

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
MFC (Master of Finance and Control) 1st Semester

2014

COM 521-2: Business Communication

The course comprises almost all the aspects of business communication in their advance preview which are mindfully designed to serve the goals of academic and professional work places. The key focus however, is on oral and written aspects of communication in business that in other words would mean endorsing all the necessary requisites of business communication i.e. written and oral as the key skills and verbal and non-verbal as the peripheral skills for strategic business as well as managerial communication goals. The graduating scholars at the end of this course are expected to find themselves gearing their successful career in business with due competence in a versatile manner not only as the receivers of information but also as the leading business workforce as managers, directors, entrepreneurs, and over all other standing, the proficient communicators with distinguished caliber.

Objectives

The general objective of this course is to enable students to acquire a broad view of communication skills.

The specific objectives of this course are:

- To provide students an exposure to application -based knowledge of business communication skills
- To enhance in them necessary workforce competencies in the field of communication
- To make them familiar to diverse business communication contexts demanding identical tactfulness in communication
- To enable them to solve communication barriers at advance level by means of exposure to all relevant technical skills required in business
- To develop in them a managerial level communication competence to lead business fronts successfully

Syllabus Outline

Apart from plenty of areas to be explored by the teaching faculties through their delivery, The Business Communication Syllabus comprises the following outline as its course of study:

Unit 1: Nature of Communication

LH

- i. Contexts for communication
- ii. The process of communication
- iii. Main Categories of communication

Unit 2: Significance of Communication

LH

- i. How does communication help organizations?
- ii. communication for problem solving

Unit 3: Barriers to Communication

LH

- i. Factors causing communication barriers
 - a. Intra Personal barriers
 - b. Interpersonal barriers
 - c. Environmental barriers
- ii. Approaches to overcome barriers
- iii. 7 Cs of effective communication

- Unit 4: Oral Communication Skills** **LH**
- i. Forms of spoken communication media used in organizations
 - a. Face to face meetings
 - b. One to one meetings
 - c. Speeches
 - d. Team briefing
 - e. Conferences
 - f. Seminars and workshops
 - g. Business meals
- Unit 5: Written communication Skills** **LH**
- i. Principles of effective writing
 - ii. Different forms of written communication used in organizations
 - a. Business letters: interior basics
 - b. Business letters: types
- Unit 6: Business Skills** **LH**
- i. Business etiquettes and professionalism
 - ii. Organizational communication skills : types of organization, purposes of communication in different types of organization, modes of communication in organization, levels of communication in organization, flow of communication in organization, network of communication (types), channels of communication, marketing communication, crisis communication,
 - iii. Non-verbal communication: Types
- Unit 7: Technical Skills** **LH**
- i. Fundamental skills
 - a. Adaptation and selection of words
 - b. Construction of clear sentences and paragraphs
 - c. Writing for effect
 - d. Report writing
 - e. Cross cultural communication techniques
 - f. Problems of language
- Unit 8: Strategic Skills** **LH**
- i. Strategies for managers
 - a. Communicating different types of messages
 - b. Team communication
 - c. Cross-cultural communication
 - d. Communicating for negotiation
 - e. Corporate communication
 - f. Leadership communication
- Unit 9: Personal Skills** **LH**
- i. Personal Etiquettes and professional etiquettes
 - ii. Interpersonal relation development skills

- iii. Public relation skills
- iv. Skills of clarity, accuracy, effectiveness and solidarity

Unit 10: Cross Cultural Communication

LH

- i. Approaches to Intercultural communication: Intercultural communication in dynamic world, Culture components, Integrating Culture and communication
- ii. Techniques of cross cultural communication
- iii. Correctness, Technology and Research for effective cross cultural communication

Course Plan : (24 sessions @ 1.5 hours each

Session	Chapter No.	Chapter Title	Exercises
1	1	Nature of Communication	i. Contexts for communication ii. The process of communication iii. Main Categories of communication
2	2	Significance of Communication	i. How does communication help organizations? ii. communication for problem solving
3	3	Barriers of Communication	i. Factors causing communication barriers a. Intra Personal barriers b. Interpersonal barriers c. Environmental barriers ii. Approaches to overcome barriers
4	3		iii. 7 Cs of effective communication
5	4	Oral Communication Skills	Forms of Oral Communication... a. Face to face meetings b. One to one meetings c. Speeches d. Team briefing
6	4	"	e. Conferences f. Seminars and workshops g. Business meals
7	5	Written communication Skills	1. Principles of effective writing 2. Different forms of written communication used in organizations a. Business letters: interior basics b. Business letters: types
	5	"	a. Business letters: interior basics b. Business letters: types: cont...
9	6	Business Skills	i. Business etiquettes and professionalism ii. Organizational communication skills a. types of organization; b. purposes of communication in different types of organization;
10			c. modes of communication in organization; d. levels of communication in organization; e. flow of communication in organization;
11			f. network of communication(types); g. channels of communication; h. marketing communication; i. crisis communication;
12			iii. Non-verbal communication: Types

13	7	Technical Skills	a. Adaptation and selection of words b. Construction of clear sentences and paragraphs
14			c. Writing for effect d. Report writing
15			a. Cross cultural communication techniques b. Problems of language
16	8	Strategic Skills	1. Strategies for managers a. Communicating different types of messages b. Team communication
17			c. Cross-cultural communication d. Communicating for negotiation
18			e. Corporate communication f. Leadership communication
19	9	Personal Skills	i. Personal Etiquettes and professional etiquettes ii. Interpersonal relation development skills
20			iii. Public relation skills iv. Skills of clarity, accuracy, effectiveness and solidarity
21		Cross Cultural Communication	i. Approaches to Intercultural communication: Intercultural communication in dynamic world, Culture components, Integrating Culture and communication
22			ii. Approaches to Intercultural communication: Intercultural communication in dynamic world, Culture components, Integrating Culture and communication cont..
23			iii. Techniques of cross cultural communication
24			iv. Correctness, Technology and Research for effective cross cultural communication

Text Book :

Verma, Sh.(2014 eds.). ***Business Communication: Essential Strategies for Twenty- First Century Managers.*** Delhi: Pearson.

