of E-Payments in national level: government, consumer, technology, competition; Global of E-Payment system; Security issues of E-Payments: components of E-Payments, technologies aspect, E-Signature for the security; Major issues for E-Security; E-Banking system: Internet banking, mobile banking, payment of bills through the Internet, payment Portal.

Unit 7: Supply Chain Management**LH 9**

Concepts of value, need and role of an information system for SCM, enterprise resource planning (ERP) market and product profile, current trend and feature of IT in SCM. Value creation, and supply chain management; Supply chain strategy: structural and infrastructural dimensions; Supply chain strategy: coordination for value creation Supply chain strategy: coordination for value creation, B 2 B E-Commerce.

Unit 8: Customer Relationship management (CRM)**LH 6**

Concept of customer relationship management; online retailing and services features and benefits of CRM systems, problem and prospects of CRM in E-Business of Nepal. Ethical, social and political issues in E-Commerce.

Textbooks:

1. Dave Chaffey. *E-Business and E-Commerce Management*. New Delhi: Prentice Hall India Ltd.
2. Daniel Amor, “*The E-business (R) evolution*”, New Delhi: Pearson Education Asia

Reference Books

1. Ravi Kolkata, “*Frontiers of Ecommerce*”
2. Kenneth C. Laudon and Carol Tracer , “*E-Commerce 2013*” (9th Edition)
3. Efraim Turban and David king: *Electronic Commerce: Managerial and Social Nepalese perspectives*.

MKT 514: Services Marketing

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students understanding and skills in strategically managing services which includes typical challenges in the modern business world.

Course Description

Services present special challenges that need a different strategy than managing of other marketing entities. Service marketing is practiced not only by firms selling services but also by firms selling goods with many accompanying services. Its importance and relevance has grown phenomenally in the last two decades. Realizing the importance of this dimension, this course includes the major strategic aspects involved in marketing of services. This course includes issues related to service marketing and covers topics such as service marketing fundamentals, managing the service mix – product, place, price, promotions, process, people and physical evidence, customers perception of the services, customer expectations, service failure and recovery, use of technology in services, and managing quality and excellence in services.

Course Details

Unit 1: Introduction

LH 8

Nature of services. Relevance of service marketing. Characteristics of services and strategic implications. Classification of services and strategic implications. The service marketing mix components. Growth and challenges of the service sector in Nepal.

Unit 2: Customer Expectations of Service

LH 6

Concept. Types of service expectations. Levels of expectations and zone of tolerance. Desired and adequate service expectations. Expectations management.

Unit 3: Customer Perceptions of Service

LH 8

Concept and dimensions. Customer satisfaction determinants. Service quality dimensions. Service encounter management. The Gaps model of service quality. Strategy for closing the service gaps.

Unit 4: Service Failure and Recovery

LH 4

Causes of service failures. Service system failure. Service recovery strategy. Service guarantees.

Unit 5: Managing the Service Mix

LH 22

Product: Service marketing research program; Relationship marketing; Quality marketing.

Place: Use of service intermediaries; Direct marketing; Franchising; Use of electronic channels.

Price: Non-monetary costs and service quality; Approaches to pricing of services; Pricing and value definitions.

Promotions: Integrated Service marketing communications; matching service promises with delivery.

Process: The service process; Service blueprinting; Managing service supply and demand; Customers' role in service delivery; Use of technology in service process.

Physical evidences: Concept and types of evidences; Servicescapes - types and strategic roles.

People: Employees' roles in service delivery; The service culture; The service triangle; Service profit chain.

References

Zeithamal, V.A., Bitner, M.J., Gremler, D. and Pandit, A., *Services Marketing*, Tata McGraw Hill, New Delhi, India.

Lauhari V. and Dutta, K., *Services*, Oxford University Press, New Delhi, India.

Lovelock, C., *Services Marketing*, Pearson Education, New Delhi, India.

Bhattacharjee, C., *Services Marketing*, Excel Books, New Delhi, India.

MKT 515: E-Marketing

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students' skills in analyzing the e-marketing environment and designing e-marketing plan and strategies.

Course Description

The emergence of the internet has opened new opportunities to design business models that deliver customer satisfaction through the use of the information superhighway. This course is designed for the students to understand the managerial perspectives of the e-business so that they can develop entrepreneurial attitude to undertake e-marketing as a business venture. This course includes issues such as the concept and development of the e-marketing, strategic e-marketing, e-marketing planning, e-marketing environment, e-marketing strategy formulation, e-marketing mix management, use of social media for marketing and customer relationship management.

