

TRIBHUVAN UNIVERSITY
Faculty of Management
Office of the Dean



**Master of Business Administration in Corporate Leadership (MBA-
Corporate Leadership)**

Program Guidelines and Curriculum Structure

Office of the Dean
Faculty of Management
Tribhuvan University
Kathmandu

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1. Introduction

The **Master of Business Administration in Corporate Leadership (MBA- Corporate Leadership)** program seeks to develop professional skills in students needed to tackle the challenges of today's dynamic and complex business environment. This program is designed to equip students with the theoretical insights, analytical capabilities and professional skills required for business leaders as well as functional managers of wide array of business fields. This program is relevant to undergraduate students from management and other disciplines as well as lower and middle level corporate managers from different industry sectors who aspire to be promoted in higher-level executive positions.

The program will ingrain the knowledge, skills and attitude in students needed to successfully lead a unit, functional area, project or the entire business organization wherever they join. The relevance of knowledge and skills gained during the program will increase as they climb corporate hierarchy. However, the knowledge and skills gained during the program will be highly relevant just after the completion of MBA degree particularly if the students aspire to become entrepreneurs, business analysts, and associate management consultants. Besides foundation and core theoretical courses, students will undergo seminar, practicum courses, experiential learning project and dissertation, which will inculcate in them the skills to handle human resource management issues within the organization alongside improving external stakeholder relations, and giving the right direction to the entire organization by navigating the wave of complexity, diversity and uncertainty.

2. Program Objectives

- a. Prepare competent corporate leaders and entrepreneurs for the development of the Nepalese private sector with local as well as global perspectives;
- b. Produce functional managers, particularly the human resource managers, with requisite skills who can understand and manage group dynamics in order to create a win-win situation between individuals and the organization;
- c. Develop self-motivated and competent business analysts and consultants, equipped with capacity to provide advisory services to others and/or launch their own firms in the chosen sector of business; and
- d. Prepare responsible business leaders and managers by ingraining the principles of ethics and responsibility in order to create a win-win situation between business and society.

3. Learning Outcomes

Upon completion of this program, graduates will be able to:

- a. Analyze and synthesize information across disciplines/functions and make sound strategic as well as operational decisions in order to provide the right direction to the entire organization and effectively mobilize people and other resources under their charge.
- b. Appreciate national as well as global business context and embrace adaptability in business decisions accordingly.
- c. Demonstrate analytical ability and innovative approaches to solve complex management problems, anticipate & manage change, develop a workable plan for future, and to go beyond the normal expectations in order to create a winning organization.
- d. Apply the professional managerial as well as leadership skills and the principles of ethics, governance, and corporate social responsibility in order to create a win-win situation between business and society.

4. Student Intake

The program is designed for class size of 35 students. Students' intake will be once a year in spring (Jan-Feb) intake.

5. Eligibility and Admission Tests

The minimum qualification required to apply for the program are as follows:

- A minimum Bachelor's Degree with a minimum CGPA score of 2 in semester system or 45 percent in the annual system

Students' intake will be based on a highly competitive basis with a three-stage screening evaluations:

- a. CDMAT written test
- b. Group discussions
- c. Individual presentation on a given topic.
- d. Personal interview by the expert panel.

The Central Department of Management shall conduct a four stage admission tests for appropriate screening of applicants. The applicants shall be screened in each of the stages.

- *Written test*: This test will be based on the CDMAT format. The duration of the test will be 3 hours and 30 minutes.
- *Group discussion*: Groups discuss on a given topic. Performance of applicants is evaluated by a panel of judges based on leadership, language, logical arguments, and conclusions.
- *Individual presentation*: Applicants present their views and opinions on a given topic to the panel of judges.
- *Personal interview*: Personal interview will be conducted by a panel of judges based on applicant's motivation level, attitude and capability to handle the pressure and rigors of the MBA – Corporate Leadership program.

6. Orientation and Socialization

After the admission of students to the program, the CDM will arrange an in-house orientation and socialization program to students and bear all the cost thereon.

7. Study Tour

For acquainting students with the real corporate leadership and management situations of the country, industrial tour will be conducted in the third semester.

As part of the course, an industrial tour of 3 to 4 days will be conducted in some industrial areas either in or outside Kathmandu valley for exposing them to organizational reality in the context of Nepal. Students are required to take part and submit written reports of their visits. The CDM will bear lodging and transportation costs for the industrial tour and all other costs will be borne by students themselves.

8. Class Modalities

CDM will implement the leadership, management, practicum, seminar, and project-based courses so as to enhance students' problem solving and decision-making abilities through lectures, discussions, brainstorming, case study, role play, article review and synopsis writing, quiz, problem solving exercise, project work, workshop, seminar presentations, business simulations and so on.

9. Course Structure Curricular Structure

The MBA in Corporate Leadership program is split into four semesters. The courses comprise 60 credits, made up of foundation, core, capstone and elective courses. The program is designed in such a manner that the skills of the students can be developed in a gradual manner.

Foundation, Core and Capstone Courses

SN	Code	Course Name	Credits
1	MBACL 501	Organizational Behavior	2
2	MBACL 502	Financial Management	2
3	MBACL 503	Marketing Management	2
4	MBACL 504	Economic Analysis for Business	2
5	MBACL 505	Business Statistics and Analytics	3
6	MBACL 506	Managerial Communication	2
7	MBACL 507	Management Information Systems	2
8	MBACL 508	Human Resource Management	2
9	MBACL 509	Accounting for Managers	2
10	MBACL 506	Entrepreneurship and Innovation	2
11	MBACL 511	Corporate Social Responsibility and Business Ethics	2
12	MBACL 512	Leadership: Theory and Practice	3
13	MBACL 513	Building and Leading Effective Teams	2
14	MBACL 514	Emotional Intelligence in Leadership	2
15	MBACL 515	Research Methodology	2
16	MBACL 516	Knowledge Management	2
17	MBACL 517	Leading for Organizational Change and Development	2
18	MBACL 518	Negotiation Skills and Strategies	2
19	MBACL 519	Business Environment and Strategic Management	4
20	MBACL 520	Legal Aspects of Business	2
21	MBACL 521	International Business	2
22	MBACL 522	Contemporary Issues and Concepts in Management: Seminar	1
23	MBACL 523	Managerial Skills Practicum	1
24	MBACL 524	Leadership Development Practicum	1
25	MBACL 525	Strategic Plan Development Practicum	1

Electives

(Any two courses of the following courses, 2 credits each)

MBACLE 551 Leading for Quality and Innovation	
MBACLE 552 Corporate Governance	
MBACLE 553 Crisis Management	
MBACLE 554 Cooperative Management	
MBACLE 555 Agribusiness Management	
MBACLE 556 Financial Institutions Management	
MBACLE 557 Life and Non-life Insurance	
MBACLE 558 Social Entrepreneurship	
MBACLE 559 Microfinance	
MBACLE 560 Project Management	
MBACLE 561 Supply Chain Management	
MBACLE 562 Essentials of Management Consultancy	
MBACL 590 Experiential Learning Project	3
MBACL 591 Dissertation	3
Course Cycle	
Semester I	16
MBACL 501 Organizational Behavior	2
MBACL 509 Accounting for Managers	2
MBACL 503 Marketing Management	2
MBACL 504 Economic Analysis for Business	2
MBACL 505 Business Statistics and Analytics	3
MBACL 506 Managerial Communication	2
MBACL 507 Management Information Systems	2
MBACL 522 Contemporary Issues and Concepts in Management: Seminar	1
Semester II	17
MBACL 508 Human Resource Management	2
MBACL 502 Financial Management	3
MBACL 506 Entrepreneurship and Innovation	2
MBACL 511 Corporate Social Responsibility and Business Ethics	2
MBACL 512 Leadership: Theory and Practice	3
MBACL 513 Building and Leading Effective Teams	2
MBACL 514 Emotional Intelligence in Leadership	2
MBACL 523 Managerial Skills Practicum	1
Semester III	14
MBACL 515 Research Methodology	2
MBACL 516 Knowledge Management	2
MBACL 517 Leading for Organizational Change and Development	2
MBACL 518 Negotiation Skills and Strategies	2
Elective I	2
MBACF 590 Experiential Learning Project	3
MBACL 524 Leadership Development Practicum	1
Semester IV	13
MBACL 519 Business Environment and Strategic Management	3
MBACL 520 Legal Aspects of Business	2
MBACL 521 International Business	2
Elective II	2
MBACL 525 Strategic Plan Development Practicum	1
MBACF 591 Dissertation	3

10. Experiential Learning (Internship)

Students are required to undertake internship for practical exposure in the real world of business for a period of 10 to 12 weeks. Students are required to submit the Experiential Learning (Internship) Project Report in the prescribed format provided by the CDM office. The evaluation of students for Experiential Learning will be based on the confidential report of authorized official of host organization (40 percent) and internship report (30 percent) and presentation of the report in a seminar (30 percent).

11. Dissertation

The students are required to undertake a research assignment and prepare a Dissertation Report under the research guidelines provided by the CDM. It involves the preparation and presentation of a Dissertation Report of approximately 30,000 words in length which begins with statement of the problem, study objectives, review of literature, specification of research design and analysis of data collected and, finally, discussions, conclusion and implications. Students are required to attend viva-voce examination and give a seminar presentation. The weight given for viva and the research report will be 40 percent and 60 percent respectively. For the evaluation of the research report, the Research Committee at CDM will appoint the external examiner.

12. Examination and Evaluation

The performance of students will be evaluated through ongoing in-semester evaluations and semester-end examinations. The office of the examination of FoM shall have the final authority in conducting, evaluating and awarding grades in semester-end examinations. The course facilitator (instructor) will decide the grades in the in-semester evaluations.

13. In-semester Evaluations

The in-semester (internal) evaluation shall generally have a total weight of 50 percent in class-room based course. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must secure a minimum Grade Point Average (GPA) of 2.7 or Grade B minus (B-) in a course in order to be eligible to appear in the semester-end examination of that course.

14. Assessment Methods

A range of assessment methods are used across the courses, the choice of which reflects the needs and demands of the different types of course module. Some course modules will assess the ability to work collaboratively in a team and others will assess individual capability. Types of assessment will range from written examinations to group and individual presentations, article review and synopsis writing, case study writing and analysis, quizzes, role play, attendance & class participation, seminars, research based project reports, and other practical activities as deemed appropriate for the concerned courses.

The interactive nature of the taught sessions offers opportunities to gain feedback on students' performance before being formally assessed and increasing use is made of eLearning to further support the feedback process.

15. Semester-end Examinations

The semester-end examinations on course work related subjects shall have a total weight of 50 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. The duration of the examination shall be 4 hours for 3 and 4 credit hour courses and 3 hours for 2 credit hour courses. The semester-end examinations will be conducted by the examination office of FoM.

16. Student Attendance

This program is the fusion of academic and professional program. This program demands a very high level of commitment from students. Students are required to attend regularly all classes and presentations as required by the course. Students failing to attend 80 percent of classes shall not be allowed to appear in the semester-end examinations.

17. Evaluation of Seminar and Practicum Courses

The detailed terms of reference [TOR] of the learning strategies and evaluation scheme will be provided by concerned course instructor.

18. Grading System

The grading system followed in the program will be based on the absolute performance of a student in the in-semester evaluations and semester-end examinations. The performance of a student in the **MBA (Corporate Leadership)** program shall be made on a four point scale ranging from 0 to 4. The passing grade in the semester-end examination for an individual paper shall be grade “B minus” or GPA of 2.7 (50 percent). In order to pass the semester examinations, the student must secure a minimum of Grade “B” or Cumulative Grade Point Average (CGPA) of 3.0. The following table presents the Letter Grade, GPA, percentage equivalent and Performance Remarks for the program:

<i>Grade</i>	<i>CGPA</i>	<i>Percentage Equivalent</i>	<i>Performance Remarks</i>
A	4.0	90 and above	Distinction
A-	3.7	80 - 89.9	Very Good
B+	3.3	70 - 79.9	Good
B	3.0	60 - 69.9	Fair
B-	2.7	50 - 59.9	Pass in Individual Course
F	0	below 50	Fail

The students shall receive their semester grades and academic transcript grades only in letter grades and GPA scores.

19. Failing in Course

Students who do not qualify to appear in the semester-end examinations will have to re-register and retake the course as per the semester cycle. Students who are qualified but failed to appear in the semester-end examinations or fail in the semester-end examination can appear in make-up examinations as per the semester cycle. Students failing in two or more courses in a semester will have to reappear in the chance make-up examinations of only two courses in the following semester-end examinations conducted by the Faculty of Management Examinations Control Division (FOMECD).

20. Degree Requirements

To receive **Master of Business Administration in Corporate Leadership** degree the student must have:

- ‘B’ minus or better grade in each of the courses as specified in the curricular structure section;
- Obtained an overall CGPA of 3.0 or better after combining the GPAs obtained in all courses and projects;
- Completed all the course requirements as specified in the curricular structure section within the maximum time period of *five years* from the date of registration.

MBACL 501: Organizational Behavior

Semester: I

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The objective of this course is to harness the students with an understanding of human behavior at work and the different variables & processes that shape up their behavior. More specifically, this course aims at familiarizing students with different human psychological processes and sociological impact on employees' behavior and this will enable them to function more effectively in their present or future roles as managers.

Course Description

This course analyzes employees' behavior at work from 3 levels: From individual's psychological perspectives, from the group behavioral perspective, and the organizational perspective. Psychological and sociological theories have been covered on areas of perception, personality, motivation, stress, leadership, communication, group dynamics, and conflict management.

Learning Outcomes

After completing this course, the students are able to understand the intricacies of employees' behavior from multiple of perspectives and hence are able to predict, manage and facilitate their behavior.

Teaching Pedagogy

Interactive lecture, classroom group presentation, case analysis, home assignments, classroom discussion, quiz, and management games are used as teaching and learning tools for the course.

Course Details

Unit 1: Introduction to organizational behavior

LH 5

Concept. Organizational behavior for managing organizations. Relationship between behavior, structure and processes. Ways to increase organizational effectiveness. Organizational culture and societal value systems. Understanding cultural dimensions and its implications. Case analysis.

Unit 2: Individual behavior

LH 4

Individual differences. Concept of perception, perceptual errors, attribution. Personality and individual behavior. Job satisfaction. Emotional intelligence. Psychological contract. Brief overview of motivational theories. Case analysis.

Unit 3: Organizational applications of motivation**LH 5**

Managerial perspective to behavior modification. Reward (extrinsic & intrinsic) and punishment. Reward systems in high performing organizations. Work-life balance. Preventing burnout organizational consequences. Stress prevention and management. Creating change culture. Case analysis.

Unit 4: Leadership**LH 5**

Meaning. Leadership traits. Brief overview of leadership theories. Leadership behaviors & culture at successful companies. Roles of leaders in self-managed teams. Power and leadership, Case analysis.

Unit 5: Communication**LH 4**

Concept. Managing communication, Communication across cultures. Barriers to effective communication. Improving communication in an organization. Case analysis.

