

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
BBM (Bachelor of Business Management) 7th Semester

IT 204: E-commerce 3 Cr. hrs

MGT 239: Business Ethics and Corporate Governance 3 Cr. hrs

Elective Course I

..... 3 Cr. Hrs

➤ **Elective Course (Any One Course)**

ELE 221: Emerging Global Business Issues

ELE 223: Management of Foreign Trade

ELE 224: Organizational Development and Change

ELE 226: Event Management

Focus Area Courses (III & IV)

..... 6 Cr. Hrs

➤ **Focus Area: Bank Operations and Cooperative Management (Any Two Courses)**

BNK 214: Commercial Banking Operations

BNK 216: Treasury Management

BNK 219: Investment Banking

➤ **Focus Area: Sales and Marketing (Any Two Courses)**

MKM 210: Marketing Research

MKM 212: Branding

MKM 214: Sales Force Management

MKM 215: Industrial Marketing

- Focus Area: Insurance and Risk Management (Any Two Courses)
 - ISN 217: Global Trade and Marine Insurance
 - ISN 218: Micro Insurance
 - INS 220: Property Risk Management

- Focus Area: Entrepreneurship and Enterprise Development (Any Two Courses)
 - EED 214: Entrepreneurial Marketing
 - EED 218: Small Business Planning & Management
 - EED 222: Design Thinking & Entrepreneurial Skills Management

- Focus Area: Accounting (Any Two Courses)
 - ACS 202: Accounting for Banking
 - ACS 204: Budgeting
 - ACS 207: Accounting for Insurance

April 2025

IT 204: E-Commerce

Credits:3
Lecture Hours:48

Course Objective:

The main objective of this course is to introduce different concepts of e-commerce including business models, security, payment systems, e-commerce marketing and advertisement, social networks, portals, auctions and B2B e-commerce.

Course Description:

The course covers different concepts of e-commerce including features, types, business models, infrastructure, security and payment systems of e-commerce. This course also covers additional concepts such as e-commerce marketing and advertising, social networks, portals and auctions, and the concepts of B2B e-commerce.

Course Details

Unit 1: Introduction

3 LHs

Why E-commerce? Introduction to E-commerce; Unique Features of E-commerce; Types of E-commerce

Unit 2: E-commerce Business Models and Concepts

6 LHs

E-commerce Business Models; B2C Business Models; B2B Business Models; How E-commerce Changes Business: Strategy, Structure, and Process

Unit 3: E-commerce Infrastructure: The Internet, The Web and The Mobile Platforms

6 LHs

The Internet: Technology Background; Internet Infrastructure and Access; The Web; The Internet and Web: Features and Services; Mobile Apps

Unit 4: E-commerce Security and Payment Systems

7 LHs

E-commerce Security Environment; Security Threats; Technology Solutions; Management Policies, Business Procedures, and Public Laws; E-commerce Payment Systems

Unit 5: E-commerce Marketing and Advertising Concepts

7 LHs

Consumers Online: The Online Audience and Consumer Behavior; Digital Commerce Marketing and Advertising Strategies and Tools; Online Marketing Technologies; Understanding the Costs and Benefits of Online Marketing Communication

Unit 6: Social, Mobile, and Local Marketing

6 LHs

Introduction to Social, Mobile, and Local Marketing; Social Marketing; Mobile Marketing; Local and Location-Based Marketing

Unit 7: Social Networks, Auctions, and Portals

6 LHs

Social Networks and Online Communities; Online Auctions; E-commerce Portals

Unit 8: B2B E-commerce: Supply Chain Management and Collaborative Commerce 7 LHs

Overview of B2B E-commerce; The Procurement Process and Supply Chains; Trends in Supply Chain Management and Collaborative Commerce; B2B E-commerce Marketplaces: The Selling Side of B2B; Private B2B Networks

Case Study:

The case study includes studying and preparing a project report on any popular e-commerce web application including its products, features, payment systems etc. Students can also propose a new e-commerce web application for the organization they study during case study. The project can be done in groups with at most 3 members in each group.

Reference Books:

1. E-commerce: Business, Technology, and Society, Kenneth C. Laudon and Carol Guercio Traver, 17th Edition, Pearson
2. Digital Business and E-commerce Management, Dave Chaffey, Tanya Hemphill David Edmundson-Bird, 7th Edition, Pearson

MGT 239: Business Ethics and Corporate Governance

BBA / BBM 7th Semester

Credits: 3

Lecture Hours: 48

Course Objectives

The main objective of this course is to provide students with a comprehensive understanding of the principles, theories, and practices of business ethics and corporate governance. It aims to develop their ability to identify and analyze ethical issues in business, make responsible decisions, and understand the role of governance in smooth functioning of business. The course also seeks to enhance students' awareness of ethical issues and responsible business practices, with a particular focus on both global standards and the Nepalese context.

Course Description

This course explores the ethical dimensions of business decisions and the systems of corporate governance that promote ethical conduct, responsible practices, and system-driven approach within business organizations. It provides students with the tools to understand and apply ethical principles in business settings and introduces the structures and mechanisms through which corporations are directed and controlled. The course emphasizes both global perspectives and the Nepalese business context.

Learning Outcomes

By the end of this course, students will be able to:

- Understand the fundamental principles and theories of business ethics, corporate governance, and corporate social responsibility.
- Analyze ethical issues in business and apply ethical theories to handle real-world business situations.
- Adopt appropriate mechanism for ensuring effective corporate governance.
- Apply the various business ethics and corporate governance related international standards.
- Examine the business ethics and corporate governance issues in the Nepalese context and suggest the way forward.

Course Details

Unit 1: Introduction to Business Ethics and Corporate Governance

6 LHs

Business Ethics – Concept of ethics; Concept of business ethics; Myths about business ethics; Causes and consequences of ethical problems in business; Major theories and frameworks governing business ethics; Corporate Governance – Concept of corporate governance; Essential elements of good corporate governance; Evolution of corporate governance; Similarities and differences between business ethics and corporate governance; Significance of business ethics and corporate governance.

Unit 2: Ethical Issues in Business

8 LHs

Recognizing an ethical issue (ethical awareness); Foundational values for identifying ethical issues: Integrity, honesty, and fairness; Concept of ethical issues and dilemmas;

Emerging ethical issues and dilemmas in business; Ethical issues in functional areas of business: Ethical issues in marketing and sales; Ethical issues in finance; Ethical issues in informational technology; Environmental ethics; Whistle blowing; Making ethics work in organizations.

Unit 3: Ethical Decision-Making **5 LHs**

Concept of ethical decision making; Framework for ethical decision making in business: Ethical issue intensity; individual factors; organizational factors; opportunity; and business ethics intentions, behavior, and evaluations; Using the ethical decision-making model to improve ethical decisions; Normative considerations in ethical decision-making.

Unit 4: Corporate Governance Theories and Models **6 LHs**

Theories and philosophies of corporate governance: Agency theory, transaction cost economics, stewardship theory, stakeholder theory, and resource dependency theory; Corporate governance models: Anglo-American model, German model, Japanese model, Indian model, and the Asian family-based model.

Unit 5: Corporate Governance Structures **6 LHs**

The scope of corporate governance; Role of board of directors (BOD), auditors, management team, shareholders, government and regulators, and other stakeholders in corporate governance; Corporate governance failure cases (such as Enron) and lessons from them; Emerging trends in corporate governance.

Unit 6: Business Ethics and Corporate Governance Codes and Standards **7 LHs**

Code of ethics: Concept and importance; Contents of a code of ethics; Code of conducts in Nepal: FNCCI's business code of conduct, 2061 and NBI's business code of conduct concepts, 2070; Key corporate governance provisions in prevailing Nepalese Company Act and Nepal Rastra Bank's Unified Directives; and International standards related to business ethics and corporate governance: United Nation's Global Compact (UNGC), SA 8000, ILO standards, OECD principles of corporate governance, and ISO 37000.

Unit 7: Framing Business Ethics from Corporate Responsibility Perspective **6 LHs**

Law, business ethics, corporate governance, and corporate social responsibility: similarities and differences; Concept and importance of corporate social responsibility (CSR); Major theoretical perspectives on CSR – Friedman's shareholder theory, Freeman's stakeholder theory, Carroll's CSR pyramid; Elkington's triple bottom line approach, Porter and Kramer's creating shared value (CSV) approach; Legal provisions governing corporate social responsibility in Nepal.

Unit 8: Business Ethics and Corporate Governance in Nepal **4 LHs**

Business ethics issues in Nepal; Way forward for improving ethical business practices in Nepal; Corporate governance practices in Nepalese family-owned businesses, BFIs, and other business sectors; Issues and challenges of corporate governance in Nepal; Way forward for improving corporate governance practices in Nepal.

Suggested Readings:

- Chapagain, B. R. (2018). *Business and society*. Kathmandu, Nepal: Ashmita Books Publishers & Distributors.
- Fernando, A. C. (2016). *Business ethics: An Indian perspective*. Chennai, India: Pearson.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2022). *Business ethics: Ethical decision making and cases* (13th ed.). Boston, USA: Cengage Learning.
- Tricker, B. (2015). *Corporate governance: Principles, policies, and practices* (3rd ed.). UK: Oxford University Press.

ELE 221: Emerging Global Business Issues

Credits: 3

Lecture Hours: 48

Course Objective

The major objective of this course is to acquaint students with various issues to be faced in the operations of global business. Specifically, course intends to inculcate knowledge of business environment affecting global business, analyses global business trends and apply such knowledge in the global business, impact of digitalization in global business and develop managerial decisions.