Course Details

Unit 1: Introduction

LH 6

The e-marketing landscape – concept and development of Web 1.0 (past), Web 2.0 (present), and Web 3.0 (future) platforms. Strategic e-marketing – from strategy to strategy and from business models to e-business models. The varieties of e-business models.

Unit 2: E-Marketing Environment

LH 6

Building inclusive e-markets – global markets, emerging economies, importance of information technology. Country and market opportunity analysis. Influence of technology readiness. Wireless internet access – the digital divide. Building inclusive e-markets.

Unit 3: E-Marketing Planning

LH 6

The e-marketing planning process. Creating an e-marketing plan – the napkin plan and venture capital e-marketing plan. The critical steps of the e-marketing planning.

Unit 4: Ethical and Legal Issues of E-Marketing

LH 4

Ethics and ethical codes. Self-regulation. Privacy. Digital property. Online expression. Emerging ethical and legal issues – online governance, jurisdiction, and fraud.

Unit 5: E-Marketing Strategy

LH 4

Data drive strategy. Marketing knowledge management. Monitoring and social media. Other technology-enabled approaches. Marketing databases and data warehouses. Data analysis and distribution.

Unit 6: E-Marketing Management

LH 10

Product: the online offer and capitalizing on internet properties. Creating customer value online. Product benefits, attributes, branding, support services, and labeling. E-marketing enhanced product development strategies. **Price:** Internet based pricing strategies. Buyer seller views on price. Payment options. Pricing strategies.

Distribution: Distribution channels and online intermediaries. Channel length and functions. Channel power.

Promotion: E-marketing communications. IMC in e-marketing. Internet advertising trends and format. Marketing public relations (MPR). Role of sales promotions and direct marketing.

Unit 7: Social and Digital Media Marketing**LH 8**

Elements of the social media – concept and types. Use of social media by business. Social media strategies. Community building. Digital media – concept, search engines, social media advertising, mobile advertising. Buying digital media.

Unit 8: Customer Relationship Management**LH 4**

Relationship building in e-marketing. Relationship marketing pillars. Building blocks of customer relationship management. Rules for success of CRM.

References

Strauss, Judy and Raymond Frost, **E-Marketing**, Prentice Hall of India, New Delhi, India.

Afuah, Allan and Tucci, Christopher, **Internet Business Models and Strategies**, McGraw Hill/Irwin. New York, USA.

MKT 518: Strategic Brand Management

(concentration)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students understanding and skills in developing powerful brands and managing them effectively.

Course Description

This course provides with the basic theoretical as well as practical knowledge for building, implementing, and revitalizing brands in today's competitive and market-driven business environment. The course includes

Course Details

Unit 1: Introduction

LH 4

Meaning of Brand and Branding. Branding Goals. Elements of a Brand. **The Value of Branding.** Brand Architecture. Brand Hierarchy. Branding Challenges of the 21st Century.

Unit 2: Strategic Brand Building Process

LH 4

Strategic Process for Brand Building. Brand Vision and Organization Culture. Strategic Audit. Identifying Branding Opportunities. Brand Values. Brand Identity and Image. **Positioning and USP.** Brand Personality. Brand Experience.

Unit 3: Brand Equity

LH 8

Concept of Brand Equity. Brand Equity Benefits. Measurement of Brand Equity. The Customer-based Brand Equity Model. Aaker's Model. BrandZ Model. The BrandDynamics Pyramid. Brand Asset Valuator Model. Financial Valuation of Brand Equity. Problems in Brand Valuation. Valuation Approaches. Models for Financial Valuation.

Unit 4: Brand Positioning and Values

LH 8

Brand Positioning Concept. Types of Brand Positioning. Characteristics of Strategic Brand Positioning
Brand Positioning Process. Brand Values. Value Proposition Canvas. Core Brand Values. Brand Mantra: Designing a Brand Mantra. Implementing Brand Mantra. Internal Branding: Concept and Process.

Unit 5: Brand Marketing Programs

LH 8

Concept. Brand Building Process. Brand Element Strategy: Brand Name, Logos and Symbols, Color, Shape, Typeface, Scale, Brand Characters, Slogans, Jingles and Sound Signals Packaging, Uniform Resource Locators (URLs). Brand Marketing Program: Brand Building and Dynamism in Modern Marketing. Product Strategy: Perceived Quality and Relationship Marketing. Customer-Brand Relationship. Pricing Strategy. Channel Strategy. Communication Strategy. Role of Advertising in Brand-building. Integrated Communication Mix for Brand Building. Leveraging Secondary Associations. Brand Leverages.