References :

Drucker, P.(1974). ***Management: Tasks , Responsibilities , and Practices.*** New York: Harper and Row.
Samovar, L. A.; Porter, R. E.; Mcdaniel, E. R. (2012). ***Intercultural Communication: A Reader.*** USA: Wadsworth.

Law 551-2: Corporate Legal Framework

The objective of this course is to familiarize students with the relevant provisions of various laws influencing business. The course covers Nepalese Contract Act, Companies Act, Negotiable Instruments Act and the Acts concerning industrial disputes, arbitration and conciliation; competition, consumer protection, workmen compensation, patent, trademark, copyright, securities Board and Nepal stock Exchange.

Course detailing

1. Brief introduction to the course (Why this course is important?)

This course has been started for those who want to take career as business persons, entrepreneurs, finance controllers, managers, auditors, arbitrators and so on. It is very essential for a student of business to gain legal knowledge from business perspective and to be a manpower equipped with necessary legal skill and competence. S/he needs a base of legal excellence with understandings of necessary corporate laws. It is also very essential for the student to have a general understanding of various aspects of corporate finance and laws of Nepal. This course has been designed for the students of finance to enable them to understand the existing corporate laws and practices in Nepal. This course will enable the students of management develop in them skills or reasoning, investigation, analysis, critical thinking and practical skills necessary for their career. This course will also enable the students to tackle with the general legal situations effectively in their complex business professions.

2. Brief outline of the syllabus: The objective of this course is to familiarize students with the relevant provisions of various laws influencing business. The course covers Nepalese Contract Act, Companies Act, Negotiable Instruments Act and the Acts concerning industrial disputes, arbitration and conciliation; competition, consumer protection, workmen compensation, patent, trademark, copyright, securities Board and Nepal stock Exchange.

3. Detail outline of the syllabus:

Unit 1: Contract

LH

The nature of contract, types and essential elements of a contract, performance of contract, termination of contract, remedies for the breach of contract, some special types of contract: bailment and pledge, indemnity and guarantee, agency, sale of goods, carriage, main provisions of Nepalese contract Act, 2056.

Unit 2: The Concept and Management of Company

LH

The concept of company, types of company, procedure of incorporation of a company, operation and regulation of company, shares and debentures of company, role of shareholders, directors, and officers of company, worker participation in the management of company, voting process and rights of shareholders, corporate powers and liability and corporate governance, corporate finance: share capital, various types of shares, corporate securities (share, debenture, bonds), meetings and minutes of company, appointment, rights and duties and role of an auditor in a company, merger of company, liquidation of company

Unit 3: Negotiable Instruments**LH**

Meaning and characteristics of negotiable instrument, negotiable and non-negotiable instruments, various types of negotiable instruments, parties to the negotiable instrument, presentation of negotiable instruments, negotiation of negotiable instrument, dishonor and discharge of negotiable instrument, relationship between banker and customer in respect of negotiable instrument.

Unit 4: Monopolies and Restrictive Trade Practices**LH**

Nepalese laws against MRTTP issues, need of competition laws and position of consumer protection laws in Nepal.

Unit 5: Intellectual Property Laws in Nepal**LH**

Trade related Intellectual properties (TRIPS), Features of Acts and Implications on Business, WTO and TRIPS, Concept and major provisions of Copyright, Patent, Trademark Acts in Nepal.

Unit 6: Laws regarding securities in Nepal**LH**

Securities Board and Nepal Stock Exchange, Formation, functions, powers and duties of securities Board, Major provisions regarding stock exchange, Role and responsibility of Nepal Stock Exchange.

Unit 7: Dispute settlements**LH**

Dispute settlement process in Nepal, importance of arbitration, appointment and rights and duties of an arbitrator, matters that may be referred to arbitration, the award and execution of the award, Settlement of industrial disputes through mediation and conciliation.

Course plan: 24 sessions @ 1.5 hours each.

Session	Chapter No.	Chapter title	Exercises
1.	One	The nature of contract, types and essential elements of a contract.	
2.	„	Performance of contract, termination of contract.	
3.	„	Remedies for the breach of contract, Main provisions of Nepalese contract Act, 2056.	
4.	„	Some special types of contract: bailment and pledge, indemnity and guarantee, agency, sale of goods, carriage.	
5.	Two	The concept of company, types of company, procedure of incorporation of a company.	
6.	„	operation and regulation of company, types of shares and debentures of company.	
7.	„	role of shareholders, directors, and officers of company.	
8.	„	worker participation in the management of company, voting process and rights of shareholders.	
9.	„	corporate powers and liability and corporate governance, meetings and minutes of company.	
10.	„	corporate finance: share capital, various types of shares, corporate securities (share, debenture, bonds).	
11.	„	appointment, rights and duties and role of an auditor in a company.	