Learning Outcomes

This course aims to empower students to scan and manage businesses in the global business environment. More specifically, by the end of this course, students will be able to

- Examine geopolitical, socio-cultural, and regulatory factors affecting global operations.
- Analyze emerging global business trends and their managerial implications.
- Evaluate the impact of digitalization, AI, and global supply chains on international business strategies.
- Formulate strategies for sustainable and ethical global business practices.
- Develop managerial decision-making skills using global case studies and simulations.

Course Description

This course examines dynamic and contemporary issues impacting global business operations. From geopolitical tensions and climate change to digital disruption, demographic shifts, and stakeholder capitalism, students will explore how these forces shape global business in the future. The course integrates academic research, policy insights, and corporate case studies to prepare students for leadership in a rapidly evolving global economy.

Details:

Unit 1: Introduction to Emerging Global Business Trends 4 L Hs

Historical context and trend scanning, Globalization 4.0 and post-globalization

Unit 2: Environment and Strategic Implications in Global Business 4 LHs

Volatility, Uncertainty, Complexity, Ambiguity in global business, VUCA world and globalization redefined, Strategic responses

Unit 3: Geopolitics and Global Trade Disruptions**6 LHs**

Trade wars, trade agreements, protectionism, sanctions, and political risks; WTO, regional trade agreements; US-China tensions, BREXIT,

Unit 4: Technology and Digital Globalization and Governance**8 LHs**

AI, Blockchain, IoT in global business; E-commerce and Remote workforces; Industry 4.0; Ethical AI; Global data regulations; Automation impact on jobs and strategies; Human rights, corruption, compliance; OECD guidelines and UN Global Compact

Unit 5: Global Supply Chains & Resilience Post-COVID**4 LHs**

Nearshoring vs. offshoring; green supply chain, supply chain digitization, and ESG pressure

Unit 6: Emerging Markets & Trade in the Asian Market**4 LHs**

Emerging regional trade between China, India, Bangladesh, Philippines, & Korea; Nepal's trade in the emerging Asian Market; Cross-border innovation in emerging economies

Unit 7: Sustainability and ESG in Global Business**4 LHs**

Climate change; net-zero mandates; carbon pricing; green finance, CSR globally; sustainability reporting (GRI, SASB)

Unit 8: Cross-Cultural Management and Global Leadership**4 LHs**

Hofstede, Trompenaars, GLOBE models; Managing diverse virtual teams; Cross-cultural negotiation

Unit 9: Global Innovation, Entrepreneurship, and R&D Strategy**6 LHs**

Open innovation, Innovation clusters; Global R&D sourcing; Scaling globally, venture capital, incubators; Born global, unicorns, and their challenges

Unit 10: International Finance and Risk Management**4 LHs**

Currency risk, political risk, and financial hedging; Role of IMF and World Bank

Suggested Readings

Hill, C. W. L., Hult, G. T. M. International Business: Competing in the Global Marketplace (latest edition)

Cavusgil, S. T., Knight, G., Riesenberger, J. R. *International Business: The New Realities* (Latest Edition), Pearson.

McKinsey Global Institute – Reports on global trade, digital transformation, and climate change.

McKinsey Report on Global Trade 2025

World Economic Forum Reports – *Global Risks Report, Future of Jobs, Global Competitiveness Report.*

World Bank & IMF Publications – Regional economic outlooks and policy analyses.

UN Sustainable Development Goals (SDGs) documentation.

Nepal Rastra Bank Reports

ELE 223: Management of Foreign Trade

*Credits: 3
Lecture Hours: 48*

Learning Objectives

The main objective of the course is to impart knowledge on documentation and management of foreign trade. Particularly, course intends to provide knowledge to the students in the documentation required in foreign trade, role of international and regional organizations, foreign exchange for foreign trade, logistic supports in foreign trade and the contemporary issues on foreign trade.

Course Description

This course consists of introduction to Foreign Trade, Nepal's Foreign Trade Policy, Export and Import Procedures, International Trade Organizations, Trade Financing and Payment Methods, Foreign Exchange Management, Logistics and Supply Chain in International Trade, and Contemporary Issues in Foreign Trade.

Learning Outcomes

By the end of this course, students will be able to:

- Understand the fundamental concepts and significance of foreign trade in national and global contexts.
- Analyse Nepal's trade policies, frameworks, and institutional mechanisms.
- Describe the procedural, legal, and documentary requirements for export and import operations.
- Evaluate the roles of international and regional trade organizations relevant to Nepal.
- Identify and apply different trade financing and international payment methods.
- Understand foreign exchange mechanisms and regulatory provisions affecting trade in Nepal.
- Explain logistics, supply chain operations, and terms in the context of international trade.
- Know contemporary issues impacting foreign trade such as protectionism, trade disruptions, and globalization, with a focus on Nepal.

Course Detail

Unit 1: Introduction to Foreign Trade

6 LHs

Definition and significance of foreign trade; Differences between domestic and international trade; Globalization: concept, types, drivers and impact on foreign trade; Nature of Nepalese foreign trade; The role of foreign trade in economic development of Nepal; Trend and major problems of Nepalese foreign trade.

Unit 2: Nepal's Foreign Trade Policy

6 LHs

Historical development of Nepal's trade policy; Current trade frameworks: Nepal Trade Integration Strategy (NTIS), trade policy 2015 and updates; Export promotion

measures and government incentives; Role of the Ministry of Industry, Commerce and Supplies, and Department of Customs in foreign trade operations.

Unit 3: Export and Import Procedures **7 LHs**

Tariff and non-tariff barriers and issues; Procedures for Nepalese exporters and importers; Documentation requirements; Use of ASYCUDA World system; Customs clearance processes at major border points and dry ports.

Unit 4: International Trade Organizations **5 LHs**

World Trade Organization (WTO) and Nepal's accession: positive and negative impacts; United Nations Conference on Trade and Development (UNCTAD); Concept and need of regional economic integration/cooperation; Forms of regional integration; Regional trade agreements: SAFTA, BIMSTEC and their impact on Nepal.

Unit 5: Trade Financing and Payment Methods **6 LHs**

Concept, need and tools of trade financing, Letters of credit and banking systems in Nepal; Bills of exchange and international payments; Role of Nepal Rastra Bank and export credit insurance schemes.

Unit 6: Foreign Exchange Management **5 LHs**

Exchange rate mechanisms and Nepal's fixed exchange system with INR; Foreign Exchange Act and NRB guidelines; Risk management in foreign exchange transactions.

Unit 7: Logistics and Supply Chain in International Trade **7 LHs**

Transportation modes and logistics challenges in landlocked Nepal; Transit through Indian ports and use of dry ports; Application of Incoterms in Nepalese trade; Warehousing and inventory management.

Unit 8: Contemporary Issues in Foreign Trade **6 LHs**

Trade barriers and protectionism affecting Nepal; Global trade disruptions and their impact (geopolitical tensions); Digital transformation and its effects on Nepalese businesses; Trade imbalances and export diversification strategies.

Suggested Reading

Paul, J. *International business*. McGraw Hill Education.

Cherunilam, F. *International trade and export management*. Himalaya Publishing House.

Jain, T. R., & Ohri, V. K. *Management of foreign trade*. VK Global Publications Pvt. Ltd.

Ministry of Industry, Commerce and Supplies. *Nepal Trade Integration Strategy 2016*. Government of Nepal. <https://moics.gov.np/>

Trade and Export Promotion Centre. *Nepal foreign trade statistics 2075/76*. <https://www.tepc.gov.np>

Nepal Law Society. *Landlocked states and access to sea*. Kathmandu.

ELE 224: Organization Change and Development

Credits: 3
Lecture Hours: 48

Course Objective

This course primarily aims to provide students with a comprehensive understanding of organizational change and development related to concepts, models, and strategies essential for managing transformation in dynamic business environments. Students will internalize the driving forces for change, reasons of resistance for change, and intervention strategies, and contemporary issues such as leadership, diversity, and digital transformation within organizational contexts.

Course Description

Organizational Change and Development is designed to equip students with theoretical foundations and practical tools necessary for initiating and managing change within organizations. The course explores both planned and unplanned change, introduces major change models like Lewin's and Kotter's frameworks, and covers the role of change agents, resistance to change, and strategies for effective intervention. In addition, the course explores the principles and processes of organizational development focusing on diagnostic tools, consultant roles, and a range of development interventions. Emphasis is placed on challenges such as globalization, technology, ethics, and sustainability in managing change.

Learning Outcomes

Upon the completion of the course, student will be able to;

- Internalize comprehensively the concept, principles and strategies and recent changes in organizational change and development
- Apply the diagnostic tools to identify change needs
- Develop the strategies for organizational change and development
- Understand the recent trends and change the organization as per the requirement

Course Details

Unit 1: Organizational Change

8 LHs

Concept and nature of organizational change; Planned vs. unplanned change; Need for planned change in organizations; Forces of change - internal and external; Factors recognizing the need for change; Strategies for planned organizational change; Areas of change – strategy, structure, people and technology; Importance of Organization change in a dynamic business environment

Unit 2: Theories and Models of Change and Development

8 LHs

Lewin's Change Model; Kotter's 8-Step Model; Porras-Robertson Model; Burke-Litwin Model; Action Research Model; Systems Theory; cross-cultural and ethical issues in organizational change.