Unit 6: Groups and behavior within organizations**LH 4**

Group and team behavior. Types of teams. Stages of group development. Building effective teams. Consequences of groupthink. Group diversity. Case analysis

Unit 7: Conflict and negotiations**LH 5**

Conflict process. Bargaining strategies. Negotiation process. Individual differences in negotiation effectiveness. Negotiating in social context. Case analysis

Basic readings

Gibson, J.L.; Ivancevich, J.M.; Donnelly, Jr. J.H. and Konopaske, R. (2012). *Organizations behavior, structure and processes*. McGraw-Hill.

MBACL 509: Accounting for Managers

Semester: II

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims to develop students' professional management accounting skills to respond to today's dynamic and complex business environment. The course emphasizes the focus on management accounting to meet the needs of corporate leaders and stresses the interpretation rather than construction of accounting information as well as a critical rather than unthinking acceptance of the underlying assumptions behind accounting.

Course Description

This course describes how the future corporate managers can use the accounting information for making sound business decisions by rightly interpreting the rapidly flowing information.

This course contains all the ingredients required to be corporate managers with sound know how of using accounting information in business decisions. This course familiarizes the fundamental tools of managerial decision-making and provides a context for understanding and reacting to the penetrating ways in which business is changing. It includes accounting, shareholders value, business structure, accounting information for managerial decisions: Marketing decisions, operating decisions, human resource decisions, and performance evaluation of business units. More specifically, this course contains an overview of cost behavior, relationship between price and volume, i.e. cost-volume-profit analysis, different approaches of pricing, segmental profitability, recent approaches to management accounting, e.g. life cycle costing, target costing, kaizen costing, total quality management, cost of quality, activity-based costs. This course also describes methods by which the performance of divisions and their managers is evaluated and how divisionalized business structures have evolved to implement business strategy, considers controllability and the transfer pricing problem and introduces the theory of transaction cost economics.

Learning Outcomes

On completion of the course the students are able to (i) explain the importance of management accounting in light of recent changes in business environment (ii) distinguish between capital and product markets (iii) explain the relationship between value-based management, management control system, strategy, and accounting. (iv) Understand how to use of accounting information to make decisions (v) comprehend business operations through the value chain and discuss the various business decisions confronting manufacturing and service companies (vi) understand the way in which accounting is used for managerial decisions and allocation of resources (vii) Apprehend components of labor costs and how those costs are applied to the production of goods and services, explain the relevance of labor for decision-making purposes.

Teaching Pedagogy

Interactive lectures, home assignments, case analysis, classroom exercises are the teaching-learning tools used in this course.

Course Details

Unit 1: Accounting, shareholders value, and business structure

LH 4

Accounting, accountability and the account. Role of management accounting. Recent development in management accounting. Capital and product markets. Value-based management. Accounting and strategy. Management control systems. Structure of business organizations.

Unit 2: Marketing decisions

LH 8

Marketing strategy. Cost behavior. Cost-volume-profit analysis. Alternative approaches to pricing-cost-plus pricing, target rate of return pricing, optimum selling price, special pricing decisions. Segmental profitability.

Unit 3: Operating decisions

LH 10

The operations function. Managing operations-manufacturing and services. Accounting for the cost of spare capacity. Capacity utilization and product mix. Theory of constraints. Operating decisions-make vs buy, relevant cost of materials. Other costing approaches-life cycle costing, target costing, Kaizen costing. Total quality management. Cost of quality.

Unit 4: Human resource decisions

LH 4

The cost of labor. Relevant cost of labor. Business processes and activity-based costs.

Unit 5: Performance evaluation of business units

LH 6

The decentralized organization and divisional performance measurement. Return on investment. Residual income. Controllability. Transfer pricing. Transaction cost economics.

Basic Readings

1. Collier, P. M. (2015). *Accounting for managers: Interpreting accounting information for decision making*. 5th ed. Chichester, West Sussex: John Wiley & Sons Ltd.

References

2. Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., & Young, S.M. (2020). *Management accounting: Information for decision making*. 7th ed. Westmont, IL: Cambridge Business Publishers.
3. Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2019). *Introduction to managerial accounting*. 8th ed. New York: McGraw-Hill Education.

MBACL 503: Marketing Management

Semester: I
Degree: MBA in Corporate Leadership

Credit: 2
Lecture Hours: 32

Course Objectives

The course aims to develop knowledge and skills in marketing management that enhances quality of marketing decision-making after thorough analysis of business situations. With the dynamism in the field of marketing, this course equips the students with marketing creativity for identifying and meeting customer needs. It aims at creating the students into innovators, thought-leaders, and entrepreneurs who can reinvent themselves into future marketers.

Course Description

This course deals on the process and challenges of marketing. It provides an understanding of marketing as the basis for general management decision-making and as a framework for analyzing business situations. It includes environmental analysis, industry and competitor analysis, marketing strategies, market mix components. This course provides opportunities to understand and apply marketing skills to solve marketing problems in the real world of work.

Learning Outcomes

On completion of the course, students are expected to be able to (i) understand the fundamental concepts & approaches of marketing (ii) develop strategic marketing plan (iii) scan marketing environment (iv) analyze consumer market and appropriately segment them (v) analyze market competition and develop strategy to deal with (vi) develop product and pricing strategies.

Teaching pedagogy

Interactive discussion based lecture, group presentation, field project report, articles review, home assignments, Q & A sessions, and case studies are the teaching tools that are extensively used in this course.

Course Details

Unit 1: Introduction to marketing

LH 3

Core concepts & approaches to marketing: Product, production, selling, marketing, societal marketing. Concept of marketing myopia. Holistic marketing orientation and customer value. Case analysis.

Unit 2: Strategic market planning

LH 3

Value-delivery sequence. Value chain analysis and core competency. Business unit strategic planning. Nature and contents of marketing plan. Case analysis.

Unit 3: Marketing environment**LH 3**

Environmental scanning. Analyzing organization's micro and macro environment. Tools to deal with uncertainty. Case analysis.

Unit 4: Analyzing consumer markets, market segmentation and targeting**LH 5**

Key psychological process. Social and cultural factors, and consumer decision making process. Levels of segmentation. Basis for segmenting consumer markets. Requirements for effective segmentation. Evaluating and selecting market segments. Case analysis.

Unit 6 Dealing with competition**LH 3**

Concept & types of competition. Key competitor analysis. Analyzing & creating competitive advantage: Michael Porter's approach. Strategic response to competition. Case analysis.

Unit 7: Building strong brands**LH 4**

Brand equity. Building & managing brand equity. Devising branding strategy. Brand positioning process: Defining competitive frame of reference. Identifying and choosing POPs and PODs. Establishing positioning. Brand mantra. Differentiation strategies. Case analysis.

Unit 8: Product and pricing strategies and programs**LH 6**

Product characteristics and classification. Product mix. Product line analysis. Packaging, labeling and guarantees. Changing price environment. Setting and adapting the price. Initiating and responding to price changes. Case analysis.

Unit 9: Designing marketing channels and managing marketing Communication LH 5

Channel design decisions. Channel management decisions. Channel integration and systems. Channel conflicts, cooperation and competition. E-Commerce marketing practices. Developing effective communications. Deciding marketing communication mix. Managing integrated marketing communication process. Case analysis.

Basic Readings

1. Kotler, P. & Keller, K. L. *Marketing Management*. Delhi: Pearson Education India.

References

2. Aaker, D. *Strategic Marketing Management*. Singapore: John Wiley & Sons.

3. Cravens, D. W. & Piercy, N. F. *Strategic Marketing*. New Delhi: Tata McGraw Hill.

MBA CL 504: Economic Analysis for Business

Semester: I

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims to enhance the understanding of economic concepts, theories and their practical applications among the students so that they are able to apply the learnings in managerial decisions-making.

Course Description

This course comprises market mechanism, efficiency and welfare, estimation and forecasting in managerial decisions, theory of firm and pricing and microeconomic issues in labor markets and information.

Learning Outcomes

On completion of the course students are able to (i) examine the relationship between fundamental economic concepts /principles and managerial decisions. (ii) explain demand and supply functions and use elasticity of demand in business decisions (iii) explain the concept of market equilibrium, measurement of efficiency & welfare, and to analyze effects of government policies change to the market equilibrium. (iv) explain the sources of market failure and government responses to market failure (v) explain the concept & methods of estimation and forecasting in managerial decisions. (vi) explain the production functions, learning curve, and also analyze the goals of firms with their practical applications (vii) explain pricing models under oligopoly market, and pricing practices (viii) explain concepts of game theory and its applications in strategy formulation (ix) examine microeconomic issues in labor market and information.

Teaching Pedagogy

Class room interactive lecture, group presentation, discussion, home assignments, articles reviews, term paper, and case analysis are the teaching tools for this course.

Course Details

Unit 1: Market mechanism, efficiency and welfare

LH 10

Fundamental economic concepts, principles and their applications in managerial decisions. Demand and supply functions. Concepts, calculation and applications of elasticity of demand. Markets and efficiency: Market equilibrium and welfare, effects of government policies (tax, subsidy, and price control measures) on market equilibrium, efficiency and welfare. Market failure: Concepts and causes. Government responses to market failure. Case analysis.

Unit 2: Estimation and forecasting in managerial decisions**LH 6**

Demand estimation: Concepts, marketing research approaches, regression analysis.
Demand forecasting: Concepts and significance, qualitative forecasts, time series analysis and smoothing techniques. Estimation of production and cost functions. Case analysis.

Unit 3: Theory of firm and pricing**LH 9**

Production functions. Learning curve. Oligopoly and firm architecture: Kinked demand curve model, price leadership, cartel arrangements. Goals of firm and applications. Pricing practices: Price discrimination, joint/multiple product pricing, transfer pricing. Games and strategy: Strategy and types of games, Nash equilibrium, prisoner's dilemma and applications of games in strategy formulation. Technology, R and D and efficiency. Case analysis

Unit 4: Microeconomic issues in labor market and information**LH 7**

Labor, wages and earnings. Real wages and productivity. Wage determination: Monopsony model, three unions models, bilateral monopoly model. Minimum wage controversy. Wage differentials. Pay for performance. Economic analysis of discrimination. Markets with asymmetric information. Case analysis

Basic Readings

1. Salvatore, D & Rastogi, S.K. (2017). *Managerial economics*. 8th edition. New Delhi: Oxford University Press.
2. Truett, L.J. & Truett, D.B. (2004). *Managerial Economics: Analysis, problems, cases*. Hoboken, NJ: Wiley.

References

3. McConnell, C. R., Brue, S. L. (2013). *Economics: Principles, problems and policies*. 19th edition. New Delhi: McGraw Hill Education.
4. Hirschey, M. & Pappas, J.L. (1989). *Fundamentals of managerial economics*. New York: The Dryden Press.
5. Thomas, C.R.& Maurice, S.C. (2015). *Managerial economics: Concepts and Applications*. New Delhi: McGraw-Hill Education.

MBACL 505: Business Statistics and Analytics

Semester: I

Degree: MBA in Corporate Leadership

Credit: 3

Lecture Hours: 48

Course Objectives

The purpose of this course is to provide the statistical knowledge and skills required in corporate leadership particularly in the areas of building functional strategy, cost reduction, merger & acquisition, outsourcing and performance measurement.

Course Description

This course provides an overview of exploratory data analysis, sampling distribution, parametric test statistics, F-statistics, non-parametric test statistics, model building, classification techniques, problem solving with analytics and performance analytics.

Learning Outcome

After the completion of the course, students are able to (i) use the exploratory data analysis in corporate decisions (ii) apply the appropriate statistical tools in analyzing data based corporate issues (iii) build model among variables in corporate sector (iv) use classification in corporate sector

Teaching Pedagogy

Interactive problem solving, classroom discussion, interpreting results from managerial perspectives, home assignments are some of the tools used in this course.

Course Details

Unit 1: Introduction to statistics & exploratory data analysis

LH 4

Introduction to statistics: Descriptive vs. inferential statistics. Statistics in management and other areas. Variable and its types. Data, data types, data measurement scale, data collection, tabular & diagrammatic presentation of data, exploratory data analysis.

Unit 2: Probability, sampling and Inference

LH 14

Concept of probability. Discrete probability distribution: Binomial and poisson distribution with their measures characteristics, Applications of these distributions. Continuous probability distribution: Normal distribution and their Applications. Sampling techniques. Sampling distribution of mean and proportion. Estimation of sample size. Confidence intervals and principle of hypothesis testing. Parametric test statistic, f statistic, and non-parametric test statistic.

Unit 3: Relationship among variables and classification technique**LH 4**

Correlation and regression. Stepwise regression. Factor analysis. Cluster analysis. Discriminant analysis

Unit 4: Introduction to analytics**LH 5**

Concept of business analytics. Evolution of business analytics: Impacts and challenges. Scope of business analytics: Software support; Data for business analytics. Models in business analytics. Problem solving with analytics. Product mix analysis.

Unit 5: Performance analytics**LH 5**

Basic concept of efficiency measurement. Frontier analysis. Mathematical programming. Aspects of data envelopment analysis (DEA). Output maximization and input minimization.

Basic Readings

1. David M. Levine, Kathryn A. Szabat, David F. Stephan (2019). *Business statistics: A first course*. Pearson education

References

2. Gert H.N. Laursen & Jesper Thorlund. (2017). *Business analytics for managers*. New Jersey: John Wiley & Sons Inc.
3. Chawala D. & Sondhi N. (2016). *Research methodology concepts and cases*. Noida: Vikash Publishing House Pvt. Ltd.
4. Keller G. (2007). *Statistics for management and economics*. Delhi: Thompson South Western
5. Mazzochhi, M. (2008). *Statistics for marketing and consumer research*. London: Sage Publications Ltd.

MBACL 506: Managerial Communication

Practicum: 16 hrs. (Optional)

Total Course Credit: 2

Course duration: 32 hrs.

Course Objectives

This course equips students with managerial communication proficiencies for business success. More specifically, this course arouses enthusiasm, encouragement, and optimism to be change catalyst and be able to work both independently and in teams. It inculcates the ability to persuade others and enable the students to communicate comprehensively fostering positive relation with the stakeholders.

Course Description

Managerial Communication emphasizes communication competencies that can help ensure business success. Students learn how to write effective and persuasive messages, conduct business research (write a business proposal or report), analyze information, deliver an effective oral presentation (with visual aids), and create corporate training materials. Also, addressed are group dynamics, intercultural communication, media relations and ethics. It contains group communication, group relationship, art of public speaking, ethical leadership, effective business writing (managerial report and proposal writing) and practicum. Managerial writing helps students acquire the professional writing aptitude. This course familiarizes the students with digital technology via their practice of writing in the digital platforms.

Learning Outcomes

Upon completion of this course, the students are able to (i) write effective and persuasive messages (ii) conduct business research (iii) write business proposals and reports (iv) deliver effective oral presentations with visual aids (v) create corporate training materials (vi) familiarize with group dynamics. Similarly, the students will be able to arouse enthusiasm, be a change catalyst, create group synergy, express encouragement, persuade the stakeholders, resolve conflict, create information networks, negotiate, build rapport, and demonstrate emotion self-control. Additionally, students learn how to manage and lead more effectively by organizing and executing successful communication strategies.