12.	„	merger of company, liquidation of company.	
13.	Three	Meaning and characteristics of negotiable instrument, negotiable and non-negotiable instruments, various types of negotiable instruments.	
14.	„	parties to the negotiable instrument, presentation of negotiable instruments, negotiation of negotiable instrument.	
15.	„	Dishonor and discharge of negotiable instrument, relationship between banker and customer in respect of negotiable instrument.	
16.	Four	Monopolies and Restrictive Trade Practices, Nepalese laws against MRTTP issues.	
17.	„	Need of competition laws and position of consumer protection laws in Nepal.	
18.	Five	Trade related Intellectual properties (TRIPS).	
19.	„	WTO and TRIPS Concept and major provisions of Copyright, Patent, Trademark Acts in Nepal.	
20.	Six	Securities Board and Nepal Stock Exchange, Formation, functions, powers and duties of securities Board.	
21.	„	Major provisions regarding stock exchange, Role and responsibility of Nepal Stock Exchange.	
22.	Seven	Dispute settlement process in Nepal, importance of arbitration, appointment and rights and duties of an arbitrator.	
23.		matters that may be referred to arbitration, the award and execution of the award,	
24.		Settlement of industrial disputes through mediation and conciliation.	

Evaluation scheme: (50% internal and 50% semester end):

- a. quizzes
- b. oral test
- c. workshop practices
- d. assignments
- e. term paper/ essay writing
- f. Project.
- g. Case studies, analysis and discussion
- h. presentations
- i. class participation and
- j. Any other test deemed suitable by the concerned faculty member.
- k. End-term examination.

Books

Gower's *Principles of Modern Company Law*, Sweet and Maxwell, London.

M.C. Shukla, *A Manual of Mercantile Law*, S. Chand and Co. Ltd., New Delhi

M.C. Kuchchal, *Mercantile Law*, Vikas Publishing House Pvt. Ltd., New Delhi.

Avatar Singh, *The Principles of Mercantile Law*, Eastern Law Book Co. Lucknow.

Related Acts of Nepal.

ACC 542-2: Cost Accounting

Basic Objective

The main objective of this course is to provide students with basic concepts and practices of cost accounting. It also aims to prepare students for costing the product, process departments and so on.

Course Design

The course includes such topics as nature and importance of cost accounting, elements of cost, methods and types of costing, cost classification, cost sheet, cost ascertainment for job, contract costing and process costing.

Evaluation: It is ongoing or continuous evaluation process, which will be spread throughout the semester. Participants will be evaluated on the following bases:

Internal evaluation	:	50 Marks
Final examination	:	50 Marks

Note: Participants must maintain 80% attendance to be qualified in the course.

Total Lecture Hour	:	36
Class hour:	:	1.5 LH

Detailed syllabus of cost accounting

Unit 1: Cost Accounting Fundamentals

LH 1.5

Introduction to Cost Accounting, Financial Accounting and Management Accounting, Role of cost accounting in organization, Cost accounting profession certifications.

Unit 2: Cost Classification

LH 3

Cost elements: Direct material cost, Direct labour cost and overhead costs. Variable cost and fixed cost, Direct cost and Indirect costs, Manufacturing costs, inventoriable cost and period costs, Prime costs and conversion costs, Cost of goods manufactured, cost of goods sold, preparation of income statement.

Unit 3: Job order costing

LH 9

Building Block concepts of Costing system, Product and department and Product costing systems: Job Order costing and process costing. Job Cost sheet, Recording Job order costs- Beginning inventories of raw materials and work in process, direct material costs, Direct labour costs, Manufacturing overhead: Reason for use of predetermined overhead rate-Normal costing, Over applied and under applied overhead. Transfer to Finished goods inventory and cost of goods sold. Journal entries to record flow of direct material, direct labour and manufacturing overhead costs; Computation of Cost of goods manufactured and cost of goods sold. Journal entries to record completion and sale of finished goods, preparation income statements and Balance Sheet Preparation.

Unit 4: Process costing System**LH 9**

Comparison of Job order costing and process costing systems, Flow of cost in costing system, Overview of manufacturing process and its characteristics, Importance of cost information, Assigning cost to products. Accounting for flow of costs: direct material, direct labour, overhead and work in process. Process costing: (i) Process costing with zero beginning and zero ending inventory of work in process, (ii) Process costing with zero beginning and some ending inventory of work in process and (iii) Process costing with some beginning and some ending inventory of work in process. Accounting for transferred-in costs: Comparison of Weighted Average (WA) and First in First Out Methods. Responsibility for costs transferred in from other prior departments, Accounting for normal and abnormal spoilage costs.

Unit 5: Contract costing**LH 9**

Introduction of contract costing, contract costing procedure: Accounting for materials, labours, manufacturing overhead, plant and machinery, sub contract, retention money, work certified and work uncertified, work in progress, profit and loss account of incomplete contracts, escalation clause, cost plus contract, profit and loss account of completed work, preparation of contract account, contractees' account, profit and loss account, and Balance sheet.

Basic Books

Horngren, Charles T.; Datar, Srikant M. and Foster, George (2003) **Cost Accounting- A Managerial Emphasis**. Pearson Education.

Reference

Hilton, Ronald W., Maher, Michael W., and Selto, Frank H. (2004) **Cost Management-Strategies for Business Decisions**. New Delhi: Tata Macgraw Hill Ltd
Gupta S.P (2008). **Advance Accounting**. New Delh; Sultan and Chand and sons

ACC 541-2: Financial Accounting

Course Objectives

The main objective of this course is to enable the students on preparation of final statements of business and non-profit making organizations following national and international accounting standards.

Course Design

This courses covers nature, scope and importance of financial accounting, GAAPS, accounting cycle and accounting equation, accounting standards: Nepalese and international accounting books: Journal, Léger, subsidiary books, final accounts, preparation of trial balance, profit and loss accounts and balance sheet, bank reconciliation statement, cash flow statement, financial statement analysis, final accounts of non--profit organizations.