Unit 3: Change Agents and Resistance to Change**6 LHs**

Concept of change agents; Role of internal and external change agents; Skills and competencies of change agents; Resistance to change – individual resistance, organizational resistance; Causes of resistance; Strategies for overcoming resistance; Implementing and monitoring the change process.

Unit 4: Organization Development**6 LHs**

Concept of Organization Development; Objectives of Organization Development; Overview and history of Organization Development; Values; Characteristics and assumptions; Key benefits; Strategic aspects of Organization Development; Organization Development as an integrative process.

Unit 5: Process of Organization Development**4 LHs**

Understanding the organizational issues and process; Diagnosing the problems; Feedback on diagnostic information; Role of external consultant in Organization Development process.

Unit 6: Organizational Development Interventions**8 LHs**

Team interventions; Inter-group Interventions; Third-party interventions; Comprehensive interventions; Techno-structural intervention.

Unit 7: Contemporary issues in Change and Organization Development**8 LHs**

Consultant-client Relationship; Power and Politics; Leadership; Diversity management; Stress management; Technological change and digital transformation; TQM practices; Globalization and organizational change and development; Ethics and sustainability in change management

Suggested Readings

Cummings, T. G., & Worley, C. G. (2014). *Organization development and change* (10th ed.). Cengage Learning.

Burke, W. W. (2017). *Organization change: Theory and practice* (5th ed.). SAGE Publications.

Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change* (5th ed.). Kogan Page.

French, W. L., Bell, C. H., & Vohra, V. (2009). *Organization development: Behavioral science interventions for organization improvement* (6th ed.). Pearson Education

ELE 226: Event Management

Credits: 3
Lecture Hours: 48

Course Objectives

This course is designed to provide students with a comprehensive understanding of event management by integrating theoretical foundations with practical applications. Students will acquire the essential skills to conceptualize, plan, execute, and evaluate events across diverse industries, ensuring both operational success and strategic effectiveness.

Course Description

This course introduces students to the core principles, processes, and practices of event management. It explores both theoretical foundations and practical applications across the full event lifecycle, including planning, logistics, budgeting, marketing, risk management, and post-event evaluation. Special emphasis is placed on real-world application in corporate, cultural, sports, and social events, equipping students with the skills needed to design, organize, and deliver successful events in diverse contexts.

Learning Outcomes

after the completion of the course, student will be able:

- To assess the situation of organizing events
- To manage the required equipment
- To plan the event and its execution
- To manage the contingent risk which may be faced during the events
- To deliver the service as per the need of the customer

Course Details

Unit 1: Event Management Concept

6 LHs

Concept of events; Features of events; Types of events: on the basis of size and contents; Event Management: concept, scope and challenges; History and evolution of event management; Importance of event management in business and society; Event industry; Roles of event manager

Unit 2: Theoretical Foundations of Event Management

10 LHs

Project Management Theory; Project Planning, Project Optimization, Project Evaluation and Review Technique, Project Crashing, Project Risk Management, Project Implementation, Project Breakdown and Shutdown; Stakeholder Theory; Systems Theory; Social Exchange Theory; Experiential Marketing Theory

Unit 4: Event Planning and Conceptualization

6 LHs

Event concept, design, theme and objectives; Understanding event experiences; Understanding target audience and stakeholders; Venue selection and layout planning; Timeline and work breakdown structure; Event wow factor.

Unit 5: Event Finance and Marketing**8 LHs**

Preparing an event budget; Revenue generation (sponsorships, ticketing, crowdfunding); Cost control and financial monitoring; Financial reporting and accountability; Branding and positioning of events; Marketing mix for event promotion; Use of digital marketing, social media, and influencers; Public relations and media engagement.

Unit 6: Event Operations and Management**8 LHs**

Event operations concept; Identifying potential risks in events; Event insurance, regulations, licenses and permits; Event contracts; Managing event employees, volunteers and contracted personnel; Event logistics; Crisis and emergency management; Activities in event management; Event management information system.

Unit 7: Events of Different Sectors**6 LHs**

Corporate events; Types of corporate events; Cultural events and festivals; Sports events; Fundraising events; Political events; Religious events; Private events. Mega events: meaning and characteristics; Impact of mega event on tourism, economy and politics;

Unit 8: Event Evaluation and Impact Assessment**4 LHs**

Analyzing event success and impact; Identifying areas of improvement; Post-event reporting and documentation; Sustainable event management; Future trends in event management;

Suggested Readings:

- Bladen, C., Kennell, J., Abson, E. & Wilde, N. (2023). *Events Management: An Introduction*. (3rd ed.). Routledge.
- Shone, A., & Parry, B. (2019). *Successful Event Management: A Practical Handbook* (5th ed.). Cengage Learning.
- Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2012). *Events Management* (3rd ed.). Routledge.
- Van Der Wagen, L., & White, L. (2018). *Event Management for Tourism, Cultural, Business, and Sporting Events* (5th ed.). Cengage Learning.
- Goldblatt, J. (2011). *Special Events: Creating and Sustaining a New World for Celebration* (6th ed.). Wiley.

BNK 214: Commercial Banking Operations

Credits: 3

Lecture Hours: 48

Course Objectives

This course provides an overview of commercial banking operations in general and Nepalese perspective. It also helps to understand different functions carried out by commercial banks and risks associated with banking industry.

Course Description

This course contains an introduction to banking industry in Nepal, risks in banking business, deposit mobilization, bank credit management, cash operation, agency services, trade finance, bank and customer relationship and electronic banking services.

Course Details

Unit 1: Introduction to Banking Industry in Nepal

6 LHs

Meaning and necessity of bank and financial institutions; An overview of Nepalese financial system; Distinguish between banking and other business; Concept of commercial bank and commercial bank management; Historical development of commercial bank in Nepal; Functions of commercial banks; Regulatory authority of commercial banks in Nepal.

Unit 2: Risks in Banking Business

6 LHs

Concept of risk; Types of risks by commercial bank: interest rate risk, market risk, credit risk, off-balance sheet risk, foreign exchange risk, country risk, technology risk, operational risk, market risk, liquidity risk, and insolvency risk ; Interest rate risk: refinancing risk and reinvestment risk, market value risk; Credit risk: causes of credit risk, firm-specific credit risk and systematic credit risk; and Technology risk and measures to be taken by Nepalese commercial banks to reduce the technology risk .

Unit 3: Deposit Mobilization

7 LHs

Meaning and nature of bank's deposit; Types of deposit: demand deposit, saving deposit, time deposit, call deposit, and recurrent deposit; Procedure of account opening; Know Your Customer (KYC); Dormant account and procedures of making the dormant account active; Procedures of closing account; Card services: debit card, credit card, prepaid card; Deposit marketing and customer care services; Deposit insurance; and NRB directives on deposit mobilization.

Unit 4: Bank Credit Management

8 LHs

Concept and nature of bank credit; Types of credit: term loan, revolving loan, corporate loan, consumer loan, trust receipt loan; Credit process; Credit monitoring and supervision; Credit recovery; Credit marketing; Credit administration; Collaterals and

margin: types and valuation; Loan classification and loan allowances, Credit risk and its management; Credit insurance; and NRB directives on loans.

Unit 5: Cash Operation

4 LHs

Cash management; Security of vault; Cash insurance; Cash counter; Roles and responsibilities of cashier; Clearing system; Electronic clearing; and Intra-bank and interbank fund transfer.

Unit 6: Agency Services

4 LHs

Fund transfer and remittance services; Utility payment services; Advisory services; Standing order from customer; and check and bill clearing services.

Unit 7: Trade Finance

4 LHs

Concept, Letter of credit: parties involved in L/C, types, procedures of opening L/C, roles and responsibilities of involved parties; Export financing: pre-shipment and post-shipment finance; and foreign currency loan.

Unit 8: Bank and Customer Relationship

4 LHs

Legal nature of bank customer relationship, trustee-beneficiary, agent principal, debtor – creditor; Special type of customer (Individual, Corporate, Government, NGO, INGO etc.); Anti-Money Laundering and Know Your Customer (KYC).

Unit 9: Electronic Banking Services

5 LHs

Meaning and concept of e-banking; Internet banking; Branchless banking; Mobile banking; ABBS; ATM; and Opportunities, threats and challenges in the use of financial technology (FinTech).

Suggested Readings:

Rose, P. S. and Hudgins, S. C. *Commercial Bank management*. New York: McGraw-Hill Irwin.

Suresh, P. and Paul, J. *Management of Banking and Financial Services*. Noida: Pearson India Education Services Pvt. Ltd.

Thapa R. B. and Rawal, D. *Principles and practices of Nepalese Banking*. Kathmandu: Buddha Academic Enterprises

Paudel, R. and others *Commercial Bank Management*. Kathmandu: Asmita Books Publishers & Distributors(P) Ltd.

NRB Act , Rules and Regulation and Publication.

Bank and Financial Institution Act, and Company Act.

BNK 216: Treasury Management

Credits: 3

Lecture Hours: 48

Course Objectives:

To impart the theoretical and conceptual knowledge of the treasury management and potential risk involve in such transaction. It helps to understand different product and policies regarding treasury market in Nepal.

Course Description:

This course consists of nine units- Introduction of Treasury Management, Treasury Organization and Structure, Sources of Fund, Uses of fund, Major Risk in Treasury Management, Pricing of the Product, Assets Liability Management, Investment Portfolio and Liquidity management and Treasury Management Function in Nepalese Banking Sector.

Course Details:

Unit 1: Introduction

4 LHs

Meaning and concept of treasury, Evolution of treasury management, Scope of treasury management, Principles of treasury management, Role and function of treasury department, and emerging trends in Treasury management.