Teaching Pedagogy

This course comprises collaborative projects and individual and group presentation in order to advance students' basic communication aptitude. Class discussion, active student participation, case studies, movies are the teaching tools used in this course.

Academic integrity Policy

Any serious violation or pattern of violations of the Academic Integrity will result in students negative marking or might result into 'zero-credit' for the course. Students must (be aware of and) avoid plagiarism, fabricating data for a project, submitting a paper authored by anyone other than yourself. Please consider the authenticity issues while paraphrasing, quoting and citing. We follow APA 7th model.

Course Details

Part I- Foundation of Group Communication – 3 hrs.

Part II- Managing Group Relationship/ Managing Group Tasks – 5 hrs.

Part III- Writing as a Manager – 12 hrs.

Writing in the Workplace; Writing Routine Messages; Writing Reports and Proposals

Part IV- The Art of Public Speaking – 6 hrs.

The Boundaries of Freedom of Speech; Audience Centered Speech Building; The Framework of Speech Supporting Materials; Effective Language for Diverse Listeners; Speaking With a Purpose: Occasions and Ceremonies

Part V- Ethical Leadership and Followership – 3 hrs.

Part VI- New Leadership in Strategy – 3 hrs.

“To Mars on a Bike—Images of Regulation” and “Becoming a Positive Leader: The Challenge of Change”

Practicum and Assignments

- i. Comprehensive Learning Assessments (CLA)
 - CLA1 (Week 8): Part-III (Routine Message)
 - CLA2 (Week 11) Part-III (Report and Proposal Writing, APA citation)

- CLA 3 (Week 14): Part IV and Part -V
- ii. Final presentation (Week 16)
- iii. Mock meeting, Mock Interviews (Optional)

Note: The assignment details including CLA format will be discussed in the class. A separate detailed course plan will be provided to the students in the inaugural class.

Case Studies: Movies

Autocratic Leaders

Band of Brothers (Captain Sobel)

The Devil Wears Prada (Miranda Priestly)

Democratic Leaders

Star Trek (Captain Jean-Luc Picard)

Guardians of the Galaxy (Nova Prime)

Required Texts

Beebe, S. A., & Beebe, S. J. (2019). *Public speaking: an audience-centered approach*. Pearson.

Beebe, S.A., & Masterson, J.T. (2015). *Communicating in small groups: principals and practices*. Pearson.

Bovee, C. L. & Thill, J.V. (2018). *Business communication today*. Pearson.

Johnson, C. E., & Hackman, M.Z. (2018). *Leadership a communication perspective*. Waveland Press.

Pfeffermann, N. (2020). *New leadership in strategy and communication: shifting perspective on innovation, leadership, and system design*. Springer.

References

Harison, E.B. & Mulhberg, J. (2014). *Leadership Communication*. Business Expert Press.

Harvard Business Review Press. (2017). *HBR Guide to Emotional Intelligence*.

Harvard Business Review Press. (2013). *HBRs 10 must reads on communication*.

Anderson, C. (2016). *Ted talks: The official Ted Guide to public speaking*. Houghton Mifflin Harcourt.

Walker, R., & Aritz, J. (2014). *Leadership Talk: A discourse approach to leader emergence*. Business Expert Press.

MBACL 507: Management Information System

Semester: I

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours 32

Course Objectives

The course aims to provide foundation of IT skills for managerial professionals necessary to comprehend practical knowledge on IT, PC hardware & software and keep them updated with the current state of the art so that they can manage plethora of information effectively.

Course Description

This course contains components of computer, IT infrastructure, hardware & software trends, Global E-business & online marketing, collaboration, information system security.

Learning Outcomes

On completion of the course, students are expected to (i) have conceptual and practical understanding of the IT and computing fundamentals, i.e. computer hardware & software, processing, storing, retrieving information, user interface, running applications to interact in a networked world (ii) understand and use e-commerce and information & network security

Teaching Pedagogy

Being a practical course, there will be interactive practical session after completing every unit. For hands on skill transfer, students are allowed real demonstration of computer hardware and software application as far as possible.

Course Details

Unit 1: Introduction to computer system and IT infrastructure

LH 6

Introduction & application of computer, input device, output device, CPU (CU, ALU, Registers). Software: Concept, types (system, utility, application). Computer network. IT infrastructure: Concept, evolution. Technology driver of infrastructure: Moore's law & micro processing power, law of mass digital storage, Metcalfe's law & network economics, declining communication cost & the internet, standards & network effect. Contemporary hardware platform trends: emerging mobile digital platform, grid computing, virtualization, cloud computing, green computing, autonomic computing, high performance & power saving processors, Interactive session: Is green computing good for business?

Unit 2: Information system in global business today

LH 5

Role of information systems in business today. Strategic business objectives of information systems: Operational excellence, new products, services & business model, customer & supplier intimacy, improved decision-making, competitive advantage, survival. Perspectives on information systems: Functions of information system,

dimension of information systems (Management, organization, technology). Business perspective of information systems. Complementary assets: Organizational, managerial and social. Interactive session: UPS competes globally with IT

Unit 3: Global E-Business and collaboration

LH 6

Business processes and information system: Concept, business process improvement with IT. Types of information system. System for different management groups: Transaction processing systems, business intelligence systems for decision support, executive support system, systems for linking the enterprise. Enterprise application: Enterprise system, supply chain management system, customer relationship management system, knowledge management system. Systems for collaboration & teamwork: Concept, benefits, tools & technologies (E-mail & instant messaging, social networking, wikis, virtual world, internet based collaboration environments). Interactive session: Organizations Domino's Sizzles with Pizza Tracker/Virtual meetings: Smart management.

Unit 4: Securing information system

LH 6

System vulnerability and abuse: Contemporary security challenges & vulnerabilities, internet vulnerabilities, malicious software (viruses, worms, Trojan horses, spyware). Hacker and computer crime: Spoofing and sniffing, denial of service attacks, computer crime, identity theft (Phishing, evil twins, pharming), click fraud. Technologies & tools for protecting information resources (Identity management and authentication, firewalls, intrusion detection systems, antivirus software, unified threat management system). Interactive session: Are You on Facebook? Watch out.

Unit 5: Foundations of business intelligence: Databases & information mgmnt. LH 3

Organizing data in a traditional file environment: File organization concepts, problems with the traditional file environment. Database approach to data management: Database management systems & its capabilities, data warehouses. Tools for business intelligence: Multidimensional data analysis and data mining. Interactive session: What can businesses learn from text mining?

Unit 6: E-Commerce and online marketing

LH 6.

E-Commerce and Internet. Features of e-commerce: Ubiquity, global reach, universal standard, richness, interactivity, information density, personalization/customization. Key concepts in e-commerce: Digital markets, digital goods. Types of e-commerce: B2C, B2B, C2C. Online marketing: Basics concept, difference between online and offline marketing, tools for online marketing (Search engine, social media marketing, email marketing), issues with online marketing. Interactive session: Facebook: Managing your privacy for their profit.

Basic Readings

1. Kenneth C.Laudon, Jane P. Laudon. *Management information systems: Managing the digital firm*. Twelfth edition.

References

2. Kenneth C. Laudon, Carol G. Traver. *E-commerce business, technology, society*. Pearson
3. Andrew B. Whinston and Ravi Kalakota. *Frontiers of Electronic Commerce*. Pearson
1996, ISBN 81- 7808-357-5
4. ITL Education Solutions Limited. *Introduction to information technology*. Pearson
Education

MBACL 522: Contemporary Issues and Concepts in Management: Seminar

Semester: I

Degree: MBA in Corporate Leadership

Credit: 1

Lecture Hours: 16

Course Objectives

The objective of this course is to update the students with the contemporary management issues and concepts so that they are able to critically analyze, interpret, and resolve such issues from managerial perspectives.

Course Description

This course contains the contemporary management issues and concepts such as modern approaches to management, updated typology of managerial skills.

Learning Outcomes

On completion of the course, students are able to (i) comprehend modern management approaches and contemporary issues (ii) critically analyze, evaluate, and articulate such issues being confronted by today's managers (iii) apply the insights in managing people, other resources, and relationship with society.

Teaching Pedagogy

This course employs both lecture method and students' presentations in seminar format. Extensive review of relevant literature is the core teaching pedagogy used in this seminar course.

Course Details

Unit 1: Basic concepts and modern approaches to management

LH 2

Management: Concept and basic functions. Analyzing Management theories: Classical theories, behavioral theories, modern theories (Systems theory, contingency theory, evidence-based management). Managerial skills: Updated typology.

Unit 2: Contemporary issues and concepts in managing people & organizations

LH 3

Micro and macro management. Leadership: Emerging approaches, emotional intelligence in leadership. Talent management: Concept and best practices. Cross-cultural management. Quality management: Concept and changing paradigms. Innovation: Concept, types and drivers. Contemporary models of business: Bottom of the pyramid (BOP) model, social entrepreneurship, and industry 4.0.

Unit 3: Contemporary issues in managing business & society relationships

LH 2

Corporate social responsibility: Concept and changing paradigms. Business ethics: Concept, descriptive vs. normative ethics. Corporate governance: Concept and essentials of good corporate governance. Lessons from corporate governance failures.

Unit 4: Seminar in contemporary issues and concepts in management

LH 9

- Guidelines for article review, synopsis writing, and seminar presentations.
- Seminar 1: Presentation on reading 1 and 2, floor discussion (Q&A), concluding remarks from session chair.
- Seminar 2: Presentation on reading 3 and 4, floor discussion (Q&A), concluding remarks from session chair.
- Seminar 3: Presentation on reading 5 and 6, floor discussion (Q&A), concluding remarks from session chair.
- Reporting and reflections on the lessons learnt. Evaluation of seminar presentations.
- Seminar quiz.

Basic Readings

1. Buckingham, M. (2005). What great managers do. *Harvard Business Review*. March, 1-11.
2. Isaacson, W. (2012). The real leadership lessons of Steve Jobs. *Harvard Business Review*, April, 1-11.
3. Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. *Harvard Business Review*, September, 57-64.
4. Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, December, 78-92.
5. Ready, D. A., Hill, L. A., & Conger, J. A. (2008). Winning the race for talent in emerging markets. *Harvard Business Review*. November, 1-10.
6. Sousa, M. J., & Rocha, A. (2019). Skills for disruptive business. *Journal of Business Research*, 94, 257-263. <https://doi.org/10.1016/j.jbusres.2017.12.051>
7. Vinten, G. (2002). The corporate governance lessons of Enron. *Corporate Governance: The International Journal of Business in Society*, 2(4), 4-9. <http://dx.doi.org/10.1108/14720700210447632>
8. Wronka-Pospiech, M. (2016). The identification of skills and competencies for effective management in social enterprises: A managerial perspective. *Management*, 20(1), 40-57. <https://doi.org/10.1515/manment-2015-0023>

MBACL 508: Human Resource Management

Semester: II

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims to impart knowledge employment condition, organizational human capital deployment practices, and changing patterns of human resources. Along with the conceptual knowledge, students' skill will be harnessed on managing the human resources at work more effectively and efficiently.

Course Description

It covers wide range of human capital management practices at workplace. More specifically, it covers from fundamental concept of human resource management, dynamics of HRM, employment relations, patterns of human resource environment, organizational culture, proactive practices of HR planning, work life, etc.

Learning Outcomes

On completion of this course, students are expected to (i) acquire fundamental knowledge of managing human resources at workplace (ii) have understanding of current issues & practices related to HRM (iii) acquire skill of handling emerging issues on HRM (iv) allocate resources on human capital.

Teaching Pedagogy

Interactive sessions, home assignments, class tests, quizzes, case analysis, class room presentation, discussions are the common teaching methods used in this course.

Course Details

Unit 1: Introduction

LH 5

Concept & major components of HRM. Micro & macro analysis of HRM. Convergence and divergence practices of HRM, Evolution of HRM from personnel management to strategic HRM. Case analysis.

Unit 2: Human resource environment

LH 4

Environmental changes faced by HR manger: Changes in business, Changes in nature of work, Changes in demographics, society and workforce, Changes in nature of employment relations. Human resource environment of Nepal. Case analysis.

Unit 3: Human resource planning

LH 6

Concept of HRP. Reactive to proactive HRP. Business strategy and HRP. Significant of HRP. Demand & supply analysis of HRP. Job analysis: Job description and job specification. Case analysis.

Unit 4: Employee selection and training**LH 5**

Concept of recruitment and selection. Methods of employee selection. Concept of training and development. Purpose and significant of training. Linkage between business strategy and HRM requirement and training practices. Training process and evaluation of training. Case analysis.

Unit 5: Performance management**LH 4**

Concept, objectives, process, and use of performance management. Problems in performance management. Characteristics of effective performance management. Performance management practices in Nepal. Case analysis.

Unit 6: Compensation**LH 3**

Concept. Types of compensation. Approach to compensation. Pay for performance. Case analysis.

Unit-7: Work life and changing workforce**LH 5**

Work family relationship. Work life issues. Organizational culture and work life integration. Emerging trend of managing workforce. Changing pattern of work force in Nepal. Case analysis.

Basic Readings

1. Armstrong, M. *Hand book of human resource management*. New Delhi

References

2. Cascio, H. *Managing human resources*. McGraw Hills
3. Dessler and Varkkey. *Human resource management*. Pearson education
4. Decenzo, R. *Fundamentals of human resource management*. Wiley
5. Ferris, Rosen and Barnun. *Handbook of human resource management*. Blackwell
6. Hendry, C. *A strategic approach to employment*. Butterworth-Heinemann, Oxford
7. Casio and Aguinis. *Applied psychology in human resource management*. PHI
8. Mathis and Jackson. *Human resource management*. Pearson

MBACL 502: Financial Management

Semester: I

Degree: MBA in Corporate Leadership

Credit: 3

Lecture Hours: 48

Course Objectives

This course aims to acquaint students with the theory and practice of financial management so that they are able to enhance their quantitative & analytical skills for financial decision-making in the corporate world. Students are well versed in investment, financing, and dividend dimensions of financial decision adding value to the firm.

Course Description

This course provides detailed dimensions of financial management and its environment. The course provides quantitative tools required to analyze financial strengths and weaknesses of a firm. The course deals with methods of evaluating projects and valuing financial securities. This course covers dividend policy and working capital management. The course also covers the limitations & challenges of financial decision making in the financial world.

Learning Outcomes

This course helps students (i) understand impact of financial management on financial decisions. (ii) analyze financial strengths and weaknesses of a firm. (iii) determine the value of debt & equity securities. (iv) estimate risk & return of portfolios. (v) evaluate investment projects (vi) set optimum dividend policy and working capital policies to enhance firm's value.

Teaching Pedagogy

Classroom practical problem solving, group presentation, home assignments, case analysis, interactive lectures are the teaching pedagogies for this course.