Unit 6: Measurement of Brand Performance

LH 8

Concept. Qualitative Measurement Tools and Research Methods. Brand Knowledge Measurement. Brand Awareness Measurement. Metrics for Brand Awareness Measurement. Brand Image Measurement. Brand Tracking Studies. Brand Purchase Intention Measurement. Brand Loyalty Measurement. Brand Positioning Measurement. Quantitative Research Tools.

Unit 7: Brand Management Strategies

LH 8

Brand Value Chain. Designing Branding Strategies. Brand-Product Relationship (Matrix). Brand Portfolio Management. Brand Extension Strategy. Brand Management over Time: Brand Reinforcement, Brand Revitalization, Brand Retirement, Brand Rejuvenation . Managing Brands Globally.

References

Keller, K. L., *Strategic Brand Management*, Pearson Education: New Delhi.

Aaker, D. A., *Managing Brand Equity*, Free Press: New York.

Koirala, K.D. *Brand Management Strategy*, M.K. Publishers and Distributors: Kathmandu.

MGT 554: Microfinance and Entrepreneurship

(elective)

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to build up the theoretical foundation on microfinance and develop the skill of the students to be policy analyst, consultant and manager of microfinance projects in general and acquaint students with the practical aspects of microfinance industry in Nepal in particular.

Course Description

This course is designed with microfinance institutional and financial perspective. It contains an overview of microfinance, target markets and impact analysis, products and services of microfinance, microfinance institutions, designing loan products and saving products, performance measurement of microfinance institutions, entrepreneurship for the sustainability of microfinance institutions and a seminar on microfinance.

Course Details

Unit 1: Overview of Microfinance

LH 4

Concept of microfinance, microfinance revolution, rationale of growing microfinance, key principles of microfinance, understanding microfinance in Nepalese context: suppliers of financial intermediation, contextual factors and clients.

Unit 2: The Target Market and Impact Analysis

LH 5

Objectives of microfinance institutions, direct and indirect targeting, the considerations in determining the demand for financial services: cash flows and capacity to service debt, equity requirement, moral hazard, market size, target market, impact analysis: concept and users of impact analysis, kinds of impacts, levels of impact, impact proxies and client oriented impact analysis, time for impact assessment, methods of impact assessment: qualitative, and quantitative, and integrating qualitative and quantitative methods.

Unit 3: Products and Services of Microfinance

LH 5

Categories of microfinance services, Minimalist and integrated approach to microfinance, financial intermediation: range of products, principles of financially viable lending, methods of credit delivery, savings: compulsory saving and voluntary saving, credit card and smart card, payment services, social intermediation, enterprise development services, matching enterprise development service to demand, social services, and practices in Nepal.

Unit 4: Microfinance Institutions

LH 5

Importance of institution attributes of a good institution, institutional types, types of institutions in Nepal, creating a formal microfinance intermediary: process of establishment, and preparation of necessary documents such as project proposal, institutional charter, and business plan.

Unit 5: Designing Lending Products

LH 5

Cash patterns, loan terms and payment frequency; working capital and fixed asset loans, loan collaterals, collateral substitutes: group guarantee, alternative forms of collateral, loan pricing, effects of service charges or fee on borrowers and MFIs, calculating effective interest rate, fixing the sustainable interest rate on loan, practices of Nepalese financial institutions regarding the designing and pricing the loan.

Unit 6: Designing Saving Products

LH 5

Demand for saving services, Legal provision for offering voluntary saving services, deposit insurance, institutional capacity to mobilize savings, types of saving products for micro entrepreneurs, cost of mobilizing voluntary savings, pricing savings, and practices of microfinance in Nepal.

Unit 7: Performance Measurement of Microfinance Institutions

LH 8

Adjusting financial statements: Accounting adjustment of loan loss provision, depreciation of fixed assets, accrued interest and accrued interest expenses, subsidies and inflation, restatement of financial statements in constant currency term; performance evaluation of microfinance institutions in the framework of WOCCU model, CGAP model, and SEEP model; and delinquency management: effect of delinquency on the profitability of MFIs and controlling delinquency.