Unit 2: Treasury Organization and Structure

5 LHs

Organization and structure of treasury department, Concept and function of front office, Back office and mid office, Meaning of dealers, Dealers room, Roles and responsibilities of dealers.

Unit 3: Sources of Fund

4 LHs

Meaning and concept of sources of funds; Deposit sources: Fixed and revolving, Interest bearing and non-interest bearing; Equity capital sources: Reserve and surplus; and Borrowing sources: Short term vs. long term.

Unit 4: Uses of fund

4 LHs

Meaning and concept of uses of funds; Uses of funds: Loan and advances, Credit products and their features, Interbank lending, Maintaining reserve, Investment: Forex, Treasury bill, Govt. securities, share and debenture, maintaining liquidity.

Unit 5: Major Risk in Treasury Management

5 LHs

Meaning and concept of Treasury management risk, Various types of Treasury management risks: Counterparty default risk, Sovereign risk, Foreign currency risk, Liquidity risk, Market risk, Equity risk, Commodity risk, Derivatives and risk associated with derivative products (in brief)

Unit 6: Pricing of the Product

5 LHs

Meaning and concept of product pricing, Deposit pricing techniques: Cost plus margin deposit product, Market penetration, Conditional, Relationship, Upscale target pricing. Loan pricing, Base interest rate, Risk based pricing.

Unit 7: Assets Liability Management

6 LHs

Meaning and concept of asset liability management, Maturity mismatch, Interest sensitive assets

and liability, Interest rate risk, Determination of interest rate, Interest spread, Gap analysis, Assets liability management committee (ALCO), Roles and responsibility of ALCO.

Unit 8: Investment Portfolio and Liquidity Management

8 LHs

Meaning and Concept investment portfolio, investment instrument, importance of portfolio, money market instrument: Treasury bills, Open market operation, Interbank transaction, Commercial papers, Capital market instruments: Share, debenture and govt. bonds. Liquidity management, Estimation of liquidity, managing mandatory requirement: CRR, SLR.

Unit 9: Treasury Management Function in Nepalese Banking Sector

7 LHs

Treasury management practices in Nepalese banking sectors, Scope, Opportunities and challenges, Foreign Exchange Dealers Association of Nepal (FEDAN), Roles and responsibilities, Legal provisions and roles of Nepal Rastra Bank regarding ALM and treasury.

Suggested Readings:

Avadhani V.A. *Treasury Management in India*. New Delhi: Himalayan Publishing house.

Reed, E. W. *Commercial bank Management*. London: A Harper International Student.

Rose, P. S. *Commercial Bank management*. New York: McGraw-Hill.

Thapa, R. B. and Rawal, D. *Principles and practices of Nepalese Banking*. Kathmandu: Buddha academic enterprises.

NRB Publications

BNK 219: Investment Banking

Credits: 3

Lecture Hours: 48

Course Objective

Enable the students to understand the issues concerning with investment banking and be conversant with the financial investment and advisory services.

Course Description

This course deals with the investment advisory services, investment companies and products, investments and investment attributes, mergers and acquisitions, underwriting of securities, mutual funds, venture capital, origination and execution of transactions, and legal provisions and regulatory framework relating to investment banking in Nepal. The course will consist of lectures, discussions, quiz, problem solving, and case study.

Course Details

Unit 1: Introduction

9 LHs

Meaning and Concept of Investment Banking, Investment Banking Services: Corporate Financing, Investment Advisory Services, Financial Sponsors, Merger & Acquisition (M&A), Valuation, Financial Strategy, Management of Capital Issues, Book Building, Private Equity, Debt Capital Markets Origination, Equity Capital Markets Origination, Represent Companies for Sale, Represent Companies Buying Other Companies, Manage a Diversified Portfolio of Business and Asset Classes, Making Prudent Use of Firm Capital, Investors' Education and Awareness in Nepal; Legal Provision and Investment Banking in Nepal.

Unit 2: Investments and Investment Attributes

7 LHs

Concept of Savings, Investment, and Portfolio; Investment Strategies and Approaches: Speculation, Gambling, and Arbitrage Process; Investment Attributes: Risk, Return, Security, Marketability, Liquidity and Convenience; Investors Profile and Decision-Making Factors: Profile of Nepalese Investors, Factors Influencing Investment Decisions: Financial Positions, Tax Positions, and Risk Perception; Legal Framework of Securities Markets in Nepal

Unit 3: Investment Companies and Products

7 LHs

Meaning and Concept of Investment Companies; Types of Investment Management Operations, Venture Capital and Other Funds: Venture Capital Funds, Buyout Funds, and Hedge Funds; Real Estate Investment Trusts; Investment Products: Shares, Bonds, Fixed Deposits, Hybrid Securities, Insurance Schemes, Currency, Commodities.

Unit 4: Mergers and Acquisitions

7 LHs

Meaning and Concept of Merger & Acquisitions; Forms of Corporate Restructuring: Joint Ventures, Sell-Off and Spin-Off, Divestitures, Mergers; Types of Mergers; Economic Rationale for Different Types of Mergers, Motives behind Merger, Theories of Merger, Synergy of Merger and acquisitions, Internal and External Change Forces Contributing towards M&A Activities, Legal and Regulatory Provisions relating to Mergers and Acquisitions in Nepal.

Unit 5: Underwriting of Securities**4 LHs**

Brief Overview of Underwriting Process; Methods of Underwriting: Bought Deal, Best Efforts, Underwriting Syndicate; Regulatory Procedures: Filing the Registration Statement, Preliminary Prospectus; Underwriting Risks, Regulatory Framework relating to Securities Underwriting

Unit 6: Mutual Funds**4 LHs**

Meaning and Concept of Mutual Funds, Mutual Fund Share Pricing and Performance, Exchange Traded Funds, Technology and Mutual Funds, International Dimension, Mutual Fund Selection and Asset Allocation, Structure and Regulation of Mutual Funds in Nepal

Unit 7: Venture Capital**4 LHs**

Concept, Characteristics, Growth, Differences between Venture Capital (VC) Financing and Conventional Financing, Stages of VC Financing Schemes, Scope of VC Financing in Nepal, Legal Aspects in VC Financing in Nepal

Unit 8: Origination and Execution of Transactions**6 LHs**

Introduction of Origination and Execution, Research and Market Receptivity; Identifying Potential Investors and Develop Investor Marketing Materials, Create and Sell Securities to Institutional and Retail Clients, Negotiation/Structuring, Manage Money for Institutional and Retail Clients; Trading of Derivatives, Fixed Income, Foreign Exchange, Commodity and Equity Securities.

Suggested Readings:

Liaw, K T. *The Business of Investment Banking: A Comprehensive Overview*. New York: John Wiley & Sons, Inc.

Rosenbaum, J., and Pearl, J. *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*. New York: John Wiley & Sons, Inc.

Gaughan, P. A. *Mergers, Acquisitions, and Corporate Restructurings*. New York: John Wiley & Sons, Inc.

Puri, V. K. *Corporate Mergers and Acquisitions: Strategies, Regulations and Practices*. New Delhi: Jain Book Agency

Ditopatra Kanoon Sangarah, Securities Board of Nepal.

MKM 210: Marketing Research

Credits: 3

Lecture Hours: 48

Course Objectives

The basic objective of this course is to help students understand the basic techniques of identifying problems in marketing research and apply the various tools in this regard.

Course Descriptions

This course introduces marketing research, defining research problems, objectives, and hypotheses, designing and sampling marketing research, collecting and analyzing data, reporting on marketing research, and applying marketing research to various situations.

Course Details

1. Introduction

LH 8

Meaning and nature of marketing research; Role of marketing research in strategic decision making; Types of marketing research; Scope of marketing research; Marketing research process: Factors affecting marketing research decisions; Limitations of marketing research; Ethics in marketing research

2. Defining the Research Problem

LH 8

Problem identification; Components of a problem; Steps of problem identification; Problem formulation: Statement of the problem; Writing the research objectives. Formulation of hypothesis

3. Marketing Research Design & Sampling

LH 10

Concept of research design; Characteristics of good research design; Components of research design; Types of research design: qualitative and quantitative. Sampling concept and terminologies; advantages of sampling; Types of sampling

4. Data Collection and Analysis

LH 10

Secondary data, sources of secondary data; problems used in secondary data. Primary data: Observation, survey, experiment: Merits and demerits. Questionnaire and its development process; Methods of data analysis; Use of statistical analysis in marketing research; types of scale used in research

5. Reporting

LH 6

Report writing; Types of reports; General guidelines for report writing; Format of a marketing research report

6. Applications of Marketing Research

LH 6

Research for market segmentation; Product research; Advertising research; Sales and Distribution research; Attitude and psychographic research

Addendum: At least one case will be administered at the end of each chapter. The student will also complete a project and a few other assignments as specified by the faculty member.

Suggested Books:

Beri, G. C. (2010). *Marketing Research*. New Delhi: Tata McGraw-Hill Education Private Limited.

Body, H. W., Westfall, R., & Stasch, S. F. (1998). *Marketing Research: Text and Cases*. Illinois: Richard D Irwin, Inc.

Easwaran, S., & Singh, S. J. (2012). *Marketing Research: Concepts, Practices and Cases*. New Delhi: Oxford University Press.

Luck, D. J. (2007). *Marketing Research*. New Delhi: Prentice Hall of India Pvt. Ltd.