Evaluation: It is ongoing or continuous evaluation process, which will be spread throughout the semester. Participants will be evaluated on the following bases:

Internal evaluation	:	50 Marks
Final examination	:	50 Marks

Note: Participants must maintain 80% attendance to be qualified in the course.

Total Lecture Hour	:	36
Class hour:	:	1.5 LH

Detailed syllabus of Financial accounting

Unit 1: Introduction

LH 1.5

Business and forms of business organization, Accounting as form of communication Accounting, branches of accounting, Sources of Accounting information. Users of accounting information, forms of business organization, Accounting position its role in organization, Role of chief financial controller, Accounting profession, desirable qualities of accounting information, legal environment of business, general accepted accounting principles, assumptions and concepts (GAAPS) and International Financial Reporting System (IFRS), relevance provisions of Accounting Standards Board (ASB) of Nepal and International Accounting Standard Board (ISB).

Unit 2: Financial statements

LH 3

Sources of accounting information: Financial Statements: Classified balance sheet, Income statement and Retained earnings. Annual reports: contents, structure, provisions in company act, relevance provisions of Accounting Standards Board (ASB) of Nepal and International Accounting Standard Board (ISB)/International Financial Reporting System (IFRS).

Unit 3: Process of accounting information

LH 3

Economic events; internal and external, Role of sources of documents in record transactions, Analyzing affects of transactions; Accounting equation Cost principle, Account: Types; Charts of accounts, General ledger, Double entry system, T- accounts, Debit and Credits, Journal and journalizing transactions, ledger and posting into ledgers, preparation of trial balance.

Unit 4: Subsidiary Books/Sub-journal**LH 3**

Reasons for using subsidiary books, types of subsidiary books: Purchase book, sales book, Purchase return book, sales return book, Bills receivable books and Bills payable books, Cash books, journal proper, Practice exercises and Cases.

Unit 5: Income measurement and accrual accounting**LH 6**

Recognition and measurement in reporting, Accrual basis of accounting, cash Vs accrual accounting, Accrual accounting and time period, revenues recognition, matching principles, Accrual accounting and adjusting and adjusting entries, types of adjusting entries, Accrual and deferrals; closing entries, preparation of final account-Methods of preparation of trial balance, Multiple and single step Income statements and Balance Sheet, Practice exercises and Cases preparation of financial statements with or without work sheet.

Unit 6: Bank reconciliation statement**LH 1.5**

cash and cash control- Cash management, reading bank statement, bank reconciliation statement, need for adjustment to record, Internal control; Sarbanes Oxley Act 2002 internal control procedures.

Unit 7: Cash Flow Statement**LH 6**

Role and importance of cash flow statement, method of preparing cash flow statement: Direct or Indirect method, Net income Vs Operating cash flows, Use and interpretation of cash flow information in assessment of financial position of a business.

Unit 8: Financial statement analysis**LH 4.5**

Overview of financial analysis, techniques: Vertical Vs. Horizontal Analysis; Common Size Statements, Ratio Analysis: Ratios Analysis for common stockholders, shorter creditors, long term creditors.

Unit 8: Accounting for non-profit organizations**LH 4.5**

Introduction of non-profit organizations, types of accounts maintained: Receipt and Payment Account, Income and Expenditure Account and Balance Sheet. Peculiar Items used in non-profit organizations, accounting standard/legal provisions regarding accounting for non-profit organization, exercises and practices, cases

Evaluation: It is ongoing or continuous evaluation process, which will be spread throughout the semester. Participants will be evaluated on the following bases:

Internal evaluation : 50 Marks

Final examination : 50 Marks

Note: Participants must maintain 80% attendance to be qualified in the course.

Basic Text Books

Porter A., Gary and Norton, Curtis L. (2011 7th edition). **Introduction to Financial Accounting. Southern Cengage Learning (International Edition)**

Reference

Narayanswamy, R. (2011). **Financial Accounting- A managerial perspective. New Delhi: Prentice Hall of India.**

INS 561-2: Insurance Management

Brief introduction to the course

Some mechanisms are needed to manage the risk in the perspective of high uncertainty of the environmental factors. The recent financial crisis of 2008 has made the importance of risk management abundantly clear. One way of managing the risk is through insurance management. Insurance is the equitable transfer of the risk of a loss, from one entity to another in exchange for payment. An effective insurance management gives the security to an individual and the organization to pursue goals without fear of unexpected setbacks. With this background, this course aims at enabling the students to understand various concepts and principles behind the insurance. After completion of this course, students are expected to learn the principles and practices of insurance management in Nepal as well as international arena.

Brief outline of the syllabus

The course covers nature and importance of insurance, types of insurance, fundamental principles, automobile insurance, property and liability insurance, life and health insurance, reinsurance, insurance claim, risk, regulation and investment management.

Detail outline of the syllabus

Unit 1: Nature, importance and types of insurance

LH

Concept of risk, Types of risk, Pure and speculative risk, Methods of handling risks, Better to have a separate section for risk, Insurance: definition, basic characteristics, types, importance to society.