Course Details

Unit 1: Nature of financial management

LH 3

Goal of financial management. Role of financial manager. Agency conflicts and corporate governance. Financial markets and the firm. Ethical issues in financial management.

Unit 2: Financial statements analysis

LH 6

Understanding financial statements. Standardizing statements: common size balance sheets, common size income statements. Ratio analysis: short-term solvency measures, long-term solvency measures, profitability measures, market value measures. The DuPont identity. Problems with financial statement analysis.

Unit 3: Bond and stock valuation**LH 8**

A prelude to valuation-Time & value relation: One-period & multi-period case, compounding & discounting, perpetuity & annuity, loan amortization. Bond valuation: Bond and bond valuation, government and corporate bonds, bond markets, inflation & interest rates, determinants of bond yields. Common valuation: Valuation of different types of stocks, dividend discount model, price-to-earnings ratio and enterprise value ratio, valuing stocks using free cash flows. Bond and stock market.

Unit 4: Risk and return**LH 5**

Return measures. Risk statistics. Expected return, variance, and covariance. Return and risk for portfolios. The efficient sets. Diversification. Relationship between risk and expected return (CAPM). An alternative view of risk and return-the arbitrage pricing theory.

Unit 5: Cost of capital and capital budgeting decisions**LH 7**

Nature of capital budgeting projects. Required rate of return on capital project: Weighted average cost of capital approach, CAPM approach. Capital budgeting decision tools: Net present value, payback period, internal rate of return, profitability index. Capital budgeting decisions: Incremental cash flows, operating cash flows. Risk in capital budgeting: Sensitivity analysis, scenario analysis and break-even analysis.

Unit 6: Corporate financing decisions and efficient capital markets:**LH 3**

Financing decision and value creation. Efficient capital market and types of efficiency. Behavioral and empirical challenge to market efficiency. Implication for corporate finance.

Unit 7: Long-term financing**LH 3**

Common stock, corporate long-term debt and preferred stock. Pattern of financing. Recent trends in capital structure. Issuing securities to the public: Public issue, alternative issue methods, cash offer, cost of new issues, rights, shelf registration, private equity market.

Unit 8: Capital Structure**LH 5**

Capital structure and pie theory. Maximizing firm value versus shareholders' interest. Financial leverage and firm value. Modigliani and Miller proposition. Taxes, cost of financial distress, agency costs, reduction in cost of debt, signaling, agency cost of equity. Pecking order theory. Establishing capital structure.

Unit 9: Dividend policy**LH 2**

Cash dividends and dividend payment. Relevance and irrelevance of dividend policy. Stock repurchases and stock split.

Unit 7: Working capital management**LH 6**

Operating cycle and cash cycle. Short-term financial policy. Short-term borrowing. Cash and liquidity management. Credit and inventory management.

Basic Readings

1. Ross, Stephen A., Westerfield, Randolph W., Jaffe, Jeffrey, Jordan, Bradford D., and Kakani, Ram Kumar. *Corporate finance*. McGraw Hill.

References

2. Brigham, Eugene F and Ehrhardt, Micheal C. *Financial management: Theory and practice*. New Delhi: Cengage Learning India
3. Van Horne, James C. *Financial management and policy*. New Delhi: Prentice Hall of India.
4. Annual reports and other publications of listed companies. Nepal Stock Exchange. Nepal Securities Board. Nepal Rastra Bank.
5. JOF, Journal of Corporate Finance, Financial Management Journal, HBR, The Economists.

MBACL 506: Entrepreneurship and Innovation

Semester: II

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours:32

Course Objectives

The objective of this course is to introduce the fundamentals of entrepreneurship and its different dimensions in such a way to invoke their entrepreneurship instinct so that they are able to start up some ventures on their own.

Course Description

This course introduces entrepreneurship and ends with different dimensions of entrepreneurship such as open entrepreneurship, social entrepreneurship, creativity & idea management, business model development, business plan preparation, entrepreneurship financing, and intellectual property issues.

Learning Outcomes

Upon completion of the course, the students become aware of different dimensions of entrepreneurship and so become confident in idea generation, converting ideas into business prospects, and confident enough to become successful entrepreneurs.

Teaching Pedagogy

Discussion based lectures, home assignments, business plan preparation & presentation, quizzes, case analysis are the basic teaching-learning tools used in this course.

Course Details

Unit 1: Introduction

LH 6

Concept, importance, characteristics of successful entrepreneurs. Changing demographics of entrepreneurs. Entrepreneurial process. Types of entrepreneurs. Entrepreneurial challenges & opportunities. Entrepreneurial strategies. Pattern identification and recognition for venture creation. Prototype and exemplar model. Entrepreneurial ecosystem. Entrepreneurship in a global perspective. Case analysis.

Unit 2: Open innovation and social entrepreneurship

LH 5

Concept, importance, creation of competitive advantage based on innovation. Open innovation: Concept, limitations and its benefits for business development. Social entrepreneurship ecosystem. Process of social innovation: Prompts, inspirations and diagnoses, proposals and ideas, prototyping and pilots, sustaining, scaling and diffusion. Article review. Case analysis based on blue ocean strategy.

Unit 3: leading the creativity**LH 6**

Creativity: Concept and dimensions. Theories on creativity and innovation. Incremental versus disruptive innovation. Framework of innovation and creativity. Innovative leadership styles for entrepreneurial organizations. Identification and exploration of leadership styles in the organization. Key principles of leadership for unlocking creativity. Life cycle of the startup linking with creativity and leadership. Creative solving process. Case analysis.

Unit 4: Developing business model**LH 5**

Recognizing opportunities and generating ideas. Techniques in generating ideas. Feasibility analysis (product, market, industry, organization, finance). Developing a business plan. Components of an effective business model. Presentation of the business model. Case analysis.

Unit 5: Organizing business and entrepreneurial finance**LH 5**

Forms of business organizations. Organizational structures. Importance of personal financing, bootstrapping, crowd funding. Equity financing and its sources. Debt financing and its sources. Venture capital, initial public offering, grant programs, strategic partners. Policy initiatives and focus. Role of supporting institutions in promoting entrepreneurship. Case analysis.

Unit 6: Intellectual Property**LH 5**

Intellectual property: Patents, trademarks, industrial design, copy right, trade secrets. Other legal issues: Licensing, trade practices, taxation, product safety and liability, insurance and contracts. SWOT analysis and five forces analysis for sustaining entrepreneurship. Case analysis.

Basic Readings

1. Michael Schaper. (2011). *Entrepreneurship and small business*. 3rd Asia Pacific Edition, Wiley India (p) Ltd.

References

2. Dollinger, Marc. J (2003). *Entrepreneurship: Strategies and resources*. New Delhi: Pearson Education.
3. Hisrich, Robert D. and Peter, Michael P. and Shepherd, D.A. (2007) *Entrepreneurship*. New Delhi: TaTa McGraw Hill.
4. Khanka, S.S. (1999) *Entrepreneurship development*. New Delhi: S. Chand & Co

MBACL 511: Corporate Social Responsibility and Business Ethics

Semester: II

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The main aim of this course is to equip students with responsible and ethical business principles and practices. Furthermore, students will be able to understand and critically analyze regulatory framework and corporate practices regarding CSR in Nepal.

Course Description

This course discusses the relevant concepts, theories, models, and practices that impact both business and society. Specifically, this course comprises the CSR contents such as, business ethics, CSR strategy, project design, best practices abroad, CSR in the Nepalese corporate, etc.

Learning Outcomes

By the end of this course, students acquire knowledge and skills required to handle CSR agenda, ethical issues & dilemmas in business in order to create a win-win situation between business and society. More specifically, upon completion of the course, students are expected to be able to: (i) demonstrate the understanding of the anatomy of business and society relationships and debate the role of business in society (ii) trace the historical evolution and appreciate changing paradigms of CSR, (iii) appreciate the major CSR theories and apply them in day-to-day business practice (iv) discuss the roles of the government, NGOs, and other stakeholders in promoting CSR (v) appreciate the various theories of ethics in relation to business (vi) analyze, evaluate, and decide on ethical issues and dilemmas in business for ensuring smooth functioning of business and gaining stakeholders' support (vii) critically analyze CSR and business ethics practices in Nepal and provide suggestions for improving the existing state of affairs, and (viii) formulate CSR strategic plan and design CSR projects for companies.

Course Details

Unit 1: Introduction

LH 3

Concept and characteristics of business and society. Relationship between business and society. Forces shaping business and society relationship. Debates on the role of business in society. Case analysis.

Unit 2: Basics of corporate social responsibility

LH 6

CSR: Concept, evolution, basic elements, and drivers. Major theoretical perspectives on CSR: Friedman's shareholder theory, Freeman's stakeholder theory, Carroll's CSR pyramid, Porter and Kramer's creating shared value (CSV). Concept of political CSR (PCSR). CSR vs. Window dressing (aka CSR Greenwashing). Future direction of CSR.

Research evidence on the relationship between CSR firm performance in the global and Nepalese context. Case analysis.

Unit 3: Role of government and other stakeholders in CSR

LH 3

Role of government in promoting CSR: Regulating, facilitating, collaborating, and endorsing. Themes and instruments of public policies on CSR. Role of (I)NGOs, media, and other stakeholders in promoting CSR. Case analysis.

Unit 4: Business ethics

LH 8

Concept. Normative theories of ethics in relation to business: Egoism, psychological egoism, utilitarianism, Kantianism, and social contract theory; Ethical issues and dilemmas in business. Famous ethical scandals in the world. Key ethical issues in different functional areas of business. Whistle blowing. Making ethics work in organizations. Impact of ethics on business and society. Case analysis.

Unit 5: CSR and business ethics in Nepal

LH 6

Status of CSR practices in Nepal. CSR practices of selected companies from different industry sectors of Nepal. Nepalese Private sector's engagement in achieving selected SDGs (such as responsible consumption & production, climate action etc.). Legal provisions governing CSR in Nepal. Role of National Business Initiative (NBI) in promoting CSR in Nepal. NBI's business code of conduct concepts (2013). Business ethics issues in Nepal. The way forward for improving ethical and responsible business practices in Nepal. Case analysis.

Unit 6: CSR strategic plan and project design: Guidelines and workshop

LH 6

CSR assessment: Stakeholder analysis, review of best practices in the industry, review of legal provisions, and review of CSR related international standards. CSR strategic plan formulation: CSR vision, mission, and objectives. CSR strategy. Operational definition of CSR. CSR project(s) identification and drafting CSR action plan. Devising CSR strategy implementation and reporting mechanisms. Case analysis.

Basic Readings

1. Carroll, A. B., Brown, J. A., & Buchholtz, A. K. (2018). *Business & society: Ethics, sustainability, and stakeholder management* (10th ed.), Boston, USA: Cengage Learning.
2. Chapagain, B. R. (2018). *Business and society*. Kathmandu, Nepal: Ashmita Books Publishers & Distributors.

References

3. Fernando, A. C. (2017). *Business ethics and corporate governance* (2nd ed.). Noida: Pearson.
4. Ferrell, O. C, Fraedrich, J., & Ferrell, L. (2017). *Business ethics: Ethical decision making and cases*. (11th ed.), Boston: Cengage Learning.
5. Hohnen, P. (2007). *Corporate social responsibility: An implementation guide for business*. Winnipeg, Manitoba, Canada: International Institute for Sustainable Development.
6. Pedersen, E. R. G. (2015). *Corporate social responsibility*. London, UK: Sage.

MBA CL 512: Leadership Theory and Practice

Semester: II

Degree: MBA in Corporate Leadership

Credit: 3

Lecture Hours: 48

Course Objectives

The purpose of this course is to provide students a comprehensive insight into leadership situations in organizations of different nature and types. The course also intends to enable the students to apprehend the diverse leadership theories and issues and apply the knowledge in developing effective leadership skills.

Course Description

This course covers the contents such as introduction of leadership concepts, Leadership foundations, contemporary leadership, leadership in multicultural environment, leadership theories & styles, challenges to leadership construct, effective leadership practice, and leadership and change.

Learning Outcomes

On completion of the course, incumbents are expected to (i) understand the basics of leadership (ii) Acquire meaningful insight into the different leadership theories & styles (iii) learn to practice effective leadership in organizations (iv) understand the issues and challenges embedded in leadership.

Teaching Pedagogy

Interactive lecture, case analysis, group presentation, role play, home assignments, discussions, workshops are the teaching tools used in this course.

Course Details

Unit 1: Basics of leadership

LH 5

Concept and significance. Roles and functions of leadership. Formal and informal leadership. Leadership qualities. Organizational leadership and environment. Leadership attitude and skill.

Unit 2: Leadership foundations

LH 5

Leadership and power. Leadership effectiveness. Leadership styles. Power and political behavior. Traditional leadership models. Vroom-Jago leadership model.

Unit 3: Trait theories of leadership

LH 4

Trait theories of leadership: Stogdill Model; McCall Model; and Lombardo, Bennis and Thomas Model.

- Unit 4: Behavioral theories of leadership** **LH 4**
Behavioral theories of leadership: Kurt Lewin's three-dimensional theory, Michigan studies, Managerial grid; LBDQ theory.
- Unit 5: Contingency theories** **LH 7**
Contingency theories of leadership: Fiedler's theory, cognitive resource theory, Vroom-Yetton theory, Path-goal theory; Hersay Blanchard's situational leadership model.
- Unit 6: Leadership functions theory** **LH 6**
Transactional leadership, transformational leadership, Burns' theory, Bass theory: Leader-member exchange theory.
- Unit 7: Recent theories of leadership** **LH 5**
Level 5 leadership. Era theory. Crucible theory. Financial theory, Culture-specific theories. Role theory of leadership.
- Unit 8: Leadership development and challenges** **LH 7**
Paradigm shift in leadership. Profile of tomorrow's leaders. Process of leadership development. Mechanism for leadership development. Challenges to leadership construct. Contemporary leadership issues.
- Unit 8: Practicum on leadership practices in Nepalese organizations** **LH 5**

Basic Readings

1. Northhouse, P. G. *Leadership: Theory and practice*. New Delhi: Sage Publications.

References

2. Robbins, S. P. *Organizational behavior*. New Delhi: Pearson.
3. Luthans, F. *Organizational behavior*. New Delhi: McGraw Hill.
4. Pareek, U. *Understanding organizational behavior*. New Delhi: Oxford University Press.
5. Newstrom, J. W. *Organizational behavior: Human behavior at work*. New Delhi: Tata McGraw Hill Publishing Company.
6. Greenberg, J. and Baron, R.A., *Behavior in organizations*. New Delhi: Pearson Education.
7. Aswathappa, K. *Organizational Behavior*, New Delhi: Himalayan Publishing House.
8. Singh, K., *Organizational behavior*. New Delhi: Vikas Publishing House.
9. Arnold, H.J. & Fieldman, D.C. *Organizational behavior*. New York: McGraw Hill.
10. Adhikari, D.R., *Organizational behavior*. Kathmandu: Buddha Academic Enterprises.
11. Hellriegel, D. Slocum, J.W. & Woodman, R. W. *Organizational behavior*. Singapore: South Western College Publishing.
12. Moorhead, G. & Griffin, R. W. *Organizational behavior*. New Delhi: AITBS Publishers.