MKM 212: Branding

Credit Hours: 3

Lecture Hours: 48

Course Objectives

The main purpose of this course is to provide a comprehensive and up-to-date treatment of the subject of brand. The main goal of this course is to provide students with concepts and techniques to improve the long-term profitability of the brand management strategies and programs.

Course Description

The course includes seven units comprising an introduction to brand management, customer-based brand equity, establishing brand positioning, brand marketing programs, leveraging secondary brand associations, branding in the digital era, and managing brands over time.

Course Details

Unit 1: Introduction

LH6

Concept of brand and branding. Brand versus Product. Importance of brands to consumers and firms. Branding of different products. Brand hierarchy. Concept of brand management. Brand management process. Branding challenges and opportunities.

Unit 2: Customer-Based Brand Equity

LH7

Concept of customer-based brand equity(CBBE). Sources of brand equity: Brand awareness, brand image. Building a strong brand: The four steps of brand building- brand identity (Salience), brand meaning (performance, imagery), brand response (judgments, feelings), brand relationships (response)

Unit 3: Establishing Brand Positioning

LH6

Concept of brand positioning. Brand positioning process: Identifying target market, understanding nature of competition, establishing points-of-parity and points-of-difference associations. Updating positioning over time. Brand mantra.

Unit 4: Brand Marketing Programs

LH 13

Concept of brand elements. Criteria for choosing brand elements. Options and tactics for brand elements: Brand names, URLs, Logos and Symbols, Characters, Slogans, Jingles, Packaging. Product Strategy: Perceived quality, Managing customer post-purchase. Pricing Strategy: Consumer price perceptions and setting prices. Channel Strategy: Indirect channels, direct channels. Promotion Strategy: Advertising, Sales promotion, Online marketing communications, Events and experiences. Public relations and publicity. Word-of-mouth. Integrated marketing communication program(IMC): Concept, Criteria for IMC programs.

Unit 5: Leveraging Secondary Brand Associations

LH 6

Concept of secondary brand associations. Leveraging secondary brand associations: Companies, country of origin, channels of distribution, co-branding, licensing, endorsements, events, and other third-party sources.

Unit 6: Branding in the Digital Era

LH 6

Key issues for branding in the digital era. Brand engagement: Brand engagement pyramid, negative brand engagement. Digital communications: Company websites, email marketing. Overview of social media paid channels: Facebook, Twitter, Instagram, Pinterest, and video. Mobile marketing: Messaging services, In-App advertising, and proximity systems marketing. Influencer marketing and social media celebrities. Content marketing.

Unit 7: Managing Brands Over Time

LH 5

Brand extensions. Merits and demerits of brand extensions. Reinforcing brands. Revitalizing brands. Adjustments to the brand portfolio.

Addendum: At least one case will be administered at the end of each chapter. The student will also complete a project and a few other assignments as specified by the faculty member.

Suggested Books:

Kevin Lane Keller. *Strategic Brand Management*. New Delhi: Pearson Education.

Jean Noel Kapferer. *Strategic Brand Management*. New Delhi: Kogan Page.

David A. Aakar. *Managing Brand Equity*. New York: Free Press.

MKM 215: Industrial Marketing

*Credits: 3
Lecture Hours: 48*

Course Objective

This course aims to develop students' understanding in the area of industrial marketing and develop their skills in designing industrial marketing strategy.

Course Description

This course includes the industrial marketing concept and systems, nature of industrial demand, industry product and service strategies, channel management, pricing and promotion of industrial product.

Course Details

Unit 1: Introduction

8 LHs

Concept of Industrial marketing. Industrial marketing system. Industrial marketing mix. Industrial marketing management issues. Industrial buyer behavior: nature and characteristics. Industrial buying considerations.

2: Industrial Demand

6 LHs

Derived demand. Industrial product types and their characteristics. Industrial purchasing systems and methods. Value analysis. Vendor analysis.

Unit 3: Product and Service Strategy

6 LHs

Industrial product development process. Industrial product mix. Services marketing to industries.

Unit 4: Channel Management

7 LHs

Industrial channel strategy: role of distributors and sales agents. Branch distribution. Formulating industrial channel strategy. Channel logistics.

Unit 5: Pricing

7 LHs

Price factors: competition, costs and nature of demand. New product pricing strategies. Pricing policies: net pricing, discounting, geographic pricing.

Unit 6: Promotion

14 LH

Industrial advertising: advertising objectives, advertising appeals in industrial marketing, advertising message design, media selection. Role of personal selling. Selecting sales people, training, task assignment, and compensation. Sales promotions: organizing and participating in events and exhibition. Industrial catalog preparation. Promotional novelties. Public relations in industrial marketing.

Suggested Books:

Richard M. Hill, Ralph S. Alexander and James S. Cross, Industrial Marketing, AITBS Publishers.

P.K.Ghosh, Industrial Marketing, Oxford University Press.

INS 217: Global Trade and Marine Insurance

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with concepts and practices of marine insurance. It also aims to analyze the major issues related to the global trade and marine insurance market.

Course Description

This course contains introduction to marine insurance, cargo insurance, hull insurance, marine liability insurance, marine claim, and recoveries under subrogation, general average and salvage, inland marine insurance. Finally, it presents global trade and marine insurance market.

Course Details

Unit 1: Introduction to Marine Insurance

6 LHs

Concept and characteristics of marine insurance; Subject matter of marine insurance; Principles of marine insurance; Role of marine insurance in global trade, Scope of marine insurance: Oceanic and inland marine insurance.

Unit 2: Cargo Insurance

5 LHs

The vessel; The voyage or transit; Nature of cargo; Packing; Insurance containers; Conditions of insurance.

Unit 3: Hull Insurance

6 LHs

Policy documents; Peril covered; Pollution hazard; Duty of the assured; Collision liability, Sister ship; Termination; Port risk insurance; Institute fishing vessel clauses; Tariff for vessels; Sue and labor charges; Amount recoverable procedure.

Unit 4: Marine Liability Insurance

6 LHs

Marine liability underwriting and coverage; Marine liability claim and settlement; Difference between general liability insurance and marine liability insurance.

Unit 5: Marine Claim

5 LHs

Marine cargo claims; General average loss; Basic duties of the assured; Claim payable abroad.

Unit 6: Recoveries under Subrogation**5 LHs**

Indian carriage of goods by Sea Act; Carriage of goods by Rail; Carriage of goods by road; Liability of Port Authority; Postal Authority; Customs; Guidelines and Directives.

Unit 7: General Average and Salvage**5 LHs**

General background; Contributory interests and values; Amount made good; General average; Salvage.

Unit 8: Inland Marine Insurance**5 LHs**

Concept, History, Tariff, Coverage, Condition, Policy Wording; Inland marine insurance in Nepal

Unit 9: Global Trade and Marine Insurance Market**5 LHs**

Trade and transportation trade; Marine insurance market; Prospects of marine insurance; Major issues of marine insurance

Suggested Readings

Mishra, M. N. & Mishra, S. B. *Insurance Principles and Practices*. Delhi: S. Chand & Company Ltd.

Gupta, P. K. *Insurance and Risk Management*. Mumbai: Himalaya Publishing House

Gurses, O. *Marine Insurance Law*. New York: Routledge

Harrington, S.E. & Niehaus, G.R. *Risk management and insurance*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

Government of Nepal, Insurance Act and Insurance Regulation.

Directives, guidelines, policies issued by Nepal Insurance Authority/ *Beema Samiti*.

INS 218: Micro Insurance

Credits: 3
Lecture Hours: 48

Course Objectives

The main objective of this course is to acquaint students with various dimensions of micro insurance. This course also deals with the micro insurance regulation in Nepal.

Course Description

This course contains an introduction to micro insurance, micro insurance environment, micro insurance delivery channels, micro insurance underwriting and claim, micro insurance inclusion, micro insurance in Nepal, micro insurance regulation in Nepal.

Course Details

Unit 1: Introduction

LH 4

Micro Insurance: Concept and Features; Micro Insurance Benefits: For Insured (policyholders), Intermediaries, and Insurers; Social Benefits of Micro Insurance; Conventional Insurance Vs Micro Insurance.

Unit 2: Micro Insurance Environment

LH 10

Micro Insurance Environment; Components of Micro Insurance Environment (Micro level); Micro Insurance Key Players - Policyholders, Insurers, Insurance Intermediaries; Meso level - Support Infrastructure, Reinsurers, Actuaries, Adjusters and Surveyors, Auditors, Researchers, Market Research Institutes, IT Service Providers; Macro Level - Enabling Environment, Legislation, Regulation, Policy, Supervision.

Unit 3: Micro Insurance Delivery Channels

LH 4

Micro Insurance Delivery Channels-Concept and Importance, Types of Delivery Channels Partner-agent Model, Full-service Model, Mutual or Community-based Model, Provider Model.

Unit 4: Micro Insurance Underwriting and Claim

LH 6

Micro insurance Underwriting; Micro Insurance Risk - Proposal Form - Scheduling – Pricing-Claim Settlement Process; Challenges of Micro Insurance Underwriting and Claim.

Unit 5: Micro Insurance and Inclusion

LH 8

Micro Insurance and Poverty; Micro Insurance Role in Financial Inclusion, Micro Insurance SWOT Analysis; Micro Insurance an Innovative Tool for Risk and Disaster Management.