Unit 2: Insurance contract

LH

Basic components of an insurance contract, Definition of the insured, Endorsements and riders, Deductibles, Coinsurance, Coinsurance in health insurance

Unit 3: Fundamental principles of insurance

LH

Principles of indemnity, Principles of insurable interest, Principle of subrogation, Principle of utmost good faith, Requirements of an insurance contract, Laws in insurance

Unit 4: Automobile insurance

LH

Overview of personal auto policy, Insuring motorcycle and other vehicles, Automobile insurance in Nepal: Status, issues

Unit 5: Property and liability insurance

LH

Commercial property insurance, Commercial liability insurance

Unit 6: Life and health insurance

LH

Fundamentals of life insurance: premature death, financial impact of premature death on different types of families, amount of life insurance to own, methods for providing life insurance protection; Types of life insurance, Individual health insurance: Health care problems, individual health insurance coverage, hospital-surgical insurance, major

medical insurance, long term care insurance, disability-income insurance, individual medical expense contractual provision, health insurance in Nepal

Unit 7: Insurance company operations

LH

Underwriting, clarify, claim settlement, reinsurance, alternatives to traditional reinsurance, investments, other insurance functions

Unit 8: Insurance Pricing and Regulations

LH

Risk making, objectives of rate making, Definitions of rate making, Rate making and reserves in life and non-life insurance, Government regulation in insurance: International experiences and their comparison with Nepal

Sessionwise Course plan

Session	Chapter No. (Rejda)	Chapter title	Exercises
1-3 Nature, importance and types of insurance	1& 2	Risk in our Society; and Insurance and Risk	Quiz, Assignment Questions
4-5 Insurance contract	6	Analysis of Insurance Contracts	Quiz, Case Study
6-8 Fundamental principles of insurance	5	Fundamental legal Principles	Quiz, Students Presentation
9-11 Automobile insurance	10	Automobile Insurance	Quiz, Short Cases and Examples
12-15 Property and liability insurance	13 & 14	Commercial Property Insurance; and Commercial Liability Insurance	Quiz, Students' presentation, Assignment Questions
16-19 Life and health insurance	16, 17 and 21	Fundamentals of Life Insurance, Types of Life Insurance and Individual Health Insurance	Quiz, Article Review, Numerical, Assignment Problems
20-22 Insurance company operations	26	Insurance Company Operations	Quiz, Assignment Questions
23-24 Insurance pricing and regulation	27 & 28	Insurance Pricing; and Government regulation of Insurance	Quiz, Students' Presentation, Nepalese Cases

Text Book

Rejda, G. E. (2007). *Principles of Risk Management and Insurance* (9th eds.). New Delhi: Pearson Education, Inc.

Reference Book

Harrington, S. E., and Niehaus, G. R. (2013). *Risk Management and Insurance* (2nd eds.). New Delhi: Tata McGrawhill.

Evaluation System

Following is the breakup of the internal assessment for this course. As per the rule of Tribhuvan University, internal assessment has been given 50 percent weight in the final grading. The weight is distributed as follows:

Evaluation Method	Weight	Marks
1. Class Performance and Attendance	10%	5
2. Case Analysis	10%	5
3. Home Assignments and Quiz	10%	5
4. Project Work and Presentation	20%	10
5. Mid-Term Examination	50%	25
Total	100%	50

ECO 531-2: Macroeconomics

Introduction to the course

Business decision-making process of financial institutions is influenced by macroeconomic environment. National, regional and global economy matters on financial decision-making in the era of globalization. Sound knowledge of macroeconomics is a must for the managers who involve in financial analysis and control of various public and private organizations so that they can face the challenges of complex business environment.

Brief outline of the syllabus

This course is intended to provide a foundation in macroeconomics. The course is intensive and introduces students to macroeconomic theory and application as pertained to the business decisions. Topics include measurement of GDP, inflation, monetary and fiscal policy, impact of economic policy on the behavior of individual and organizations, fluctuations and business cycles, economic growth, employment issues, emerging global economic issues, and nature of the expanding global economy. All topics are discussed with emphasis on factual and real-world application. Case studies and current economic trends and development are examined in a global perspective.

Detail outline of the syllabus

The course introduces students to basic macroeconomic theories and emerging economic issues in the global level. The course encourages students to analyze national, regional and world economy. The course incorporates nine units. The first unit deals with the concept of national income and its measurement. The second unit analyzes the determination of equilibrium income in two-sector, three-sector and four-sector economy. Likewise, the third unit deals with IS-LM Model in two-sector economy. The fourth unit deals with objectives and tools of fiscal and monetary policies. The fifth unit discusses various aspects of unemployment, and relationship between unemployment and inflation. The sixth unit concerns with the business cycles highlighting the Great Depression of 1930s and the Financial Crisis of 2008s. Likewise, the seventh unit deals with open-economy macroeconomics emphasizing exchange rate regimes and balance of payments. The eighth unit deals with determinants of economic growth and growth policies. Finally, the ninth unit deals with globalization, liberalization and privatization; and their impact on Nepalese economy.

Course Plan

The course plan is designed to deliver the contents in 24 sessions; each of 1.5 hours. The details of the content and session plan are as follows:

Unit 1: Concept and Measurement of National Income

LH

- Measurement of National Income: GDP, GNP, NNP, NI, PI and DI
- Real GDP, Nominal GDP, GDP Deflator, Economic Growth rate
- Per capita income
- Difficulties in the measurement of GDP
- GDP as an indicator of economic well-being
 - **Case Study-1:** International differences in GDP and the quality of life (*Mankiw*)
 - **Assignment-1:** Numerical problems and conceptual questions
 - **Presentation-1:** Measurement of GDP in Nepal, Comparison of GDP of Nepal with India, China and USA

Unit 2: Determination of Equilibrium Income

LH

- Consumption, Saving and Investment functions
- Determination of equilibrium income in two, three and four sector economy
- Simple and super multipliers

Quiz-1: Assignment-2: Numerical problems

Unit 3: IS-LM Model **LH**

Equilibrium in product and money market: IS-LM curves (for two-sector economy)

Assignment-3: Numerical problems

Unit 4: Fiscal and Monetary Policies **LH**

Fiscal and Monetary policy: Objective, Instruments and Nepalese scenario

Quiz-2: Assignment-4: Review of current fiscal and monetary policy in Nepal

Unit 5: Inflation and Unemployment **LH**

- Measuring the unemployment rate and the labor force participation rate
- Types of unemployment
- Minimum wage laws, Union and collective bargaining
- The theory of efficiency wages
- Measuring inflation- CPI and GDP deflator
- Real versus Nominal interest rates
- Cost of inflation in the economy
- Unemployment, inflation and Phillips curve