Unit 8: Entrepreneurship for the Sustainability of Microfinance Institutions

LH 7

Overview the concept of entrepreneur, entrepreneurship and microenterprises, characteristics of good entrepreneur, linkage of sustainability of microfinance institutions with the sustainability of microenterprises, forms of microenterprises-family run enterprises, partnership with group members, group run enterprises and community based enterprise, and cooperatives; creation of microenterprises, preparation of business plan, financial analysis and financial reporting, auditing and preparing annual report of microenterprises.

Unit 9: Seminar on Microfinance

LH 4

Seminar will be conducted on the contemporary issues of microfinance. Key themes of the seminar will include financial inclusion, financial literacy, microfinance and women empowerment, microfinance and poverty reduction, microfinance and microenterprise creation, micro-finance and employment generation.

Teaching Learning Strategy

The pedagogic strategy of this course will include lectures with group and class discussions, class works, case study analysis and presentations; project works, term paper, etc. Besides, writing theme papers and their presentations will form key activities in project work/ seminar unit of the course. Therefore, students will be required to be actively participating in both class and out of class activities. All students will be encouraged to make full use of available print and electronic resources. Prior reading of relevant text is essential for productive discussions in the class.

Evaluation

The students will be assessed through continuous (in semester) evaluation carrying 40 percent weight and semester-end examination carrying 60 percent weight.

Textbooks

1. Joanna Ledgerwood. 2001. Microfinance Handbook: *An Institutional and Financial Perspective*: Sustainable Banking with Poor. Washington D.C: The World Bank.
2. Armendariz, de Aghion, Beatriz and Jonathan Morduch. 2005. *The Economics of Microfinance*. Cambridge MA and London: The MIT Press.
3. Khanka, S.S. *Entrepreneurial Development*. New Delhi: S. Chand & Company LTD.

References

1. Joanna Ledgerwood. 2013. *The New Microfinance Handbook: A Financial Market System Perspective*. Washington D.C: The World Bank.
2. Mbeba, Ruth Dueck. 2008. *Basic Financial Management and Ratio Analysis for MFIs Toolkits*. MEDA. <www.meda.org>
3. Mohammed, Yunus. 2008. *Creating the World Without Poverty: Social Business and Future of Capitalism*.
4. Rock, Rachel, Maria Otero and Sonia Saltzman. 1998. *Principles and Practice of Microfinance Governance*. ACCION International
< <http://www.jointokyo.org/mfdl/readings/MFGovernance.pdf>>.
5. Shankar Man Shrestha. *State of Microfinance in Nepal. Report submitted to Institute of Microfinance*. 2009. http://www.inm.org.bd/publication/state_of_micro/Nepal.pdf
6. Barres, Esabelle and others. 2005. *Measuring Performance of Microfinance Institutions: A Framework for Reporting, Analysis and Monitoring*. Washington D.C. The SEEP Network.
7. CGAP. 2003. *Microfinance Consensus Guidelines: Definitions of Selected Financial Terms, Ratios and Adjustment for Microfinance*. Washington DC. : CGAPA/The World Bank Group
www.seepnetwork.org.
8. Richardson, David C. 2002. *PEARLS Monitoring System: World Council for Credit Unions Tool Kits series No.4*. http://www.woccu.org/documents/Monograph_4.

MKT 512: Consumer Behavior

Credits: 3
Lecture Hours: 48

Course Objective

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

Course Description

This course is the foundation to all marketing courses. It is the basic science of marketing and provides a deep understanding of the buying process and buying reasons of the end users of products and services. It includes topics on the use of the consumer behavior analysis in business and non-business decisions, buying process of consumers, individual and socio-cultural determinants of consumer behavior.

Course Details

Unit 1: Introduction

LH 4

Concept of Consumer Behavior. Difference between Organizational buying and Consumer buying. Nature of Consumer Behavior Analysis. Application of Consumer Behavior Knowledge in Marketing Management. Use of Consumer Behavior Knowledge in Social Marketing, Public Policy, Demarketing, and Consumer Education.

Unit 2: Consumer Purchase Decision Process

LH 9

Consumer Decision Process in High-involvement and Low involvement Purchase Situations.

Problem recognition: Consumer Problem Recognition Process, Types of Consumer Problems. Results of Problem Recognition. Marketing Implications of Problem Recognition.

Information search: Types of Consumer Search Activities. Types and Sources of Information. Amount of Information. Marketing Implications of Information Search.