MBACL 513: Building and Leading Effective Teams

Semester: II

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims at imparting knowledge and skills for designing, building and leading teams effectively in the organizations. More specifically, this course enhances the skill of motivating teams to function in cohesive & collaborative way to accomplish set and achieve organizational goals.

Course Description

The contents of this course are devoted to help companies facing survival problem and success threats. The course helps the organization to reconsider the ways works are done. This course covers fundamental principles and methods on how to design, build, and operate high performing teams for delivering results as is necessary in the modern world of work. More specifically, it covers issues related to group, team, team development, key competencies for successful team functioning, team productivity, team communication, decision making in team, conflict in team, creativity and innovation in team, networking, managing multicultural team, virtual teams and contemporary issues of team building.

Learning Outcomes

On completion of the course, students are expected to (i) develop skills necessary to be an effective team leader and member (ii) understand stages of team development and their impact (iii) identify tools & techniques to build and maintain high performance teams (iv) develop abilities to facilitate team coordination, communication, collaboration and performance by applying leadership skills (v) identify strategies, resources and methods for team collaboration to achieve meaningful results (vi) analyze best practices for leading virtual teams (vii) effectively lead team that produce results (viii) analyze different evaluation & feedback tools to monitor team progress (ix) apply theoretical concepts guiding effective team performance.

Learning pedagogy

Interactive lectures, home assignments, class tests, articles reviews, classroom presentation, role playing, case analysis are some of the teaching tools used in this course.

Course Details

Unit 1: Designing teams

LH 3

Meaning of teams and groups. Team basics. High-performance team. Importance of organizations having teams. Type of team. Four Cs of team development: *Context*, composition, competencies, change. Team design. Defining Goal. Selecting Team Members. Processes: How to Work Together. Case analysis.

Unit 2: Leading teams**LH 4**

Leadership vs. management. Leadership paradox. Leaders and nature. Nurture debate. Leadership styles. Expectations of leaders. Leader-member exchange. Power. Participative management. Case analysis.

Unit 3: Team cohesion, performance and productivity**LH 5**

Team identity. Team-member exchange. Group potency and collective efficacy. Group mood and emotion. Group cohesion. Group trust. Group socialization & turnover. Integrated model of team performance. Team context. Essential conditions for successful team performance. Performance criteria. Team performance equation. Case analysis.

Unit 4: Team communication, decision making and managing team conflict**LH 6**

Collaboration. Team mental models. Transactive memory systems. Common information effect. Team learning. Team decision-making. Individual decision-making biases. Group decision-making. Groupthink. Escalation of commitment. Abilene paradox. Group polarization. Unethical decision-making. Conflict: Relationship, task & process conflict. Types of conflict. Conflict management. Case analysis.

Unit 5: Creativity, innovation and networking in teams**LH 6**

Creativity vs. innovation. Brainstorming vs. brainwriting. Threats to team creativity. Enhancing team creativity. Task work and teamwork. External leadership. External roles of team members. Organizational networks. Increasing social capital. Case analysis.

Unit 7: Managing multi-teams, multicultural teams and virtual teams**LH 6**

Team boundaries. Teams in matrix organizations. Teamwork in reorganization and mergers. Interterm relationships. Challenges of cross-cultural teamwork. Cultural values. Cultural intelligence. Multicultural teamwork. Multicultural collaboration. Managing multicultural teams. Cultural change. Place-time model of social interaction. Information technology and social behavior. Virtual, hybrid, and traditional teams. Enhancing virtual teamwork. Case analysis.

Unit 8: Challenges of team building for the future**LH 2**

Challenges for building effective teams. Managing inter organizational (Alliance) teams. Contemporary issues in team building. Case analysis.

Basic Readings

1. Thompson, L. L. (2018). *Making the team: A guide for managers*. 6th Ed. New York: Pearson Education, Inc.
2. Dyer, W. G., Dyer W. Gibb Jr., Dyer, J. H. (2007). *Team building: Proven strategies for improving team performance*. 4th Ed. CA: John Wiley & Sons, Inc.

References

3. HBRs 10 must reads on Teams (2011), Harvard Business School Publishing Corporation.
4. Biech, E. (2008). *The Pfeiffer Book of Successful Team-Building Tools*. 2nd Ed. New York: John Wiley & Sons, Inc.

MBACL 514: Emotional Intelligence in Business

Semester: II

Credit: 2

Degree: MBA in Corporate Leadership

Lecture Hours: 32

Course Objectives

This course aims at developing theoretical and practical knowhow of emotional intelligence. Students learn different elements of emotional intelligences and develop skills to apply emotional intelligence at workplace as well as in their personal life.

Course Description

This course covers core dimensions of emotional intelligence that is an important predictor of success in general and in leadership of the dynamic business world in particular. More specifically, this course deals with issues like empathy, emotional intelligence in general and at work, cognition, emotion, behavior, empathetic communication skills, mindfulness at work, problems to solution oriented mindsets. These contents are sufficient for the leaders to handle workplace diversity, workplace stress, teamwork, collaboration, and conflicts which are inevitable and managers with higher emotional intelligence are better at handling such situations as compared to managers with low EI.

Learning Outcomes

After completion of the course, students will be able to: (i) describe theoretical aspects of emotional intelligence (ii) identify elements of emotional intelligence (iii) identify their own emotional patterns and manage their own emotion (iv) apply emotional intelligence in managing others emotions (v) apply emotional intelligence to create happy and conducive work environment for employees.

Teaching pedagogy

Case analysis, experiential learning (learning by doing” activities), articles reviews, interactive lecture, classroom presentation are the teaching modalities of this course.

Course Details

Unit 1: Introduction

LH 6

Foundations of empathy and emotional intelligence. History of EI. Models and measures of EI. Basis of emotions. Types of emotions. Emotional intelligence at work. Power of self-discovery. Link between cognitions, emotions, and behavior. Emotional defenses. Self-inquiry to explore your emotional pattern. Case analysis.

Unit 2: Emotional self-awareness, managing your emotions, & knowing others’ emotions at work

LH 8

Knowing our own emotions. Managing emotions at work. How emotions are signaled (includes body language and facial expressions; micro-expressions). Empathizing with

others at work. Empathetic communication skills (micro skills on communication in one-on-one communications). Confrontation skills. Case analysis.

Unit 3: Emotional intelligence with others at work

LH 6

Overcoming barriers and handling difficult moments with EQ at work. Connecting with emotional intelligence at work. Bringing out the best in others at work. Power of gratitude. motivating and inspiring others. Influencing skills. Case analysis.

Unit 4: Mindfulness at workplace

LH 6

Concept of mindfulness. Historical development of mindfulness. Application of mindfulness at work. Mindfulness in leadership. Calm leadership using mindfulness. Developing awareness of your natural leadership styles. Happiness and resilience. Case analysis.

Unit 5: Moving from problem to solutions

LH 6

Problem orientation vs. solution orientation. Techniques of generating solutions (miracle questioning, scaling questions etc.). Using solution orientation in communications). Power of positivity. Know your character strength. Case analysis.

Basic Readings

1. Goleman, D. (2004). *Daniel Goleman emotional intelligence*. Bloomsbury Publishing India Private Limited.

References

2. Singh, D. (2015). *Emotional intelligence at work: A professional guide*. 4th edition. Sage Response.
3. HBR guide to emotional intelligence. *Harvard Business Review*. (2017). Harvard Business Press.
4. Review, H. B., Goleman, D., Grant, H., Su, A. J., Hougaard, R., & Thomas, M. N. (2018). Focus. *Harvard Business Review Press*.
5. Stein, S. J. (2018). *The EQ leader: Instilling passion, creating shared goals, and building meaningful organizations through emotional intelligence*. Wiley.
6. Freedman, J., & Stillman, P. (2016). *Emotional intelligence: The business case*. Retrieved from <https://www.6seconds.org/cases/>
7. Hess, U., & Thibault, P. (2009). Darwin and Emotion Expression. *American Psychologist*, 64(2), 120-128.
8. Suttie, J., (2019, September 16). How to become a scientist of your own emotions.
9. Khazan, O. (2016, September 20). The best headspace for making decisions.
10. Deterline, B. (2016, June 2). How can we find moral courage at work.
11. Cullen, M. (2020, January 30). How to regulate your emotions without suppressing them
12. DeSteno, D. (2018, January 12). Three emotions that can help you succeed at your goals.

MBACL 523: Managerial Skills Practicum

Semester: II
Degree: MBA in Corporate Leadership

Credit: 1
Lecture Hours: 16

Course Objectives

The objectives of this course are to impart the fundamentals of managerial skills and to enhance the managerial skills, particularly soft skills in students to prepare them to effectively mobilize people and other resources in the organization.

Course Description

This course contains various managerial skills including the intra-personal skills, interpersonal skills, group skills, specific communication skills, and decision making & problem solving skills that are relevant to managing today's modern business organizations.

Learning Outcomes

On completion of the course, students are expected to be able to (i) demonstrate the understanding of the updated typology of managerial skills to cater to the needs of today's and tomorrow's business world, (ii) apply the managerial skills (soft skills particularly) learnt from the theoretical as well as practical sessions in effectively handling themselves and others in the organizational and professional contexts.

Teaching pedagogy

Games, quizzes, tests in a workshop format, interactive discussion, case analysis, home assignments, classroom presentation are the teaching modalities for this practicum.

Course Details

Unit1: Fundamentals of managerial skills

LH 2

Concept and importance of managerial skills. Katz's typology of managerial skills. Updated typology of managerial skills. Managerial etiquette and manners. Managing vs. leading.

Unit 2: Intra-personal and interpersonal skills

LH 6

Developing positive attitude. Developing self-awareness. Managing stress and well-being. Time management skills. Communication skills: Making oral and written presentations. Coaching and counseling skills. Interpersonal skills through social styles.

Unit 3: Group and specific communication skills

LH 4

Building effective teams and teamwork. Conducting group discussions. Conducting interviews. conducting meetings.

Unit 4: Decision making and problem solving skills

LH 4

Concept of decision making and problem solving. Steps in analytical problem solving.
Exercises on creativity, decision making and problem solving.

Basic Readings

1. Whetten, D. A., & Cameron, K. S. (2016). *Developing management skills*. 9th ed. England: Pearson.

References

2. Alex, K. (2009). *Soft skills: Know yourself and know the world*. New Delhi: S. Chand & Company.
3. Chakravarthi, T. K., & Chakravarti, T. L. (2011). *Soft skills for managers*. Delhi: Biztantra.
4. Proctor, T. (2019). *Creative Problem solving for managers: Developing skills for decision making and innovation*. London: Routledge.

MBACL 515: Research Methodology

Semester: III

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims to equip the students with the skill of undertaking research for solving issues related to business and management. For this purpose, the course familiarizes the students of the basics of research methodology and enhances the skill of professional writing of researchers

Course Description

The course covers the total fundamental dimensions of research methodology, ranging from introduction to research, to review of literature, research methodology, data presentation and analysis, and concluding into writing research proposal and final research reports.

Learning Outcomes

On the completion of the course, students are expected to (i) Understand the concept and need of research in business settings. (ii) learn reviewing related literature professionally (iii) identify research problem and formulating hypotheses (iv) develop research methodology as per the objectives (v) Collect and analyse relevant data (vi) prepare academic research proposal and reports.

Teaching Pedagogy

Interactive lectures, home assignments, class tests, practicum, seminar, proposal writing are the teaching methods in this course.

Course Details

Unit 1: Foundations of research

LH 3

Introduction to research and research process. Empiricism, deductive and inductive approach. Understanding language of research: Concept, construct, and variable.

Unit 2: Literature Review

LH 6

Meaning of literature and literature review. Source of literature. Value of literature review in research. Searching appropriate literatures using internet. Methods of citation. Paraphrasing. Theoretical framework. Research gap. Seminar on literature review

Unit 3: Problem identification and formulation

LH 5

Concept of problems in management. Source of problem statements. Statement of the problem. Research question. Management problem vs. research problem. Objective formulation. Action verbs used in research objectives. Acquaintance to hypothesis and hypothesis formulation. practicum.

Unit 4: Qualitative and quantitative research**LH 7**

Concept. Study design and methods. Collection of data: Questionnaire, interview, observation, focus group discussion and kii. Data analysis and interpretation of qualitative and quantitative data (descriptive and inferential statistics), and mixed approach of research. Presentation of field assignment report: Data collection, analysis and interpretation.

Unit 5: Population and sample**LH 5**

Meaning of population. Methods of selecting appropriate population to the issues of research. Concept of sampling, sampling frame, sampling method and ways to sample size determination. Practical skill based home assignment.

Unit 6: Proposal writing and reporting**LH 6**

Introduction to proposal. Contents of solicited, unsolicited and academic research. Assignment of proposal writing. Meaning of report and reporting. Contents of academic and action research reports: Preliminary, main body and supplementary. Development and presentation of action and academic report

Basic Readings

1. John W. Creswell. (2002). *Research design: Quantitative, qualitative and mixed approach*. Second edition. Sage.

References

2. Beverly Ann Chin. (2004). *How to write a great research paper?* Wiley & Sons Inc.
3. Ranjit Kumar. (2010). *Research methodology: A step- by- step guide for beginners*. Sage Publications Ltd.

MBA CL 516: Knowledge Management

Semester: III

Degree: MBA Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objective

This course intends to provide students with the essential concepts, principles and skills of managing knowledge so that students are able to apply them while managing organizational information, knowledge and wisdom.

Course Description

To achieve the objective, the course covers the concept nature, KM system and techniques and tools, KM architecture, K careers, strategies and tools of knowledge management to enhance organizational knowledge through sound practices of information management and organizational learning.

Learning Outcomes

On completion of the course, the students are able to (i) understand the fundamentals of knowledge management and learning organization (ii) examine knowledge management system (iii) analyze knowledge management strategy (iv) comprehend the concepts, nature and process of knowledge management (v) apply KM approaches and (vi) Understand knowledge conversion, KM architecture, techniques, system and tools.

Course Details

Unit 1: Knowledge management: An insight

LH 6

Knowledge Management: Concept, features, imperatives and evolution. Organizational knowledge management: Need, drivers, approaches and strategies. Essentials of knowledge management: Data, information, knowledge and wisdom. Types of knowledge and knowledge management. Sources of organizational knowledge. Knowledge life cycle.

Unit 2: KM Techniques, system, and tools

LH 6

Organization knowledge creation: Knowledge networks, knowledge mapping techniques, knowledge spiral. Knowledge acquisition: Implementation methodology, acquisition tools, document management system. Knowledge analysis and knowledge dissemination: Tools, system and techniques.

Unit 3: KM architecture and implementation strategies

LH 5

Developing KM framework. KM system components. Implementation strategies. KM architecture. Organizational collaborative framework.

Unit 4: Global knowledge economy**LH 4**

Characteristics of K economy. Policy implications. Business implications. Knowledge based drivers.