Unit 6: Micro Insurance in Nepal

LH 8

Overview of Micro Insurance in Nepal; Micro Insurance Products: Household, Health, Person Accident, Cattle and Bird, Crop, Micro Term Insurance, Endowment Life; Challenges of Micro Insurance (from Policyholders; Insurers; Delivery Channels and Regulators' Perspective), Remedial Measures, Potential Micro Insurance Market in Nepal and the Way Forward.

Unit 7: Micro Insurance Regulation in Nepal

LH 8

Provisions of Insurance Act and Insurance Regulation, Micro insurance Directive, 2071- Definition, Types of Micro Insurance Products, Delivery Channels, Claims Settlement, Management of Micro Insurance, Operations, Reporting, Monitoring and Supervision Mechanism; Social Protection.

Text and References

Nepal Insurance Authority, *Microinsurance Directive*, Kathmandu
Insurance Regulatory and Development Authority, India: www.irda.gov.in

INS 220: Property Risk Management

Credits: 3

Lecture Hours: 48

Course Objective

The main objective of this course is to acquaint students with concepts and practices of commercial property risk management. It also aims to analyze the major issues related to the insurance market of commercial properties.

Course Description

This course contains concept of commercial property and commercial property risk, commercial property insurance, commercial property underwriting. Finally, it presents insurance market of commercial property.

Course Details

Unit 1: Introduction

10 LHs

Concept of commercial property; Types of commercial property; Significance of commercial property insurance; Scope of commercial property; Commercial property insurance; Laws related to commercial property.

Unit 2: Commercial Property Risk

8 LHs

Commercial property risk: Concept and types; Managing commercial risk; Commercial risk in perspective of insured and insurer.

Unit 3: Commercial Property Insurance

15 LHs

Proposal form; ISO commercial property program; Building and Personal property coverage
Form; Causes of loss forms; Business income insurance; Other commercial property Coverage; Transportation insurance; Commercial property insurance policy wording: Major coverage, Condition, Exclusion, Endorsements, Schedule, Bill, Deductibles and Self Insured Retentions.

Unit 4: Commercial Property Underwriting

7 LHs

Underwriting of commercial property; Ratemaking of commercial property policy.

Unit 5: Insurance Market of Commercial Property

8 LHs

Buyer of CPI Policy, Underwriter of CPI Policy, Premium, Reinsurance, Claim Status of CPI
of the Industry, Insurance market of commercial property in Nepal.

Suggested Readings

Rejda, G. E. *Principles of Risk Management and Insurance*. New Delhi: Pearson Education.

Vaughan, E. J. & Vaughan, T. M. *Fundamentals of Risk and Insurance*. New York: John Wiley & Sons.

Mishra, M. N. & Mishra, S. B. *Insurance Principles and Practices*. Delhi: S. Chand & Company Ltd.

Harrington, S.E. & Niehaus, G.R. *Risk management and insurance*. New Delhi: McGraw Hill Education (India) Pvt Ltd.

Gupta, P. K. *Insurance and Risk Management*. Mumbai: Himalaya Publishing House
Government of Nepal, Insurance Act and Insurance Regulation.
Directives, guidelines, policies issued by Nepal Insurance Authority/ *Beema Samiti*.

EED 214 Entrepreneurial Marketing

Credit: 3

Lecture Hours: 48

Course Objectives:

The major objectives of this course are to understand basic marketing concepts/strategies in an entrepreneurial context, and to apply these concepts in an entrepreneurial marketing plan. The course will help the students to become familiar with the concept of an entrepreneurial marketing.

Learning Outcomes:

- Understand the entrepreneurial mindset and the role of marketing in entrepreneurship
- Explore the process of identifying and evaluating entrepreneurial marketing opportunities
- Develop skills in entrepreneurial marketing.
- Learn about the entrepreneurial marketing strategies
- Understand in communication strategies and market analytics
- Understand the issues of new product development and marketing plan for entrepreneurs

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Case analysis and discussion
- Term paper writing
- Preparation of marketing plan and strategies
- Presentation: Individual and group work
- Assignment and thematic presentation

Course Contents

Unit 1: Marketing and Entrepreneurial Firms

8LHs

Concept and characteristics of Entrepreneurial firms from a marketing perspective. Concept and Features of Entrepreneurial Marketing. Proactive orientation. Innovativeness. Focus on the Customer, Utilizing opportunity and Risk Management, Value Creation

Unit 2: Market Research, Segmentation, Targeting, Positioning and Pricing

10LHs

Market Research: Concept and value of Market Research for an entrepreneurial firm. Segmentation, Targeting and Positioning. Entrepreneurial Branding. Considerations and Challenges in building a strong brand. Need for new product development. Types of new products. Pricing. Pricing for entrepreneurial firms. Price sensitivity. Pricing strategies.

Unit 3: Distribution**5LHs**

Going directly to the customer. Going directly to the retailer: Using Sales Agents. Participate in established channel structure. Set up your own intermediaries. Deciding on the distribution channel and strategies

Unit 4: Communication Strategies & Market Analytics**7LHs**

Communication strategies: concept and types. Creating a buzz. Myths of viral marketing. Types of promotional Campaigns. Planning a promotional campaign. Establishing criteria for advertising success. Role of electronic media and social media in advertising and promotion. Market analytics: concept and approaches

Unit 5: New Product Development & Management**8LHs**

Marketing considerations in New Product Development. Stages of New Product Development: Idea Generation, Idea Screening, Concept Development & Testing, Business Analysis, Beta Testing and Market Testing, Technical implementation, Commercialization. New Product Pricing. Ansoff Matrix and Four Alternative Marketing Strategies. Market Penetration, Product Development, Market Development and Diversification

Unit 6: Strategic Marketing and Marketing Plan**10LHs**

Strategic marketing: Concept and types. Value creation, brand equity and customer sustainability. Investigate competitor dynamics & detect competitor strengths & weaknesses. Improve decision making processes by better linking marketing tools & techniques. Marketing Warfare Strategies. Offensive marketing warfare strategies and Defensive marketing warfare strategies. Pre-emptive strike. Flanking attack, Sequential strategies and Leapfrog strategies. Marketing Plan: concept, components and preparing the marketing plan.

Suggested Readings

- Hisrich , R.D. , & Peters, M. (2012) Entrepreneurship, 9th Edition McGraw Hill Education
- Kotler , & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Holt, D. Entrepreneurship New Venture Creation 4th Edition PHI
- Drucker, P.F. (1993) Innovation and Entrepreneurship, Harper Business
- Crane, F.G. (2013) Marketing for Entrepreneurs, 2nd Edition, Sage Publications.
- Roy, R. (2012) Entrepreneurship, 2nd Edition Oxford University Press

EED218: Small Business Planning & Management

*Credit: 3
Lecture Hours: 48*

Course Objectives:

This course is designed to provide BBM students with a comprehensive understanding of small business planning and creation, with family business and rural entrepreneurship in Nepal. It aims to equip students with the knowledge, skills, and mindset necessary to identify, evaluate, and pursue entrepreneurial opportunities in small business areas, as well as effectively manage small businesses.

Learning Outcomes:

- Understand the entrepreneurial mindset and the role of entrepreneurs in society
- Explore the process of identifying and evaluating entrepreneurial opportunities in small business areas.
- Develop skills in small business planning, feasibility analysis, and venture creation.
- Learn about the legal and regulatory aspects of starting and managing a small business.
- Understand in developing the small business model.
- Understand the issues of family business and rural entrepreneurship as the part of small business.

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Case analysis and discussion
- Term paper writing
- Articles review & seminar paper
- Presentation: Individual and group work
- Assignment and thematic presentation

Course Details:

Unit 1: Understanding Small Business

8 LHs

Small business: concept, features and types of small business; small business and society; micro and macro enterprises; contribution of small business; factors affecting in managing small business; areas for concern to small business owner; opportunities for small business in Nepal.

Unit 2: Developing Creativity and Understanding Innovation in Small Business

6 LHs

Innovation and Creativity: meaning and concept; Innovation and the Entrepreneur; Role of Creativity in small business; Financial Support for Innovation for Small Business in Nepal.

Unit 3: Business Idea, Opportunity Recognition and Evaluation

8 LHs

Concept of new business idea for small business; Sources for business idea generation in small business; Identify entrepreneurial opportunities for small business; Market analysis

and feasibility assessment for small business; Opportunity recognition frameworks for small business.

Unit 4: Small Business Planning and Creation

8 LHs

Concept of small business plan; Outlines of small business plan; Small business model development: Canvas model and Lean canvas model for small business; Creating the small business; Writing a business plan for small business; Legal and regulatory requirements for startups relating to small business in Nepal

Unit 5: Technology and Innovation in Small Businesses

8 LHs

The role of technology in enhancing the competitiveness and efficiency of small business in Nepal; E-Commerce platforms for small business management in Nepal; Scaling small businesses through technology; Marketing strategies for small businesses through technology and innovation in Nepal

Unit 6: Family Business and Rural Entrepreneurship in Nepal

10 LHs

Meaning of family business; Types of family business; Family business in Nepal: A historical perspective, advantages and disadvantages of family business; Major challenges faced by family business in Nepal; Rural entrepreneurship: meaning, need and features; Problems of rural entrepreneurship in Nepal; Relationship between rural, entrepreneurship and family business as small businesses in Nepal.