Evaluation: Evaluative Criteria. Reducing Range of Alternatives. Evaluating Alternatives. Marketing Implications of Consumer Evaluation.

Purchase: Store Choice Factors. Store Loyalty. In-store Purchasing Behavior. Situational Influences. Non-Store Purchasing. Brand Choice. Brand Loyalty. Impulse Buying Behavior. Marketing Interventions in Purchase Decisions.

Post purchase behavior: Consumer Satisfaction and Dissatisfaction. Consumer Complaint Behavior. Cognitive Dissonance. Product Disposition Behavior. Marketing Implications of the Post Purchase Outcomes.

Unit 3: Individual Determinants of Consumer Behavior

LH 18

Personality, Self-concept, and Lifestyle: Personality Theories – Psychoanalytical theory, Social theories and Trait theory. Applications of Personality in Marketing. Self-concept: types of self. Product image congruence. Life Style – measurement and applications.

Consumer Motivations: Nature and Role of Consumer Motives. Classification of Motives – McGuire classifications. Motive Arousal. Marketing Implications of Consumer Motivations.

Consumer Information Processing and Perception: Information processing framework. Information Acquisition, Perceptual Encoding, and Interpretation.

Consumer Learning and Memory: Learning Characteristics and Elements. Types of Consumer Learning - Classical conditioning, Instrumental conditioning, and Vicarious Learning. Marketing

Applications of Consumer Learning. Consumer Memory Systems: Sensory, Short-term and Long-term Memory. Information Retrieval and Forgetting. Advertising Applications of Consumer Memory.

Consumer Attitude: Attitude Characteristics and Functions. Attitude Development. Attitude Theories and Models – Congruity Theory, Balance Theory, Fishbein’s Attitude Toward the Object and Behavioral Intentions Models. Attitude Change – Low and high-involvement strategies. Persuasive Communications and Attitude Change.

Unit 4: Socio-environmental Determinants of Consumer Behavior

LH 9

Culture and Sub-culture: Characteristics of Culture. Nepalese Cultural Values and its Implications in Marketing. Cultural Dynamism in Nepal and its impact on Consumer Behavior. Sub-cultural Consumption Dynamism in Nepal.

Social class: Social Class Stratification and Characteristics. Social classes in Nepal and Consumption Behavior. Social Class’s Influence in Consumer Behavior.

Social groups: Types of Social Groups. Group Properties. Influence of Reference Group on Consumer Behavior. Influence of opinion leaders and word-of-mouth communications.

Family influences: Family Life Cycle – traditional and modern. Family Role and Power Structure. Influence of Family in Household and Individual Purchases.

Unit 5: Models of Consumer Behavior

LH 8

Traditional Models – Microeconomics, Macroeconomics, and Behavioral Economics explanations of consumer behavior.

Contemporary Models - Nicosia, Howard-Seth, EKB models.

References

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

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

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

Krishna, Rajneesh, *Consumer Behavior*, Oxford University Press, New Delhi.

MGT 556: Management of Sustainable Rural Development and Project Management

(elective)

Credit Hours: 3

Contact Hours: 48

Course Objective:

This course is designed to provide students with vivid understanding of concepts, principles and theories of sustainable rural development, plan policies and strategies adopted for achieving sustainable rural development in Nepal, and the skills of rural project management.

Course Description:

This course deals with the theoretical and practical aspects of sustainable rural development and project management. Therefore, it includes concepts, principles and strategies of sustainable development, concepts and practice of rural development in Nepal, rural social structure, change and development, different aspects of rural economy and rural project management.

Course Details

Unit 1: Sustainable Development:

LH 4

Concept of sustainable development; Principles of sustainable development, Evolution of ideas about sustainability; Strategies for promoting sustainable development; Alternative approaches to sustainable development, sustainable rural development policies of the Government of Nepal.

Unit 2: Rural Development:

LH 7

Concepts of rural development; Rural development theories; Rural development planning; Rural development policies and strategies; Rural development in Nepal: phases and approaches of rural development; Policies and strategies of rural development in different five-and-three-year plans in Nepal; Rural development experiments and experiences of India, Bangladesh and China

Unit 3: Rural Social Structure, Social Change and Continuity:

LH 8

Concept of rural sociology; Approaches to the study of rural society; Rural-Urban differences; Rural-Urban Continuum; Urbanism; Social and economic structure of rural Society; "Village": concept and classification; Land reforms and agrarian class structure in Nepal; Globalization and Nepalese peasantry; Different approaches of social change; Dialectical approach; Oppression and empowerment.