Unit 5: Learning organization**LH 5**

Organizational learning. Knowledge sources. KM and learning organization. Value-chaining, skill development. Documentation. Knowledge dissemination.

Unit 6: Managing knowledge workers**LH 4**

Knowledge workers. Technology and knowledge workers. Role of ergonomics. Work adjustments and knowledge workers. Implications of KM.

Unit 7: K-careers**LH 2**

KM roles. Organizational K-Role classification. KM and job opportunities in global and Nepalese market.

Basic Readings

1. Sudhir, Warier, (2013). *Knowledge management*. India: Vikash Publishing House.
2. Elias, M. Award (2017). *Knowledge management*. India: Pearson education.

MBACL 517: Leading for Organizational Change and Development

Semester: III

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objective

This course aims at enabling the students to explain understand the theories and models of organizational change and development and apply the knowledge in organizational settings so that the organizational effectiveness could be enhanced. This course intends to cater the students the skills required to act as consultant.

Course Description

The course covers the contents such as basics of organization development, organizational change, organizational diagnosis, action research, organization development interventions, issues is consultant-client relationships, issues in organization change and development.

Learning Outcomes

Upon completion of the course, students are expected to (i) apprehend the need of organizational change along with the nature and type of change (ii) understand power, leadership and organizational change (iii) diagnose organizational problems (iv) prepare and devise appropriate intervention strategies necessary for organizational effectiveness (v) recognize the possible conflicts between the consultant ant client.

Course Details

Unit 1: Basics of organization development (OD)

LH 3

Definitions and historical overview of OD. Values, assumptions, and beliefs in OD. Field of OD. Foundations of OD. Managing the OD process.

Unit 2: Organizational change

LH 6

Concept, nature, levels, and types of organizational change. Pressure for change. Responses to change. Dilemmas in change. Change management. Theories of change. Change models. Power, leadership, and organizational change. Change strategy.

Unit 3:Organizational diagnosis

LH 5

Meaning, nature, and approaches of organizational diagnosis. Process of organizational diagnosis. Inquiry methods. Diagnostic models. Process of organizational diagnosis. Inquiry methods.

Unit 4:Action research

LH 4

Concept, characteristics and types of action research. Role of consultant in action research. Models of action research. Appreciative inquiry. Process consultation.

Unit 5: Organization development interventions**LH 10**

An overview of OD interventions. Team interventions. Intergroup and third-party interventions. Comprehensive OD interventions. Structural interventions and applicability of OD.

Unit 6: Issues in organization change and development**LH 4**

Globalization and organization change and development. Organization development and diversity. Organizational change development research. Issues in consultant-client relationships.

Basic Readings

1. Cummings, T. G. *Organization development and change*. Ohio: South Western College Publishing.

References

2. French, W. L. Bell, C.H., and Vohra, V., *Organization development*. New Delhi: Pearson Education.
3. Bhattacharya, D.K. *Organizational change and development*. New Delhi: Oxford University Press.
4. Jones, G R. *Organizational Theory. Design, and Change*, New Delhi: Pearson Education.
5. Singh, K. *Organizational behavior*.
6. Krishnamacharyulu, C.S.G. and Ramakrishnan, L. *Organization development*. Delhi: PHI Learning Pvt. Ltd.
7. Burke, W.W. *Organization development: A Process of learning and changing*. MA: Addison-Wesley Publishing Company.

MBACL 518: Negotiation Skills and Strategies

Semester: III

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objective:

This course aims at imparting the students with analytical and communication skills that are necessary for successful negotiations that they require in their world of work as entrepreneurs and managers. More specifically, this course enhances the skill of negotiating with different stakeholders suppliers, customers, peers, subordinates, partners, regulatory authorities etc. in such a way that both the parties feel win-win situation.

Course Description

This course describes the different dimensions of successful negotiations such as preparation, exchanging Information, bargaining, agreement implementation and evaluation. The course deals with both the legal provisions and principles of negotiation and supported by practical experience, i.e. learning by doing. The course mainly focuses on Industrial dispute settlement through negotiation.

Learning Outcomes

Students successfully completing the course are able to (i) comprehend the different stages of negotiations, such as importance & stages of pre-negotiation and post-negotiation (ii) List their roles & functions in negotiation teams and demonstrate the skills of organizing & managing negotiation teams (iii) formulate and apply the instruments of negotiation strategy and tactics (iv) identify the zone of possible agreement (ZOPA) in negotiations (v) explain the functions of the best alternative to a negotiated agreement (BATNA); recognize and use BATNA in negotiations (vi) distinguish positions from interests in negotiations, discover interests of the other side in negotiations and create interest maps (vii) identify different negotiation scenarios (viii) describe negotiation styles in different cultures, adjust negotiation tactics to cultural differences (ix) explain the role of the media and external interest groups in negotiations, prepare PR and media relations plans to support the negotiation process (x) Formulate objective and subjective trust-building factors, apply trust-building methods in negotiations (xi) solve Employee-employer dispute.

Teaching pedagogy

Role play, group discussions, creative tasks assignments, case analysis, field visits are the teaching-learning methods used in this course.

Course Details

Unit 1: Introduction

LH 2

Concept of negotiation. Negotiation vs other social interactions. Aspects of negotiation and practice. Case analysis.

Unit 2: Preparing negotiations

LH 4

Goal-setting: Identifying your goals, options and criteria of success. Identifying your BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement). Assessing the other side. Learning about catalysts and barriers of successful collaboration. Designing a negotiation plan. Creating a negotiation team. Case analysis.

Unit 3: Actual negotiation stage

LH 4

Phases of actual negotiations: Initial phase, exploratory phase and finalization. Rational and emotional elements of trust. Cultural and psychological differences of trusting people. Tactics for promoting a constructive negotiation climate. Positions and interests in negotiations. 4 negotiation scenarios: Win-win, win-lose, lose-win, lose-lose. Instruments of negotiations. Role of outside actors in negotiations: Media and interest groups. Reaching an agreement. Types of agreements. Case analysis.

Unit 4: Negotiation strategies

LH 4

Positional bargaining. Principled negotiations. Case analysis.

Unit 5: Countering manipulation and psychological press

LH 3

Identifying and countering manipulation in negotiation. Managing psychological pressure. Transactional analysis in negotiations. Case analysis.

Unit 6: Post-negotiation stage

LH 3

Implementation and compliance. Post-negotiation assessment and evaluation. Case analysis.

Unit 7: Legal provisions related to negotiation

LH 3

Labor law. Trade union act. Bonus act. Contract act. Mediation act. Case analysis.

Unit 8 Special negotiation cases

LH 9

Employer-employee dispute cases study: Field visit to labor office. International and cross-cultural negotiations and case examples. Crisis negotiations: Case analysis.

Basic Readings

1. Roy J. Lewicki, David M.Saunders, Bruce Barry. *Negotiation*. India: McGraw Hill Education Pvt. Ltd.
1. Berghoff, E. A. et al. (2007). *The international negotiations handbook: Success through preparation, strategy, and planning*. PILPG and Baker & McKenzie.

References

3. Fisher, R., Ury, W. (2012). *Getting to Yes*. Business Books
4. Jensen, K. (2013). *The Trust Factor: Negotiating in SMARTnership*. Palgrave Macmillan.
5. Tracy, B. (2013). *Negotiation*. AMACOM.
6. Cohen, S. (2002). *Negotiating skills for managers*. McGraw-Hill.

MBA CL 524: Leadership Development Practicum

Semester: III

Degree: MBA in Corporate Leadership

Credit: 1

Lecture Hours: 16

Course Objectives

The purpose of this course is to help students learn knowledge base, skill sets, attitude as well as confidence to lead teams and organizations. It imparts experiential learning and prepares student for accepting leadership role. Environment is created for the students to learn small and big team dynamics and competencies to handle the teams to produce utmost performance. Thus succession planning in the organization is inbuilt.

Course Description

This course contains all the materials required for leadership development and leadership competencies, i.e. Knowledge, skill sets, and attributes. More specifically, this course contains contemporary leadership theories, empowering, organizational change, mentoring, coaching, networking, OBTL and other dimensions essential in leading organizations full of challenges of dynamic business environment.

Learning Outcomes

This course helps the students create an organizational environment where innovation, delivering “next big thing”, and doing more with less are the rules rather than the exception. More specifically, at the end of the course, students are able to (i) understand the knowledge base of leadership development (ii) conduct SWOT analysis (iii) measure leadership traits (iv) build skill sets and confidence.

Teaching Pedagogy

Relevant and contemporary articles reviews, interactive discussion, role play, group games, case analysis are some of the common teaching-learning methods used in this course.

Course Details

Unit 1: Introduction

LH 4

Understanding contemporary theories & types of leadership. Understanding others’ perspectives. Empowering others to empower self. Strength based leadership. Putting right person at right place. Measuring your leadership traits and types. Kotter’s 8 Steps to change for leading the organizational change. Johari Window and MBTI typology. Holland interest based typology assessment. Self-reflection and exploration. Learning from real world business leaders: Minimum 8 profiles. Contemporary case studies. Leadership in Mythologies (Mahabharata and Ramayana); Creating Leadership Imagery.

Unit 2: Mentoring, coaching skills and netweaving**6 LH**

Mentoring and coaching skills. Employee counselling skills and inspiring employees. Networking vs. netweaving. Flip-mentoring.

Unit 3: Outdoor bound training (OBT) for leader development**6 LH**

Team building games and activities. Self-survival night. Crisis simulation. Rescue activities. Reflective writing. Case studies and Tray exercises. Role Plays.

Basic Readings

1. Gill, R. (2012.). *Theory and practice of leadership*.

References

2. HBR. (2011). *HBR's 10 must reads: On leadership* (First edition). Harvard Business Review Press.
3. HBR. (2013a). *HBR's 10 must reads: On teams* (Edition). Harvard Business School Press India Limited.
4. HBR. (2013b). *HBR's 10 must reads: On collaboration* (Edition). Harvard Business School Press India Limited.
5. Northouse, P. G. (2012). *Leadership: Theory and practice* (Sixth edition). SAGE South Asia.

MBACLE 560: Project Management (Elective)

Semester: III

Credit: 2

Degree: MBA Corporate Leadership and Entrepreneurship

Lecture Hours: 32

Course Objective

This course intends to acculturate the foundation of project management in the students by disseminating the essential concepts, principle and skill required in the field. The major purpose of this course is to facilitate students with the required mental mindset, technical assistance, and conceptual clarity to understand the project management in Nepal.

Course Description

The course covers key components of project management including project management scope, time management through project, cost management, quality management, human resource considerations, communications, risk management and procurement management in project.

Learning outcomes

After the completion of the course, students are expected to (i) understand the foundation of project management and its requirement in Nepal (ii) comprehend the concept, nature and process of project planning and executions (iii) to acquaint with resource identification and utilization through project management process toward ensure quality outcomes (iv) develop skills on project planning, formulation and implementation process (v) understand the emerging project management issues related with Nepalese context through seminar series.

Course Details

Unit 1: An overview of project management

LH 4

Concept of project and project management. Limitations of project management. Defining project success. Growth of project management. Classification of projects. Systems, programs and project. Case analysis.

Unit 2: Organizational structure

LH 5

Concept of organization. Organizational structure: Line-staff organization, classical organization, pure product organization, matrix organization form. Resource mobilization process. Organizational work flow. Selecting organization form for project management. Transitional management. Case analysis.

Unit 3: Project management environment

LH 3

Internal environment: Raw materials management, project information and communications, HR environment, financial resources. External environment: Political, legal, social, economic and technological issues for project management. Case analysis.

Unit 4: Project management functions**LH 4**

Statement of work. Resource mobilizations. Project authority, responsibility and accountability. Barriers to project team development. Interpersonal influences. Leadership in a project environment. Management pitfalls. Case analysis.

Unit 4: Planning, network scheduling techniques and cost control**LH 8**

Concept of project planning. Identifying strategic project variables. Life-cycles phases. Feasibility analysis of project. Project proposal preparations, milestone schedule and charts. Network fundamentals. Graphical evaluation and review technique, slack time, network re-planning, estimating activity time, PERT/CPM planning. Project risks management. Time management. Case analysis.

Unit 6: Time, conflict, quality and risk management in project**LH 6**

Understanding time management, time robbers, time management forms, time management survey, effective time management. Conflict environment, managing conflict, conflict resolutions and management. Concept of risk management. Certainty, risk, and uncertainty, risk management methodology, risk identification, risk quantification, risk response. Concept of quality management, cost of quality, responsibility for quality, just-in-time manufacturing and total quality management.

Unit 7: Project management in Nepal**LH 2**

Project history in Nepal. Barriers of project implementation in Nepalese project. Successful experience in Nepalese project. Case analysis. Seminar on project management.

Basic Readings

1. Harold Kerzner.(2009). *Project management: A systems approach to planning, scheduling, and controlling*. 10th edition. New York: John Wiley & Sons, Inc.
2. Eric Verzuh. (2015). *Project management*. 6th edition. Wiley

MBACLE 5561: Supply Chain Management (elective)

Semester: III/IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The purpose of this course is enhance the knowledge and skill of students in dimensions of supply chain management like channeling right products, at the right time and through the right process and at the most competitive price contributing to corporate profitability. The students are able to understand the challenges & opportunities in supply chain, analyze the industry, adopt right sourcing strategy, optimize available resources and understand the quality management system and prepare a robust supply chain network in line with their organizational vision.

Course Description

This course contains process of supply chain, value chain analysis, supply chain induced competitive advantage, strategies for competitive sourcing, manufacturing process, quality assurance system, manufacturing efficiency, new product development process and capacity planning.

Learning Outcomes

On completion of the course, students are expected to understand (i) the concept, importance, and supply chain management, value chain analyses and supply chain induced competitive advantage (ii) demand forecasting and demand planning (iii) industry and prepare an appropriate sourcing strategy (iv) inventory management modules (vi) requirement of quality management system (vii) to streamline distribution system (viii) relationship and negotiation skills in supply chain management (ix) opportunities & challenges in the supply chain.

Teaching Pedagogy

Interactive discussion, classroom presentation, group discussion, case analysis, quiz, home assignment are the teaching techniques used in this course.

Course Details

Unit 1: Introduction

LH 4

Meaning and importance of supply chain. Value chain analysis. Link between supply chain management and competitive advantage. Case analysis.

Unit 2: Planning

LH 3

Demand forecast. Forecast validation. Make, or buy. RMPM blow up. Inbound shipping planning. Capacity planning. Case analysis.

Unit 3: Procurement**LH 9**

Concept. Steps in procurement process. Procurement policy: Industry analysis, categorization of materials, value chain, sourcing strategy, lead time, minimum inventory, re-order level, negotiations. Pricing models: Market price, fixed price, competitive bidding, value chain. Opportunities in procurement: Local supplier development, backward integration, collaboration, zero base working. Bilateral, multilateral, regional trade treaties, MFN treatments. Case analysis.