Quiz-3

- **Term paper-1:** Dynamics of Inflation: A case study of Nepal
- **Case Study-2:** Henry Ford and the very generous \$5-a-day wage (*Mankiw*)
- **Case Study-3:** Interest rates in the U.S. economy (*Mankiw*)

Unit 6: Business Cycles **LH**

- Business cycles: Meaning, phases and features
 - The great depression of 1930s
 - The financial crisis of 2008s
- Presentation-2:** Financial Crisis of 2008s and Its impacts

Unit 7: Open-economy Macroeconomics **LH**

- The international flows of goods and capital
- The prices for international transactions: real and nominal exchange rates
- Exchange rate regimes
- Balance of payment (BOP)
 - **Guest Lecture:** Exchange Rate Regimes and its practice in Nepal
 - **Assignment-5:** BOP situation of Nepal
 - **Case Study-4:** The increasing openness of the U.S. economy (*Mankiw*)
 - **Case Study-5:** The nominal exchange rate during a hyperinflation (*Mankiw*)
 - **Case Study-6:** The hamburger standard (*Mankiw*)

Unit 8: Long-run economic growth and Growth policies **LH**

- Long run economic growth: Sources of growth, Economic growth over time and around the world, Determinants of economic growth
 - Growth policies
 - The Chinese economic miracle and Indian emerging economy
- Term Paper-2:** Sources of growth and policies

Unit 9: Globalization, Liberalization and Privatization **LH**

Globalization, Liberalization, Privatization; and impact in Nepalese economy

Presentation-3: Impact of Globalization in Nepal

Teaching methods

- Lectures
- Assignments
- Presentation by students
- Term Paper Writing
- Quizzes
- Discussion and participation in class
- Guest Lecture

Evaluation criteria

The evaluation of the students will be made on two criteria: Internal Evaluation and External Evaluation, each of 50% weightage.

Internal Evaluation

This is a continuous evaluation process which carries 50 % marks. Assuming it as 100%, the bases of Internal Evaluation will be as follows:

1. Assignments	15%
2. Term Papers	15%
3. Presentation	20%
4. Quizzes	10%
5. Mid Term Exam	25%
6. Attendance	10%
7. Enthusiastically positive role in discussion and participation	5%

Attendance in Class: Regular attendance and participation in class discussion is required. Eighty percent class attendance is mandatory for the students to enable them to appear in the End-Term examination.

Term paper: Term paper must be prepared by the use of computer in a standard format of technical writing and must contain at least 10 pages. It should be submitted by each student. The stipulated time for submission of the paper will be seriously taken as one of the major criteria of the evaluation.

Presentation: Student will be divided into groups and each group will be provided topic for presentation and it will be evaluated individually and group wise as well.

Assignment: Each student must submit the assignment individually. The stipulated time for submission of the assignment will be seriously taken as one of the major criteria of the evaluation.

Mid-Term Examination: It is a written examination and the questions will be set covering the topics as taught in the sessions. The question model, full marks, time and others will be as per the decision of the department.

End-Term/External Examination: It is also a written examination and the questions will be set covering all the topics in the session of the course. The question model, full marks, time and others will be as per the standard of the university.

Strict Notice: Each student must secure 60% marks with 80% attendance in internal evaluation in order to qualify the End-Term Examinations. Failing to get such score will be given NOT QUALIFIED (NQ), and the student will not be eligible to appear the End-Term examinations.

Reading texts

D'Souza, Errol (2008). *Macroeconomics*. Pearson Education, Delhi, India.

Hubbard, R.G. & O'Brien, A. P. (2009). *Macroeconomics*. Pearson Education, Delhi, India.

Mankiw, N. Gregory (2007). *Principles of Macroeconomics*. Thomson South-Western, Delhi, India.

Shapiro, Edward (1999). *Macroeconomic Analysis*. Galgotia Publications (P) Ltd., New Delhi, India.

Various reports related to macroeconomics.

Articles published in national and international journals related to macroeconomics.

MGT 571-2: Management Concepts and Organizational Behavior

Duration of the Course: 36 Hours (24 sessions of 1.5 hours each)

Brief Introduction to the Course

Managerial success requires knowledge and skills to utilize people and other resources in the best possible way. Regardless of the nature, size, and sector of the organization, your knowledge on fundamentals of management and your ability to understand, predict & manage people behavior at work largely determines how well you perform. Thus, it is extremely important for future managers and entrepreneurs to understand the conceptual framework of management and, more importantly, the behavioral aspects of people at work.

Against this backdrop, this course has two closely related aims. The first of these is to enable students to develop an understanding of management concepts. The second is to develop their abilities to understand, predict, and manage people behavior in an increasingly globalized and diversified world of work.

Brief Outline of the Syllabus

The objective of this course is to help students understand the conceptual framework of management and organizational behavior. The course includes schools of management thought, managerial functions, organizational behavior, motivation, group dynamics and team development, leadership, interpersonal and organizational communication, organizational conflict, and organizational development.