Unit 4: Agriculture and Non-agriculture Development:

LH 8

Present scenario of Nepalese agriculture development; Factors of production in agriculture; Agriculture finance and marketing; Impact of globalization on Nepalese agriculture and issues of food security; Rural cottage industries: Agro-and non-agro-based industries; Micro and small scale enterprises; Role of MEDPA, ELAM, INGOs and NGOs in developing micro and small enterprises; Factors affecting growth of MSMEs in Nepal

Unit 5: Social Sector Development:

LH 7

Concept and approaches; Social development index; Social security for unorganized Sectors; Social inclusion; Poverty and unemployment; Health and nutrition; Education and literacy; Women in social development, Role of NGO in social sector development in Nepal.

Unit 6: Project Management:**LH 7**

Concept of project and project management; Planning and establishing projects; Formulation of projects, tools and techniques; Project work system design, execution, financing, project risk and market Risk; Monitoring and evaluation; Performance indicators; Concurrent evaluation; Cost-benefit analysis.

Unit 7: Participatory Project Management:**LH 7**

Concept and approaches of participatory project management; Participatory approach in project identification and formulation; Participatory Implementation, Monitoring and Evaluation (PIME); Social audit in project management, Participative project management in Nepal.

Textbooks:

1. Mary Emery, Isabel Gutierrez-Montes and Edith Fernandez-Baca (Eds). *Sustainable Rural Development*. London: Routledge
2. Ruth McAreavey. *Rural Development Theory and Practice*. New York: Routledge
3. Katar Singh. *Rural Development: Principles, Policies and Management*. New Delhi: Sage Publications
4. Subash Chandra Das. *Project Management and Control*. New Delhi: Prentice-Hall of India Ltd.

MGT 513: Innovation and Product Development

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint student on different areas of innovation management and new product development and to keep a strong emphasis on innovation as a management process.

Course Description

This course contains five units- introduction to innovation and product development, innovation and product developing strategies, research and development, technology and knowledge management and innovation and product development in Nepal.

Course Details

Unit 1: Introduction

LH 10

Concept, importance, models of innovation, strategic logic of product innovation, innovation as a management process, the role of state and the national 'system of innovation', fostering innovation in late industrializing countries, innovation and market, innovation diffusion theories, the social impact of innovation, the determinants of innovation, innovation and new product development.

Unit 2: Innovation and product Development Strategies

LH 15

Organizations and innovation, organizational characteristics that facilitate the innovation process, organizational structures and innovation, Product planning and strategy, the competitive environment, differentiating and positioning, competing with other products, managing brands, innovation management and new product development, considerations for developing new products, new product development as a strategy for growth, new Product Development theories and models, approaches to innovation strategy, innovation and product portfolio management, innovation strategy and the theory of competitive advantage, intellectual property rights and competitive advantage, shaping strategies, innovation and resource based view, internal research and development, technology acquisitions, corporate venturing, hiring human resources, nature of design and innovation in the context of operations, product design and innovation, triggers for innovation, design of the organization and its suppliers—supply chain management, business process reengineering, operations and technology.

Unit 3: Research and Development

LH 8

R&D management and the industrial context, R&D investment, classifying R&D, R & D management and link with business strategy, strategic pressures on R &D, Managing R & D project. Market research and new product development, testing new products- purposes, techniques used in consumer testing of new products.

Unit 4: Technology and Knowledge Management**LH 8**

Technology trajectories, knowledge base of an organization-- characteristics, the learning organization, the degree of innovation, technology strategy to link innovation and business strategies, strategic alliances, forms of strategic alliances, motives for forming strategic alliances, technology transfer, models of technology transfer, limitations and barriers to technology transfer.

Unit 5: Innovation and product Development in Nepal**LH 7**

Agencies involved in innovation and product development, agri-business innovation in Nepal, New product development process in consumer products manufacturing units, new product development in tourism sector, copy right protection in Nepal, The Patent, Design and Trademark Act, Intellectual Property Rights in Nepal, the role of government in innovation and product development, Foreign Investment and Technology Transfer Act.