Unit 4: Manufacturing operations**LH 6**

Facilities location and lay out decision. Manufacturing process. Types. Scheduling production. New product development. Automation. Repairs & maintenance. Concept of quality. Inspection. 7 QC tools. Product complaint. Inventory management. Productivity and efficiencies. Wastage and loss. Key performance indicators. Industrial safety. Accidents. Work permits. Safety standards. Case analysis.

Unit 5: Distribution & logistic management**LH 4**

Warehouse locations. Material handling. Distribution of SKUs. Transport route optimization. one-way vs reverse logistic. One vs back load. Latest technology in logistic. Manual vs automated logistic operation. Case analysis.

Unit 6: Negotiations and relationship management in supply chain**LH 2**

Negotiation philosophy, strategy, tactic. Supply chain relationship. Relationship strategy. Stakeholder management. Strategic alliance. Trust and power in supply chain. Case analysis.

Unit 7: Issues and opportunities in supply chain**LH 2**

Ethic in supply chain. Opportunities in supply chain: National, regional, and global. Threat in supply chain. Business continuity plan. Risk in supply chain. Legal aspect. Core competency: Outsourcing vs self-manufacturing. Case analysis.

Unit 8: Global supply chain management**LH 2**

Designing global supply chain. Environment scanning. Forces driving globalization. Implication of globalization. Rules. Designing global network. Case analysis.

Basic Readings

1. Stanley E. Fawcett, Lisa M. Ellram, Jeffrey A. Ogden. *Supply chain management*. New Delhi: Pearson Education.

References

2. Jay Heizer, Barry Render, Jagadeesh Rajashekhar. *Operations management*. Pearson, New Delhi.
3. Sunil Chopra, Peter M, Dharam Vir Kalra. *Supply chain management*.

MBACLE 562: Essentials of Management Consultancy (elective)

Semester: III/IV

Degree: MBA Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims to develop knowledge and skill in field of management consulting practically. More specifically, this course helps the students to identify consulting opportunities, demonstrate problem solving skill, design and implement, and sharpen executive writing and presentation skill.

Course Description

The course is focused on providing core of management consultancy, that is role & characteristics of the management consultant, professionalism and ethics in consulting, consulting process, action planning and implementation guidelines.

Learning Outcomes

On completion of this course, students are able to understand (i) how consultants add value as per clients' demand & problems (ii) approaches to identify & secure consulting opportunities (iii) managing lasting consulting-client relationships even in problem situations (iv) using analytical frameworks of consulting (v) diversity of consulting roles (vi) consulting process (vii) to move from analysis, diagnosis to implementation (viii) to deal with ethical issues & challenges (ix) to work with team members, professors, clients to complete engagement (x) to reap competitive advantage (xi) consulting interventions: delivery & content focus (xii) design alternative intervention strategies (xiii) writing effective proposals and making winning presentations (xiv) make interim report on client project (xv) manage consulting firms

Teaching Pedagogy

Interactive lectures, articles review, case analysis, group discussion, project works are the teaching methods used in this course.

Course Details

Unit 1: Nature and purpose of management consulting

LH 2

Generic purposes. Consulting principals. Consulting process. Evaluating concepts and scope of management consulting. Practicum.

Unit 2: Consulting Industry

LH 2

Historical prospective. Current consulting scene. Range of service provided. Generalist and specialist services. Main types of consulting organizations. Internal consultants. Management consulting and other professions. Management consulting. Training & research. Practicum.

- Unit 3: Consultant-client relationship** **LH 3**
 Defining expectations and roles. Client and consultant systems. Critical dimensions of consultant-client relationship. Behavioral roles of consultants. Methods of influencing client system. Counseling and coaching as tools of consulting. Exercise.
- Unit 4: Consulting and change** **LH 3**
 Giving support for change. Managing conflict. Structural arrangements and interventions for assisting change.
- Unit 5: Consulting and culture** **LH 2**
 Understanding and respecting culture. Levels of culture. Facing culture in consulting arrangements. Research of organization.
- Unit 6: Professionalism and ethics in consulting** **LH 2**
 Professional approach. Professional associations and codes of conduct. Legal liabilities and professional responsibility. Review on code of conducts.
- Unit 7: Consulting process** **LH 3**
 Problem diagnosis. Terms of reference (TOR). Assignment strategy and plan. Proposal to the client. Consulting contract. Design.
- Unit 8: Diagnosis** **LH 3**
 Defining facts. Data analysis. Feedback to the client.
- Unit 9: Action planning** **LH 3**
 Searching for possible solutions. Developing and evaluating alternatives. Presenting action proposal to the client. Design alternatives.
- Unit 10: Implementation** **LH 3**
 Consultant's role in implementation. Planning, monitoring, implementation. Training and developing client staff. Technical guidelines for introducing changes in work methods. Maintenance and control of new practice. Module building.
- Unit 11: Termination** **LH 3**
 Time for withdrawal. Evaluation. Follow-up. Final report. Reporting format.
- Unit 12: Workshop** **LH 3**
 Management consultancy workshops (Financial reform project. e.g. Melamchi Water Supply Project. Kathmandu-Kulekhani-Hetauda Tunnel Highway Project)

Basic Readings

1. Milan Kubr (2002). *Management consulting-a guide to the profession*. Fourth edition. International Labor Organization
2. O'Mahoney, J and Calvert Markham (2013). *Management consultancy*. Second edition. Oxford University Press

References

3. Kaplan, Robert S, Richard Nolan and David P. Norton. *The creative consulting company working paper 19-001*
4. Sauder, L (2010). *Consulting 101: 101Tips for Success in Consulting* e-book <http://www.Consulting 101 booklocker.com>

MBACLE 551: Leading for Quality and Innovation (elective)

Semester: III/IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objective

This course aims to help students understand how leadership influences promotion and management of quality, innovation and creativity in the corporate world.

Course Description

This course covers defining quality, total quality management, relationship of leadership and quality, innovation & creativity, managing innovation process and team creativity

Teaching Pedagogy

Seminar, interactive discussion, home assignments, class presentation, articles reviews, case analysis are the common teaching pedagogies of this course.

Course Detail:

Unit 1: Quality, TQM, and leadership LH 8

Concept of quality. Meaning of TQM. Three key principles. Essential requirements for successful implementation. Eight elements of TQM. Quality leadership. Role of quality leaders. Implementing TQM and obstacles. Pillars of TQM. Case analysis.

Unit 2: Seminar on leadership and quality improvement LH 4

Unit 3: Innovation and its process LH 8

Innovation: Concept and types. Innovation and Change. Conditions for successful innovation. Managing innovation process. Case analysis.

Unit 4: Creativity LH 8

Team creativity. Organizing team creativity. Motivating creative individual. Harvesting ideas. Overcoming resistance to change. Case analysis.

Unit 5: Seminar on leadership for innovation LH 4

Basic Readings

1. Adair, J. (2007). *Leadership for Innovation: How to organize team creativity and harvest ideas*. London: Kogan page

References

2. Jones, G. R., (2013). *Organizational theory, design and change*. Seventh edition. Pearson
3. Luthra, S., Garg, D., Agarwal, A. and Mangla, S.K., (2021). *Total quality management*. London: CRC Press

MBACLE 553: Crisis Management (elective)

Semester: III/IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The objective of this course is to hone the skill of identifying the potential sources & implication of crisis on different dimensions and developing strategies to prevent and manage crises so essential to survival and growth of the organization. This objective is realized by equipping the students with necessary theoretical insights, analytical capabilities, and professional skills so essential to respond to the present dynamic and complex business environment.

Course Description

This course incorporates the concepts, theories, techniques, strategies, issues, challenges, and best practices in crisis management so essential for strategic decision makers to overcome various forms of crises emerging continuously within and outside the organization to stay ahead in the competitive market. The course includes elements of crisis management process, sources of crisis, steps in overcoming crisis, role of corporate leadership in handling and managing crisis both in Nepalese and the global context.

Learning Outcomes

After the completion of the course, the students are able to (i) develop crisis indicators (ii) analyze the indicators and forecast and forewarn crisis (iii) develop crisis response plan, create crisis management team (iv) design and implement crisis management plan, response plan and emergency plan (v) monitor crisis indicators and initiate corrective measures (vi) lead organizations during crisis.

Teaching Pedagogy

Interactive discussion, classroom presentation, Quiz, articles review, case analysis, home assignments are the teaching techniques used in the courses

Course Details

Unit 1: Introduction

LH 7

Concept of crisis. Crisis in corporate setting. Types of crisis. Sources of crisis. Internal and external crisis. Need for a crisis management plan. Crisis prevention. Role of corporate leadership in crisis management. Developing crisis warning system. Forecasting crisis. Case analysis.

Unit 2: Business continuity plan

LH 4

Prevention element: Risk analysis, security plan, facility building plan. Emergency response plan. Business resumption plan. Business continuity planning: Concept, need, process. Case analysis.

Unit 3: Stages of crisis

LH 7

Pre-crisis stage. Warnings and indicators. Responding during the pre-crisis stage. Acute-crisis stage: Features, indicators, responding and strategies during the acute-crisis stage. Post-crisis stage: Features, responding and strategies during the post-crisis stage. Handling crisis. Case analysis.

Unit 4: Steps in managing crisis

LH 7

Identify crisis managers and resource required to handle crisis. Create a crisis management team and allocate resources. Functions and role of the crisis management team. Developing crisis communications plan. Crisis communication process. Assess implications. Activate crisis management team. Identify necessary changes. Initiate changes. Monitoring results. Case analysis.

Unit 5: Developing crisis management plan

LH 7

Need for crisis management plan. Steps in the planning exercise: Walk through, simulation, desk check validation. Preparing scenario. Scheduling plan. Implementing plan. Role of corporate leadership in crisis management. Creating team. Preparing crisis management and crisis response plans. Case analysis.

Basic Readings

1. Devlin, Edward S. (2007). *Crisis management, planning and execution*. New York: Auerbach Publications.

References

2. Bernstein, J. (2011). *Manager's guide to crisis management*. New York: McGraw-Hill Education.
3. Curtin, T., Hayman, D. and Husein, N. (2005). *Managing a crisis: A practical guide*. Hampshire, US: Palgraved Macmillan.
4. Dotlich, D. L., Cairo, P.C. and Rhinesmith, S.H. (2009). *Leading in times of crisis*. San Francisco: Jossey-Bass.
5. Hiles, Andrew, ed. (2007). *The definitive handbook of business continuity management*. England: John Wiley and Sons.
6. Gilpin, D.R. and Murphy, P.J. (2008). *Crisis management in a complex world*. Oxford: Oxford University Press.

MBACLE 558: Social Entrepreneurship (Elective)

Semester: III/IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course objective

The objective of this course is to impart the students with the essential knowledge of social entrepreneurship and to develop the skills for initiating, launching, managing social enterprise to achieve successful growth in their career.

Course Description

The course covers contents such as concept of social entrepreneurship, social entrepreneurs, social entrepreneurship idea generation, finding the opportunity, developing social enterprise, social enterprise business plan, financing, marketing, social enterprise promotion.

Learning Outcome

On the completion of course, students are expected to (i) understand concept & value of social entrepreneurship and develop capacity to address social issues and social problems e.g. poverty, gender equality, social injustice (iii) identify business opportunity, create a social change plan, mobilize resources, manage challenges of a social change project through collaborating with stakeholders and national social entrepreneurs & pioneers of innovations.

Teaching Pedagogy

Interactive discussion, articles reviews, home assignment, case analysis, classroom presentation, project works are the methods used in this course

Course Details

Unit 1: Introduction

LH 4

Concept, growth and rationale of social entrepreneurship. Myths about social entrepreneurship. Theories of social entrepreneurship. Pioneers of social entrepreneurship movement. Business entrepreneurship and social entrepreneurship: distinction and interrelationship. Ingredients of successful social enterprise. Case analysis.

Unit 2: Environment for social entrepreneurship growth

LH 4

Environment of social entrepreneurship: Political, economic, socio-cultural, technological. Registration of IP rights (copy right, trademarks, trade secrets, patents). Licensing. Product safety and liability. Insurance and contract provision for social enterprise. Role of technology in promotion of social entrepreneurship. Entrepreneurial ecology and challenges to social entrepreneurship development in Nepal. Case analysis.

Unit 3: Social entrepreneurs

LH 3

Social entrepreneurs: Concept, traits, functions, and characteristics of a successful social entrepreneurs. Differences between social entrepreneurs, business entrepreneurs, government

and social activism. Social entrepreneurs as social change activists. Cases representing renowned social entrepreneurs in Nepal and the world. Case analysis.

Unit 4: Ideas and opportunities

LH 3

Social entrepreneurship ideas & opportunities. Creative process in social entrepreneurship. Creativity & ideas. Role of information to generate creative ideas & opportunities. Converting ideas into opportunities. Sources of opportunities for social venturing. Case analysis.

Unit 5: Developing social enterprise concept

LH 3

Social enterprise concept. Developing social enterprise mission. Finding social target groups. Social enterprise business model development and associated threats. Case analysis.

Unit 6: Social enterprise business plans

LH 5

Concept of business plan. Business plan summary. Description of enterprise. Team, market & industry. Marketing & fund-raising. Financial plan. Goals & time framed objectives. Risk assessment. Supporting documents. Shortcomings of business plans of social venture. Case analysis.

Unit 7: Entrepreneurial fundraising and marketing

LH 5

Concept and types of fund raising. Personal relationships. Direct email. Fundraising events. Tele-funding. Virtual means. Traditional means. Fundraising strategies. Spending of raised funds. Social enterprise marketing. Building social marketing strategies. Promoting the product of social enterprise. Pricing the products of social enterprise. Case analysis.

Unit 8: Launch, growth, and goal achievement

LH 5

Launching a social venture. Preparing for growth. Socioeconomic and demographic changes. Public policy shifts. Changes in the power of buyers & sellers. Challenges of growth. Growth and risk management. Social enterprise growth strategies. Terminating the social enterprising process. Future of social enterprise in the developing country like Nepal. Case analysis.

Basic Readings

1. Brooks, A. C. *Social entrepreneurship: A modern approach to social value creation*. New Delhi: Prentice-Hall India Ltd.

References

2. Bornstein, D. & Davis, S. *Social entrepreneurship: What everyone needs to know*. New Delhi: Oxford University Press.
3. K, Jill & Lyons, T. S. *Understanding social entrepreneurship: The relentless pursuit of mission in the ever changing world*. Routledge: Taylors & Francis Group.
4. Robert Gunn & Chris Durkin (Eds). *Social entrepreneurship: A skill approach*. Bristol: The Policy Press.
5. Danielle N. Sampson (Ed). *Social entrepreneurship*. New York: Nova Science Publishers.
6. [C.K. Prahalad](#) . *The fortune at the bottom of the pyramid: Eradicating poverty through profits*. NewDelhi, Prentice-Hall Ltd.
7. Murray, R., Caulier-Grice, J. & Mulgan, G. *The open book of social innovation*. The Young Foundation.