Suggest Reading Materials:

- Small Business Management in the 21st Century, David Cadden, Quinnipiac University
Sandra L. Lueder, Southern Connecticut State University, 2012
- Business Model Generation: A Handbook for Visionaries, Game Changers, and
Challengers (The Strategyzer series) by Alexander Osterwalder and Yves Pigneur, July
13, 2010, John Wiley and Sons, USA
- Entrepreneurial Development, S.S. Khanka, 2022, S. Chand, New Delhi
- Entrepreneurship: Successfully Launching New Ventures, Bruce R. Barringer and R.
Duane Ireland, 2009, Pearson Education, London
- Articles and cases with national and international context

EED 222: Design Thinking and Entrepreneurial Skills Management

Credit: 3
Lecture Hours: 48

Course Objective

This course intends to provide a foundational understanding of design thinking, entrepreneurship skills and management to cultivate an entrepreneurial mindset for launching and managing successful startups. This course contains an introduction to design thinking, design thinking process, creativity and innovation, entrepreneurship and design thinking, formulation of business plan and entrepreneurship management.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- Understand the principles and process of design thinking.
- Apply design thinking methodologies to identify and solve entrepreneurial challenges.
- Develop entrepreneurial skills such as opportunity recognition, business model development, and customer validation.
- Explore strategies for effective entrepreneurship management.

Learning strategies/Pedagogy:

The following learning strategies should be used to deliver the course by the concerned faculty/Instructors

- Use of diagram and maps in designing thinking
- Design thinking workshop
- Case analysis and discussion
- Term paper writing
- Presentation: Individual and group work with assignment

Course Details

Unit 1: Introduction to Design Thinking

6 LHs

Meaning and definition of design thinking, features of design thinking, principles of design thinking, design thinking in the organizations, design thinking approach, design thinking resources

Unit 2: Design Thinking Process

12 LHs

Empathize Phase: Understanding user needs and behaviors, Techniques for empathetic research, Case studies on empathizing with customers; **Define Phase:** Defining the problem statement, Ideation techniques for problem-solving, developing user personas; **Ideate Phase:** Generating and evaluating ideas, Brainstorming and mind mapping

techniques, Prototyping basics and rapid prototyping methods; **Prototype Phase:** Creating prototypes to test ideas, Testing and iterating prototypes, Minimum Viable Product (MVP) development; **Test Phase:** Conducting user testing and feedback sessions, Analyzing feedback and insights, Refining prototypes based on user feedback. Case studies and examples.

Unit 3: Design Thinking Tools and Methods

10 LHs

Purposeful Use of Tools and Alignment with Process, visualization, journey mapping, value chain analysis, mind mapping, brain storming, concept development, assumption testing, rapid prototyping, customer co-creation, and learning launch,

Unit 4: Creativity and Innovation

6 LHs

Concept of creativity, creativity process, creativity and its components, concept of innovation, types of innovation, commercialization of innovation, business idea, evaluation of ideas, finding gaps in the market place, implementing design thinking for innovative business ideas.

Unit 5: Entrepreneurship and Design Thinking

8 LHs

The evolution of entrepreneurship, concept of entrepreneurship, entrepreneurial attributes and characteristics, opportunities and challenges of entrepreneurship, relationship between design thinking and entrepreneurship, Entrepreneurship skills: Opportunity recognition and assessment, Market research and analysis.

Unit 6: Entrepreneurial Skills Management

6 LHs

Entrepreneurial skills: Concept and meaning; Types of entrepreneurial skills: Innovation and adaptation, Business management skills, team work and leadership skills, Communication and listening, customer services skills, Financial skills, Analytical and problems solving skills, Strategic thinking and planning skills, time management and prioritization, Risks management; Techniques of managing entrepreneurial skills

Suggested Readings:

Khanka, S.S. *Entrepreneurial Development*. S. Chand Publishing, New Delhi.

Morris, M. H., Kuratko, D. F., & Covin, J. G. *Corporate entrepreneurship & innovation*. Cengage Learning.

Havinal, V. *Management and entrepreneurship*. New Age International.

Ingle, B. R. *Design thinking for entrepreneurs and small businesses: Putting the power of design to work*. Berkeley: Apress.

McKeever, M. P. (2018). *How to write a business plan*. Nolo.

ACS 202: Accounting for Banking

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives

The objectives of the course are to provide the students with the basic knowledge required to handle the accounting functions of banks. On completion of this course the students will be able to gain the knowledge of total banking accounting practices of the banks. The course further aims at providing knowledge required to analyze financial statements of banks.

Course Description

This course contains conceptual foundation of different banking activities. It also comprises banking rules and regulation, accounting for deposit, guarantee, letter of credit, remittance, credit and treasury management etc. Similarly, it focuses on new banking technologies, BASEL, anti-money laundering, financial statement and its analysis.

Contents

Unit 1: Introduction

4 LHs

Concept of bank account; Accounting assumptions, principles and conventions; Evolution of banking industry, Development of banking industry in Nepal; Banks: Meaning, nature, objectives, importance and functions of banks; Types of Banks: Central Bank, Commercial Banks, Development Banks, Financial Institutions, Micro Finance Institutions and Co-operative Banks; Opportunities and Challenges of Nepalese Banking Sector; Legal provisions under Banking and Financial Institutions Act (BAFIA), 2063; Unified directives issued by Nepal Rastra Bank; Concept and importance of GAAP, Nepalese Accounting Standards (NAS), International Accounting Standards (IAS), Nepal Financial Reporting Standard (NFRS) and International Financial Reporting Standard (IFRS), Relative aspects of NAS, IAS, NFRS and IFRS

Unit 2: Accounting for Deposit

3 LHs

Account Opening, operations and closure of bank account; Concept and types of deposit: current, saving, time or fixed account, hybrid or flexi deposit, calls deposit account, margin account, foreign currency account, special foreign currency account; Process of opening accounts; Inter bank borrowing from other banks and short term borrowing from NRB; Substitutes for vouchers: pay in slip and its meaning; Cheques: meaning and types of cheques; Electronic cheque clearing (ECC)

Unit 3: Accounting for Guarantee and Margin Deposit

3 LHs

Guarantee: Concept, needs and types of guarantee: Bid bond, Performance bond, Advance payment guarantee, Counter guarantee, Financial guarantee, Standby letter of credit, Bonded warehouse guarantee; Accounting treatment of guarantee issue (voucher and ledger); Margin deposit: concept, process and evaluation; Service charges and accounting treatment

Unit 4: Letter of Credit (LC)

3 LHs

Letter of credit: concept, needs and types of LC; Parties involved in LC; Documents in LC; Trade finance; International Chambers of Commerce and Universal Custom and Practices (UCP) for documenting credit; NRB regulations for LC; Accounting treatment

Unit 5: Accounting for Remittance

3 LHs

Remittance: concept, importance and types; Services rendered by remittance; Parties involved in remittance; Demand draft, accounting for advice received and un-received demand draft; Account payee draft; Books of original entry for advice received and un-received; Telegraphic transfer and mail transfer; Branch reconciliation

Unit 6: Accounting for Credit and Advances

3 LHs

Credit: Concepts, importance and types: Cash credit, Overdraft, Secured loan, Micro credit, and other loans: auto, home, credit card, education and social; Evaluation of feasibility study; Industry risk analysis and Business risk analysis (using six C's of credit); Accounting treatment of different types of credit; Loan processing charges, interest and commission and their accounting treatment; Collection and recovery of loans method applied and accounting treatment; Credit risk management; Credit creation

Unit 7: Accounting for Treasury Management

3 LHs

Concept of treasury management; Dimensions of treasury management; Market risk management; Liquidity management; Investment portfolio management; Foreign exchange risk management; Assets liability management; Maintenance of agency ledger (NOSTRO and VOSTRO)

Unit 8: Banking Technology Products

2 LHs

Banking software; Card operation; Tele banking; Mobile banking; Internet banking and e banking; SWIFT (society for worldwide interbank financial telecommunication); Branch less banking

Unit 9: Concept of BASEL Framework:

2 LHs

Concept and importance; Principles of capital measurement and capital standard

Unit 10: Anti Money Laundering (AML)

2 LHs

Concept, importance and AML Act; Know your customers (KYC)

Unit11: Preparation of Financial Statements under NFRS

12 LHs

Bank reconciliation: concept, needs and preparation of BRS
Trail balance: concept, needs and preparation; Transaction list verification and operational procedures; Statement of profit and loss and other comprehensive income (Income statement); Statement of financial position/balance sheet; Statement of cash flow statement; Statement of changes in equity; Disclosures required for Financial Statement

Unit 12: Financial Statements Analysis

8 LHs

Concepts and importance; Ratio Analysis: concept, importance and limitations; Types of ratios: Profitability ratios: Net interest income growth (NII growth), Operating profit growth; Shareholder ratios: Return on equity, Return on assets, Earning per share, Price earnings ratio, Market price per share; Liquidity ratios: Net liquid assets, Net liquidity ratios, Statutory liquidity ratio (SLR), Cash reserve ratio (CRR); Activity ratios: Cost of fund, Base rate, Credit deposit ratio; Staff efficiency (per employee income, per employee business i.e. deposit plus loan); Gearing and Financial ratios: Total borrowing to shareholder fund, Total assets growth, Net worth growth; Cash Flow ratios: Interest coverage ratio, Debt coverage ratio; Assets Quality ratios: Non-performing loans to total loans, Loan loss reserves to gross loan; Earnings ratios: Net interest margin; Capital Adequacy ratios: Capital fund as a percentage of risk weighted assets

Suggested Readings:

Accounting Manual of banks

Bank and Financial Institutions Act, 2063

Circulars issued by NRB (Banks and Financial Institution Regulation department and Foreign Exchange Management Department)

Indian Institute of Banking and Finance, (2008), *Accounting and Finance for Bankers*,
Macmillan India Ltd. Chennai India

International Chamber of Commerce and the UCPDC 600

Jain, S. P. & Narang, K. L., (2014), *Advanced Accounting, Corporate Accounting, Vol. 11*,
Kalyani Publishers, New Delhi

Negotiable Instrument Act, 2034

Nepal Rastra Bank Act, 2058

Unified Directives issued by NRB

Upadhyay, J. P. (2018), *Accounting for Banking*, Ashmita Publication

ACS 204: Budgeting

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives:

This course aims to provide the budgeting systems and their applications, practical and conceptual issues of general budgeting and profit planning position and performance appraisal of business enterprises including financial institutions. It also aims to provide important information to the managers for budgeting purpose and how the organizations are able to generate profit and reduction of costs.