Text and References

Trott, P, *Innovation Management and New Product Development*, Essex: Pearson education

Cantamessa, M. & Montagna, F., *Management of Innovation and Product Development: Integrating Business and technological Perspectives*, London: Springer

Rafinejad, D. Innovation, *Product Development and Commercialization: Case Studies and Key Practices for Market Leadership*, Florida: J. Ross Publishing

Rainey, D.L. *Product Innovation: Leading Change through Integrated Product Development*, Cambridge: Cambridge University Press

GoN, *Foreign Investment and Technology Transfer Act of Nepal*

GoN, *The Patent, design and Trademark Act of Nepal*

GON, *Copyrights Act of Nepal*

MGT 518 Business Plan for New Venture Development

Credits: 3
Lecture Hours: 48

Course Objective

The basic objective of this course is to impart the fundamental knowledge of a good business plan to students, and to transfer them the skill of preparing an effective business plan for developing new ventures.

Course Description

This course helps students to produce an effective business plan for the development of new venture. The course, therefore, introduces the concept and nature a business plan, and need and significance for writing business plan. It also provides details of the format for a comprehensive business plan which would help students to successfully implement their idea for the development of new ventures. It further deals with industry analysis, market analysis, marketing and operational plans, management and organization, and financial plan

Course Details

Unit 1: Introduction

LH 5

Concept and nature of business plan; Need for writing business plan; Significance of writing business plan; Who should write business plan; Audience of business plan; Types of business plan and choosing a best type of business plan; Features of a good business plan

Unit 2: Developing Business Model

LH 5

Concept and nature of business model; Business model vs. business plan; Need for developing business model for a new venture; Determinants of profitability: industry factors and firm specific factors; Components of a business model: positions, resources, industry factors and costs; Taxonomy of business models; Relationship between business models and strategy: strategy and operational strategy, strategy and implementation and corporate-and business- level strategy

Unit 3: Preparing Business Plan

LH 5

Format of business plan; Cover page and table of contents; Executive summary; Business description; Mission statement; Products and services; Current status; Legal status and ownership; Selecting the name for enterprise; Primary considerations in naming the enterprise; Legal issues

Unit 4: Industry and Market Analyses

LH 13

Concept and nature of industry and market analyses; Description of industry; Industry characteristics; Industry structure; Industry participants; Industry trends; Industry size and growth rate; Industry sales projections; Environmental trends; Business trends; Industry long-term prospects; Market segmentation; Target market selection; Target market size and trends; Buyer behavior; Competitor analysis; Identifying direct, indirect and future competitors; Competitive analysis grid; Estimate of annual sales and market share

Unit 5: Marketing Plan

LH 5

Concept and nature; Overall marketing strategy; Positioning strategy; Points of differentiation; Pricing strategy – cost-based pricing vs. value-based pricing; Other pricing related issues; Sales process; Promotion mix; Distribution and sales; Sales strategy and related issues

Unit 6: Management and Organization**LH 4**

Concept and nature; Management team; Team of personnel; Compensation; Advisors and other professionals; organization structure

Unit 7: Operational Plan**LH 5**

Concept and nature; Operations plan; Operations model and procedure; Enterprise location; Facilities and equipment; Operations strategy and plans; Product development plan; Challenges and risks; Costs; Intellectual property

Unit 8: Financial Plan**LH 6**

Concept and nature; Estimates of startup costs, operating costs; Estimated operating Leverage; Projected revenues: assumptions, pricing, customer base and estimation of revenues; Break even analysis: necessary information and breakeven point; Risk analysis; Return on investment; Projected financial statements: income statement, balance sheet, cash flow and funds flow Key financial ratios

Basic Textbooks

Donald F. Kuratko and Richard M. Hodgets. *Entrepreneurship: Theory, Process and Practice*. New Delhi: Thomson South-Western

Jeffrey A. Timmons, Stephen Spinelli and Andrew Zacharakis. *Business Plan That Work: A Guide for Small Business*. New York: McGraw-Hill

Allan Afuah. *Business Models: A Strategic Management Approach*. New York: McGraw-Hill Companies, Inc.

Reference Books

Edward Blackwell. *How to Prepare a Business Plan*. London: Kogan Page

Colin Barrow, Paul Barrow and Robert Brown. *The Business Plan Workbook: the Definitive Guide to Researching, Writing up and Presenting a Winning Plan*. Philadelphia: Kogan Page

William Lasher. *The Perfect Business Plan Made Simple*. New York: Broadway Books

Christian Nielsen and Morten Lund. *The Basics of Business Models*. Kopenhagen: Bookboon