MBACL 519: Business Environment and Strategic Management

Semester: IV

Degree: MBA in Corporate Leadership

Credits: 3

Lecture Hours: 48

Course Objectives

The objective of this course is to inculcate abilities in the students to enable them to understand the nuances of strategic management and decision-making, conduct internal and external environment analyses, formulate strategies, and put strategies into action to accomplish results. This course is designed to equip students with the necessary theoretical insights, analytical capabilities, and professional skills for successfully steering verities of business entities in today's dynamic and increasingly complex business environment.

Course Description

This is a capstone course, which embodies the cross-functional issues of business as well as the factors in external business environment. It incorporates the concepts, theories, techniques, issues, challenges, and best practices that provide necessary insights for strategic decision makers to keep their organizations stay ahead in competition. Specifically, this course includes the elements of strategic management process: Strategy formulation, implementation and control.

Learning Outcomes

After the completion of the course, the students shall be able to understand and practice strategic management process. More specifically, they are able to (i) establish vision and mission. (ii) Analyse environmental and internal environment to formulate to establish SWOT (iii) generate, evaluate and select the best strategy for the organization (iv) analyse and sortout the key issues in strategy implementation (v) evaluate strategy implementation and control activities towards strategic goals.

Course Details

Unit 1: Introduction

LH 5

Concept and levels of strategy. Comprehensive model of strategic management. Strategic management: Strategic analysis and strategy formulation. Importance of strategic management in the Nepalese context. Role of leadership in strategic management. Case analysis.

Unit 2: Vision and mission

LH 4

Concept of vision and mission. Characteristics of good vision and mission statements. Writing and evaluating vision and mission statements. Case analysis.

Unit 3: External environment analysis

LH 11

Concept of business environment. Components of business environment: External and internal. Overview of external business environment in Nepal: Economic, demographic, socio-cultural, technological, political and legal environment. Techniques of external environment analysis: PESTEL analysis, environmental threat and opportunity profile (ETOP), scenario planning,

Porter's five forces model. strategic group map analysis, competitor profile matrix. Preparation of external factors evaluation (EFE) matrix. Case analysis.

Unit 4: Internal environment analysis

LH 7

Corporate resources, capabilities, competence. Strengths and weaknesses: Corporate resources, marketing, finance, accounting, production/operations, human resource, research & development. Techniques of internal environment analysis: Value chain analysis, comparative analysis. Preparation of internal factors evaluation (IFE) matrix. Case analysis.

Unit 5: Strategic options

LH 6

Integrated analysis: SWOT analysis. Corporate level strategies: Stability, growth, retrenchment. Porter's generic strategies: cost leadership, differentiation, and focus. Methods and directions of strategy development. Case analysis.

Unit 6: Strategy evaluation and choice

LH 7

Criteria for evaluating strategic options. A comprehensive strategy-formulation analytical framework: the input stage (IFE matrix and EFE matrix), the matching stage (SWOT matrix, SPACE matrix, BCG matrix, GE matrix, and IE matrix), and the decision stage (quantitative strategic planning matrix); Major sources of competitive advantage and ways to sustain them; Strategy formulation practices in Nepal. Case analysis.

Unit 7: Strategy Implementation

LH 5

Concept and process of strategy implementation. Organization structure. Organization design. Resource mobilization & allocation. Leadership in strategy implementation. Corporate governance, business ethics, and corporate social responsibility. Issues and challenges in strategy implementation in Nepal. Case analysis.

Unit 8: Strategy evaluation and control

LH 3

Concept. Strategic control vs. operational control. Types of strategic control: Premise control, strategic surveillance, and special alert control. Balanced scorecard approach of strategy implementation and control. Case analysis.

Basic Readings

1. David, F. R., & David F. R. (2017). *Strategic management: A competitive advantage approach, concepts and cases*. 16th ed. England: Pearson.

References

2. Pearce II, J. A., Robinson, R. B., & Mital, A. (2012). *Strategic management: Formulation, implementation, and control* (12th ed.). New Delhi: Tata McGraw Hill.\
3. Johnson, G. and Scholes, K. *Exploring corporate strategy*. New Delhi: Prentice Hall of India.
4. Kazmi, A. *Business policy and strategic management*. New Delhi: Tata McGraw Hill.
5. Rao, P. S. *Business policy and strategic management*. Mumbai: Himalaya Publishing House.
6. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy: Globalization, innovation and sustainability*. 15th ed. England: Pearson.

MBACL 520: Legal Aspects of Business

Semester: IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The objective of this course is to help the students understand the basic business laws applicable in the day to day operation of business management. It aims to acquaint them with why these laws were formulated how the understanding of these laws will help avoid various legal hassles and complications for an expanding business. The course intends to offer basic legal knowledge and inspire the students for ethical business practice.

Course Description

The course comprises important legal aspects of basic business laws required for the operation and management of businesses. The topics covered are contract formation, company law, employment law compliance and dispute settlement mechanism.

Learning Outcomes

On the completion of the program, students will be able to (i) understand concepts and terms of basic business laws (ii) understand the need for compliance of basic business laws in doing business (iii) have guidance on how to execute good business contracts (iv) identify minimum standard of employment practice to be followed in business (v) follow good corporate management practice (vi) suggest an appropriate mode of dispute settlement in business

Course Details

Unit 1: Introduction to business and law

LH 4

Constitutional provisions relating to right to carry on business. Definition of business law. Significance of laws in the business environment. Impact of economic globalization and laws. Overview of existing business laws in Nepal

Unit 2: Law of contract

LH 8

Overview of Contract Act, 2063. Concept of agreement and contract. Void agreement, valid contract, voidable contract and void contract. Essential elements for the formation of contract. Doctrine of privacy of contract. Performance of contract. Discharge of contract. Breach of contract and remedies

Unit 3: Company law

LH 8

Definition of company. Concept of corporate body, corporation and corporate law. Basic features of company. Concept of separate legal personality, limited liability and lifting of corporate veil. Memorandum of association, articles of association and prospectus. Doctrine of ultra vires and its limitation. Corporate governance: Role, powers, duties and liabilities of Board of Directors. Majority powers v minority rights. Dissolution of company. Insolvency of a company. Concept of merger and acquisition

Unit 4: Labour laws and employment**LH 6**

Scope of application of Labour Act, 2074. Overview of general provisions including working hours, employment types, leave, holidays, employment benefits, minimum wage, individual and collective disputes, retrenchment, managerial rights and disciplinary actions. Tripartism: employers, workers and government. Right to form trade union and collective bargaining. Social security system

Unit 5: Arbitration and commercial disputes**LH 6**

Scope of arbitration law in domestic and international commercial disputes. Basic provisions of arbitration. Choice of arbitration procedure. Arbitrators and their powers. Enforcement of award. Brief introduction to courts and their jurisdiction to settle commercial disputes

Basic Readings

1. Daniel Albuquerque, *Legal aspects of business: Text, jurisprudence and cases*). Oxford University Press.
2. M C Kuchhal & Vivek Kuchhal, *Mercantile law*. Vikash Publishing House Pvt Ltd.

References

3. S.S. Gulshan and G.K. Kapoor, *Business law*. New Delhi: New Age International Publishers.
4. S.P.Singh. *Industrial relations*. India: A.I.T.B.S. Publishers.
5. Paul L. Davies, *Gower's principles of modern company law*. London Sweet and Maxwell
6. Avatar Singh. *Company law*. Eastern Book Company
7. Pawan Ojha, *Shram Ain (Part I & II)*
8. Bharat Raj Upreti, *Company Kanun, Freeddeal*

Acts: Arbitration Act, 2055; Company Act, 2063; Contribution Based Social Security Act, 2074; Insolvency Act, 2063; Labour Act, 2074; The Constitution of Nepal, 2072; The Country Civil (Code) Act, 2074 (Chapter on Contract); Trade Union Act, 2049

MBACL 521: International Business

Semester: IV

Degree: MBA in Corporate Leadership

Credit: 2

Lecture Hours: 32

Course Objectives

The objective of this course is to familiarize the students with different dimensions of international business to help them understand the issues being faced in going international. More specifically, this course helps them identifying and exploiting the international business opportunities and dealing with the challenges and consequently achieve organizational goals more effectively and more efficiently. The 21st century business world is quite dynamic and alien so the business practice at home is not adequate to deal with the complexity in the global business arena.

Course Description

This course covers globalization, regionalization, international trade theories, foreign investments, protectionism policy, international business environment, foreign market entry strategies, formulating and modifying functional strategies for the international business which are contrasting to the domestic strategies.

Learning Outcomes

The course instills in the graduates the confident to lead an organization or a division in the international business forum. Students are able to understand the global situations in terms of opportunities & challenges and able to formulate and implement appropriate international business strategies successfully to achieve organizational goals more effectively and more efficiently. The students are able to have a bird's eye view of the international competitive business environment and be able to cope with the challenges posed in the 21st century international business World.

Teaching Pedagogy

Interactive lecture, discussion, case analysis, home assignment, reflection note, group and individual presentation, relevant videos, PPTs etc. are used to enhance students' analytical, problem-solving and decision-making skills. This facilitates experiential learning among the students as they face real business issues, apply their classroom knowledge and strengthen their business acumen. Graduates are to be involved in team work wherein they learn how to work and adapt with diverse workforce later in their world of work. While working on specified assignments, preferably class presentation covering the course contents, the students are expected to research, analyze, organize, and present before the class and deal with questions, criticism, and comments.

Course Details

Unit 1 Introduction

LH 4

International and global business. Global economy structure. Globalization types. Global economic integration: WTO. Regional economic integration levels. Case analysis.

Unit 2 International trade and investment patterns

LH 4

Brief overview of international trade theories. Trade protectionism. Foreign investment: Types and direction. Case analysis.

Unit 3 International business environment

Socio-cultural environment

LH 4

Hofstede's six cultural dimensions. Determinants of culture: Awareness, values, norms, communication & language, religion, social stratification, ethics. Case analysis.

Political environment

LH 4

Political systems: Democracy & totalitarians. Issues in business-government relations. Political actors. Types of political risk. Legal systems: common law, civil law, theocratic law, mixed law. Case analysis.

Economic environment

LH 4

Economic system: Market, command, mixed. Determinants of economic development: inflation, national income & growth rate, per capita income, BOP, HDI. Types of economies: Developed, developing, and emerging. Case analysis.

International financial environment

LH 4

Foreign exchange markets: Types. Overview of international financial organizations. Determinants of exchange rates: Fixed exchange rate and floating exchange rate system. Currency risk management. Payment methods in international trade. Case analysis.

Unit 4 Strategies for international business

LH 4

Types of strategy: International, multi-domestic, global standardization, transnational. Modes of entry into a foreign market: Exporting & importing, licensing, franchising, joint venture, wholly owned subsidiaries, greenfield venture, acquisition, merger, equity alliances, turnkey operations, management contract. Case analysis.

Unit 5 Functional management and operations

LH 4

Polycentric, ethnocentric and geo centric approach. Global marketing strategies: Marketing mix strategies. Global production strategies: Location, outsourcing, supply chain management and logistics. Global finance strategies: Sources of fund, tax practices. Global human resource management strategies: Expatriate management, types of staffing, cultivating global mindsets. Case analysis.

Basic Readings

1. Hill, Charles W.L. & Hult G. Thomas. M. (2019). *International business: Competing in the global marketplace*. Twelfth Edition. New York: McGraw Hill Education.

References

2. Daniels John D., Radebaugh Lee H. (2015). Sullivan Daniel P. *International business: Environment and operation*. Fifteenth edition. England: Pearson Education Limited.
3. Cavusgil S. Tamer, Kingt Gary, Riesenberger John. (2017). *International business: The new realities*. Fourth Edition. England: Person Education Limited.

MBA CL 525: Strategic Plan Development: Practicum

Semester: IV

Degree: MBA in Corporate Leadership

Credit: 1

Lecture Hours: 16

Course Objectives

The objective of this course is to impart skill in the students to develop a strategic plan. This course is designed to equip students with the necessary strategic planning tools, and professional skills for successful preparation of a strategic plan for an organisation.

Course Description

This course is designed for the students to understand the process of developing strategic plan for an organisation. It incorporates the tools to analyse the external and internal environment of an organisation and planning tools to develop a robust strategic plan.

Learning Outcomes

After the completion of the course, the students are able to (i) evaluate the external environmental forces and determine the opportunities and threats for individual business as well as in the chosen industry considering the relevant factors in the Nepalese and global context (ii) assess the various factors within a business organization in order to identify the key strengths and weakness of the firm (iii) identify promising strategic options by matching internal and external factors, analysing them, and making a final strategic choice (iv) identify the major sources of competitive advantage and ways to sustain them (v) develop strategic plan on the basis of analysis of the its operating environment.

Teaching pedagogy

Skills are transferred through various exercises, discussions, and presentations in a workshop format based on the theoretical contents of the course “Strategic management”. Case analysis is extensively used. Group discussion, analysis, reflections, simulated exercises, presentations are the primary teaching methods. More specifically, for unit 2: A case with the details of a business organisation is provided to students for analysis. This is followed in a workshop setting where the organisation is analysed & discussed in a group. The students present the group work in the plenary (class) to finalize the outcome of the analysis. For unit 3: Workshop method is used for this unit. The students are divided in groups, and each group uses environmental analysis outcome (external and internal) of the organisation (as was provided to the students in Unit 2. The groups develop a strategic plan that includes vision, mission, strategic objectives, and strategies for different levels: Corporate level (i.e. directional), SBU level (i.e. competitive), and functional level action plans.

Course Details

Unit 1: Tools of environment analysis and strategy formulation

LH 4

Review of tools and techniques of external environment analysis: PESTEL analysis, environmental threat and opportunity profile (ETOP), scenario planning, Porter's five forces model, and others. Review of tools and techniques of internal environment analysis: Value chain analysis. Strategic advantage profile. Preparation of internal factors evaluation (IFE) matrix and external factors evaluation (EFE) matrix. Revisit the concept and process of developing vision, mission statements and strategic objectives. Strategic options: Porter's generic strategies; and methods of strategy development.

Unit 2: Environment analysis and presentation

LH 6

Using tools and techniques of external environment and internal analysis. Carrying out the environmental analysis of a business organisation. Case analysis and workshop

Unit 3: Strategic plan development workshop

LH 6

Framework for strategy implementation, evaluation and control. Workshop for developing case analysis as provided in unit 2.

Basic Readings

David, F. R., & David F. R. (2017). *Strategic management: A competitive advantage approach, concepts and cases* (16th ed.). England: Pearson.

Lake, N. (2004). *The strategic planning workbook*. London: Kogan Page.

References

Bajracharya, P., Manadhar, M. D., & Bajracharya, R. (2019). *Nepal's economy in disarray: The policies and politics of development*. New Delhi: Adroit Publishers.

Harvard Business School Press. (2005). *Strategy: Create and implement the best strategy for your business*. Boston: HBS Press.

Pearce II, J. A., Robinson, R. B., & Mital, A. (2012). *Strategic management: Formulation, implementation, and control* (12th ed.). New Delhi: Tata McGraw Hill.