Course Contents

Unit 1: Introduction to Management

LH 3

Concept of management, Management functions, Mintzberg's managerial roles, Managerial skills, the universality of management, Rewards and challenges of being a manager

Unit 2: The Evolution of Management Thought

LH 6

Historical background; Classical, behavioral, quantitative, and contemporary approaches to management thought; Emerging concepts in management: employee empowerment, knowledge management, total quality management, corporate social responsibility, evidence based management

Unit 3: Introduction to Organizational Behavior

LH 3

Concept of organizational behavior (OB), Basic assumptions of OB, Emerging challenges and opportunities for OB, Brief introduction to foundations of individual behavior: attitudes, values, perception and personality

Unit 4: Motivation: Concepts, Theories and Applications

LH 6

Concept and simple model of motivation; Early theories of motivation: hierarchy of needs theory, theory X and theory Y, two-factor theory, McClelland's theory of needs; Contemporary theories of motivation: self-determination theory, goal-setting theory, reinforcement theory, equity theory, expectancy theory; Summary and implications of motivation theories for managers; Application of motivation theories: specific techniques of motivating people at work

Unit 5: Groups in Organizations

LH 3

Concept of group; Classification of groups; Stages of group development; Group properties that shape its dynamics: roles, norms, status, size, and cohesiveness; Work team: concept and types; Creating effective teams

Unit 6: Leadership

LH 6

Concept of leadership; Leaders vs. managers; A brief review of trait and behavioral theories; Contingency theories: Fielder's contingency theory, path-goal theory; LMX theory; Emerging approaches to leadership: charismatic leadership, transformational leadership, authentic leadership, and level 5 leadership; Emotional intelligence in leadership

Unit 7: Communication

LH 3

Concept, process and types of communication; Barriers to effective communication; Overcoming barriers to enhance communication effectiveness; Current issues in communication

Unit 8: Conflict and Negotiation**LH 3**

Concept of conflict; Transitions in conflict thought; Negotiation as a technique of conflict resolution: concept, process, principles of principled negotiation

Unit 9: Organizational Change and Development**LH 3**

Concept of change; Resistance to change: causes of individual resistance to change, overcoming resistance to change; Approaches to managing organizational change: Lewin's three-step model, Kotter's eight-step plan for implementing change; Concept of organizational development (OD); OD interventions

Basic Books:

Robbins, S. P., Judge T. A., & Vohra, N. (2012). *Organizational behavior* (14th ed.), New Delhi: Pearson.
Robbins, S. P., Coulter, M., & Vohra, N. (2010). *Management* (10th ed.), New Delhi: Pearson.

Reference Books:

Schermerhorn, J. R. (2010). *Introduction to management* (10th ed.), New Delhi: Weiley India (P.) Ltd.
Jones, G. R., & George, J. M. (2009). *Contemporary management* (5th ed.), New Delhi: Tata McGraw-Hill.
Adhikari, D.R. (2012), *Organizations Behavior*, Buddha Publication.

Course Plan

Sessions (1.5 hrs)	Chapter No.	Chapter Title	Activities/Exercises
1, 2	1	Introduction to Management	Lecture, Discussions
3 - 6	2	The Evolution of Management Thought	Lecture, Discussions, Assignment
7,8	3	Introduction to Organizational Behavior	Lecture, Discussion, Self-assessment exercise, Independent study for 'case study analysis'
9 - 12	4	Motivation: Concepts, Theories and Applications	Lecture, Discussions, Case study discussion and analysis
13, 14	5	Groups in Organizations	Lecture, Discussions, Formation of groups for presentations, Assigning articles for independent study and group presentations
15 - 18	6	Leadership	Lecture, Discussions, Case study analysis
19, 20	7	Communication	Lecture, Discussions, Video show and brainstorming on presentation skills, Students' group presentations
21, 22	8	Conflict and Negotiation	Lecture, Discussions, Quiz
23, 24	9	Organizational Change and Development	Lecture, Discussions

Evaluation Scheme (50% internal and 50% semester end exam)

Attendance and class participation	5
Assignment	5
Case study analysis	5
Class quiz	5
Group presentations	10
Mid-term exam	20
End-term exam	50
	Total = 100

MIS 511-2: Computer Application in Business

Introduction

This course is designed to provide a comprehensive knowledge to students to understand the importance of computer hardware and software, modern information technology, introduction to operating system, word processor, spreadsheets, and presentation with power point and introduction to accounting packages.

Course Objective

The main objective of this course is to provide students about the basic concept of information communication technology, concept of computer system, its major components, hardware software, operating system, knowledge about application software: word processor, spreadsheet, presentation software and accounting software.

Course Outline

Unit 1: Introduction to Computer System and Networking [12 Hours]

Introduction to Computer System, Input\Output Devices, Computer Applications, Business Applications, Modern Trends of Information Communication Technology, Classification of Computers, Hardware, Software, Classification of Software, Program and Programming Languages, Concept of Computer Networking and Data Communication, Types of Networks, Topologies, Communication Protocol, Introduction to Intranet, Internet, Applications, Web Browser, Web Page, Website, Web Server, URL, DNS, Search Engine, Messenger Services, Social Networking, E-mail and Concept of Multimedia

Unit 2: Introduction to Operating System [6 Hours]

Introduction to Operating System, Roles and Functions of Operating System, Types of Operating System, Concept of Open Source Operating System, Advantages and Disadvantages, Windows Operating System, Features of Windows (GUI), Window, Desktop, Files, Folders, Menu Bar, Task Bar, Tool Bars, Control Panel, System Tools, Accessories, Windows Application Programs.