Course Description

This course contains conceptual and theoretical foundation of budgeting: profit planning and control. It also comprises the functional budgets i.e. sales plan, production plan, purchase plan, overhead budget, labour cost budget, cost volume profit analysis, zero based budgeting and flexible budgeting under different levels of activities.

Course Details

Unit 1: Conceptual Foundation

3 LHs

Concept and purpose of budgeting and profit planning and control, essentials of profit planning, Profit planning and control process, Behavioral implications of a PPC program, Application of profit planning and control in manufacturing and non-manufacturing organizations.

Unit 2: Planning and Control of Sales

4 LHs

Concept and purpose of sales planning, Factors consideration in sales planning, Sales budgeting vs. sales forecasting, Long range and short range sales plan, Development of comprehensive sales plan, Components of comprehensive sales plan, Planning sales in a non-manufacturing and manufacturing company.

Unit 3: Production Planning and Control of Manufacturing Concern

4 LHs

Concept and purpose of production planning, Area of production planning, Responsibility for production planning, Factors consideration in production planning, Production budget, Production policies, Computation of inventory.

Unit 4: Planning and Control of Materials Purchase & Usage

4 LHs

Concept and purposes, Raw material consumption budget, Raw materials purchase budget, Material control, Essentials of material control, Material inventory policy, Performance report

Unit 5: Planning and Control of Non-Manufacturing Organization **4 LHs**

Concept and purpose, Merchandise budget, Planning inventory levels, Mark-ups and cost multipliers used in retail companies, Open-to-buy planning.

Unit 6: Planning and Control of Direct Labour **4 LHs**

Meaning and objectives, Process of direct labour planning, Sources of standard labour hour, Direct labour cost budget, Control of direct labour cost, Performance report.

Unit 7: Planning and Controlling Overhead Cost **6 LHs**

Meaning and types of costs, Cost behaviors, Controllable and non-controllable expenses, Cost reduction and cost control, Planning and controlling of manufacturing expenses, Planning of distribution (selling) expenses, Planning administrative expenses, Preparation of overhead cost budget.

Unit 8: Planning and Control of Cash **6 LHs**

Concept and objectives of cash planning, Approaches to develop cash budgeting/planning, Techniques and methods for improving cash position, Control of cash positions.

Unit 9: Completion of Profit Plan **8 LHs**

Concept, Planned cost of goods manufactured, Planned cost of goods sold, Planned cash collection and disbursement, Planned Income Statement, Planned Balance Sheet, Zero base budgeting: Meaning and importance of Zero base budgeting (ZBB)

Unit 10: Use of Cost Volume Profit Analysis in Profit Planning **5 LHs**

Concept and objectives of cost volume profit analysis; Concept, application and assumptions break even analysis, Special problems in cost volume profit analysis, Economic characteristic of breakeven analysis, Calculation of BEP of single and multiple products.

Suggested Readings

Welsch, G. A., Ronald, W. H., & Paul, N. G., (2013), *Budgeting: Profit Planning and Control*, New Delhi: Prentice Hall of India.

Horngren, C. S., Sundem. G. L., Stratton, W.O., Burgstahler & Schatzberg, J., (2019). *Introduction to Management Accounting*, New Delhi: Pearson.

Garrison, R. H., Brewer, P. C., & Noreen, E. W. (2017). *Managerial Accounting*, McGraw-Hill

Companies, Inc.

ACS 207: Accounting for Insurance Business

Nature of course: Core

Full Marks: 100

LHs: 48

Pass Marks: 50

Course Objectives

The objectives of the course are to provide the students with the basic knowledge required to handle the accounting functions of insurance business. On completion of this course the students will be able to gain the knowledge of total insurance accounting practices of the Insurance Sector. The course further aims at providing knowledge required to analyze financial statements of Insurance Business.

Course Description

This course contains introduction, accounting for premium, accounting for reinsurance, accounting for claim, accounting for management expenses, accounting for treasury management, concept of actuarial valuation, use of technology in insurance sector, product design and development, internal control and compliance, accounting for control, preparation of financial statements and analysis thereon.

Course Details

Unit 1: Introduction

3 LHs

Concept of insurance, Types of Insurance: life insurance, general insurance, reinsurance and micro insurance; Regulatory body (Nepal Insurance Authority); Evolution of insurance industry, development of insurance industry in Nepal; Meaning, nature, objectives, importance and functions of insurance; Opportunities and challenges of Insurance Sector in Nepal;

Unit 2: Nepal Insurance Authority

3 LHs

Function, duties and power of the insurance authority, role of insurance authority in development of insurance sector in Nepal; Licensing of insurance business, reinsurance business, agency, brokers and surveyors

Unit 3: Product Design and Development

8 LHs

Designing of life insurance products: Term insurance, term insurance with return of premium, Unit linked insurance plans, Endowment plans, Money back policy, Whole life insurance, Group life insurance, child insurance plans, Retirement plans.

Non-life Insurance products: Motor insurance, Health insurance, Marine insurance, Aviation insurance, Engineering insurance, Property insurance, Travel insurance, Miscellaneous insurance, crop and cattle insurance;

Approval procedures, role of actuary; Marketing strategies, Agency management, Appointment procedures of surveyors. Agent commission and surveyors fee and accounting treatment thereon.

Unit 4: Basic Accounting Concepts

4 LHs

Basic accounting principles, assumptions and conventions, accounting rules and classifications of accounts, procedures, functions and users of accounting; double entry system of book keeping, journal, ledger and trial balance.

Unit 5: Non-Life Insurance Business

6 LHs

Terms and techniques used in insurance, their computation and accounting: Underwriting results, premium register, written premium, earned premium, unearned premium, gross premium, net premium, , co-insurance, reserving in general insurance, technical reserves, unexpired risk reserves, claim register, claim and claim handling costs, intimated claim, gross claim, claim recovery, net claim, outstanding claim, incurred claim, incurred but not reported claim, reinsurance premium ceded and accepted, acquisition cost, deferred acquisition cost, net commission agent commission, reinsurance commission and profit commission service charge(regulation fee) to Insurance Authority allocation of management expense, investment and other income, catastrophic premium etc.,

Unit 6: Life Insurance Business

6 LHs

Terms and techniques used in life their computation and accounting: Life Insurance fund, policy register, Types of premium from determination perspective: Gross premium vs. Net premium, office premium/level premium, Types of premium from accounting perspective: First premium, renewal premium, first year premium, single premium, collection of deposit and advance premium, agents commission and incentive commission, medical examination fee, Concept of claim procedures , claim register, Accounting for claim: Maturity claim , partial maturity claim, surrender claim , death claim, paid up value, annuity payments, netting of claims, Bonus paid to policyholder, tax treatment as final withholding tax, accounting for claim receivable from Reinsurance and claim paid to other insurance company.

Accounting treatment of outstanding claim (including IBNR and IBNER). Accounting process for loan against policies, allocation of management expense, investment and other income, catastrophic premium etc., service charge (regulation fee) to Insurance Authority, reserving in life insurance.

Unit 7: Accounting for Reinsurance**5 LHs**

Concept and importance; various types of reinsurance arrangements: facultative reinsurance and treaty reinsurance, Advantages and disadvantages of reinsurance, reinsurance regulation in Nepal, Characteristics of reinsurance accounting, reinsurance accounting system, Catastrophic reinsurance, Bordeaux. Accounting treatment of premium ceded and accepted, reinsurance claim receivable and payable and final settlement made thereon, reinsurance commission and profit commission, impact of foreign exchange thereon.

Unit 8: Internal Control mechanism**3 LHs**

Reconciliation of transactions with banks, reinsurer and other parties; Preparation of bank reconciliation statement for the transaction with bank. Audit committee, Compliance Department, Authority Internal Audit , Statutory Audit and Tax Audit.

Unit 9: Preparation of Financial Statements**6 LHs**

Regulations on insurance accounting, concept and importance; Statement of profit and loss and other comprehensive income (Income statement); Statement of Revenue account, Statement of financial position/balance sheet; Statement of cash flow statement; Statement of changes in equity, summary of significant accounting policies and notes to account.

Unit 10: Financial Statements Analysis**4 LHs**

Concepts and importance; Ratio analysis: concept, importance and limitations; Different ratio analysis tools (liquidity, solvency, efficiency and profitability) and their interpretation

Suggested Readings:

Guria, R. C., Chakraborty A. K., . Sekar A.R & Pani B. (2010) *General Insurance Accounts Preparation And Regulation Of Investment*, Insurance Institute of India .

Gupta, R.L. & Radhaswamy, M. (2008) *Advanced Accounting*, New Delhi: S. Chand and Sons. Life Insurance Finance, Insurance Institute of India G- Block, Plot No. C-46, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051