Unit 3: Word Processor [6 Hours]

Introduction to Word Processor, Major Features, Types, Basic Terms of Word Processor, Editing, Formatting, Designing, Drawing Tools, Tables, Picture, Clip Art, Smart Art, Word Art, Charts Page Layout, Mail Merge, Macro, Working with Outlines and Long Documents, Spelling, Grammar, Thesaurus, Object, Footnote and Endnote

Unit 4: Spread Sheet [6 Hours]

Introduction to Spread Sheet, Major Features, Types, Basic Terms of Spread Sheet, Working With Workbook, Worksheet, Cells, Charts, Expression, General Functions, Data Filter and Sorting, Data Analysis using PivotTables and Pivot Chart

Unit 5: Presentation Software [3 Hours]

Introduction to Presentation Software, Basic Terms, Editing, Formatting, Designing Slide, Transition and Custom Animation, Working with Tables, Graphics, WordArt, Charts, Object, Smart Art, Set Up Show Properties and Multimedia

Unit 6: Accounting Package [3 Hours]

Introduction to Accounting Information System, Major Features and Applications

Text Book

E Balagurusamy, *Fundamentals of Computers*, McGraw Hill Education, India

Reference Books

Peter Norton, *Introduction to Computers*, McGraw Hill Education, India

Ram. B. *Computer Fundamentals*, Willey Eastern Publication

Introduction to Computer Science, ITL Education solutions Limited, Pearson Education

Official Guide for Tally, Fact or any Accounting Package

Evaluation Scheme

The evaluation of the students will be made on two criterions: Internal Evaluation (50%) and External Examination (50)

1. Internal Evaluation

This is a continuous evaluation process which carries 50% marks. The basis of Internal Evaluation will be as follows:

1. Term Exam	25% marks
2. Unit Test	15% marks
3. Assignments	10% marks
4. Presentation	10% marks
5. Practical Work	10% marks
6. Quizzes	10% marks
7. Term Paper Writing	10% marks
8. Class Participation and Attendance	10% marks

2. External Evaluation

Semester end examination carries remaining 50% marks and the examination will be carried out by the University as per the regular schedule.

Course Detail

This course has twenty four sessions and each session carries one hour thirty minutes lecture.

Session (1.30Hrs.)	Topics/Contents for Classes	Activities
Session 01	Introduction to Computer System, Characteristics, Measurement Unit of Speed and Memory	• Class Lecture
Session 02	Block Diagram of Computer System, Input Unit, Output Unit, Processing Unit, CPU, Primary Memory, Secondary Memory	• Class Lecture • Hardware Inspection
Session 03	Computer Applications, Business Applications and Classification of Computers on the basis of size, on the basis of brand and on the basis of signal	• Class Lecture • Class Quiz1
Session 04	Hardware, Software, Classification of Software, Program and Types of Programming Languages	• Class Lecture • Assignment1
Session 05	Concept of Information Technology, Information Communication Technology and Its Impacts: Positive and Negative Impact	• Class Lecture • Group Discussion
Session 06	Concept of Computer Networking, Types on the basis of size and on the basis of architecture, Topologies, Communication Protocols,	• Class Lecture • Class Quiz2

Session 07	Introduction to Intranet, Internet, Applications, Cyber Crime and Cyber Law	<ul style="list-style-type: none"> • Class Lecture • Assignment2
Session 08	Web Browser, Web Page, Website, Web Server, URL, DNS, Search Engine, Messenger Services, Social Networking, E-mail and Concept of Multimedia	<ul style="list-style-type: none"> • Class Lecture
Session 09	Introduction to Operating System, Roles and Functions of Operating System	<ul style="list-style-type: none"> • Class Lecture
Session 10	Types of Operating System	<ul style="list-style-type: none"> • Class Lecture
Session 11	Concept of Open Source Operating System, Advantages and Disadvantages, Windows Operating System, Features of Windows (GUI), Window, Desktop, Files, Folders, Menu Bar, Task Bar and Tool Bars	<ul style="list-style-type: none"> • Class Lecture • Class Quiz3 • Practical
Session 12	Control Panel, System Tools, Accessories, Windows Application Program	<ul style="list-style-type: none"> • Assignment3 • Practical • Report Writing1
Session 13	Introduction to Word Processor, Major Features, Types, Basic Terms of Word Processor, Editing, Formatting, Designing, Drawing Tools	<ul style="list-style-type: none"> • Practical
Session 14	Tables, Picture, Clip Art, Smart Art, Word Art, Charts Page Layout,	<ul style="list-style-type: none"> • Practical
Session 15	Mail Merge, Macro, Working with Outlines and Long Documents,	<ul style="list-style-type: none"> • Practical
Session 16	Spelling, Grammar, Thesaurus, Object, Footnote and Endnote	<ul style="list-style-type: none"> • Practical • Report Writing2
Session 17	Introduction to Spread Sheet, Major Features, Types, Basic Terms of Spread Sheet, Working With Workbook, Worksheet, Cells	<ul style="list-style-type: none"> • Practical
Session 18	Charts, Expression, General Functions, Formula, Data Filter and Sorting,	<ul style="list-style-type: none"> • Practical
Session 19	Data Analysis using PivotTables and Pivot Chart	<ul style="list-style-type: none"> • Practical
Session 20	Mark Sheet Preparation and Salary Sheet Preparation	<ul style="list-style-type: none"> • Practical • Report Writing3
Session 21	Introduction to Presentation Software, Basic Terms, Editing, Formatting, Designing Slide, Working with Tables, Graphics, WordArt, Charts, Object, Smart Art, Properties and Multimedia	<ul style="list-style-type: none"> • Practical
Session 22	Transition and Custom Animation and Set Up Show	<ul style="list-style-type: none"> • Practical
Session 23	Introduction to Accounting Information System, Major Features and Applications	<ul style="list-style-type: none"> • Practical
Session 24	Basic Terms Related to the Package	<ul style="list-style-type: none"> • Practical

Tribhuvan University
Central Department of Management, Kirtipur
Master of Finance and Control Program
Course outline

Statistical Analysis for Business

Course No.	:	RES 501-2
Full marks	:	100
Pass marks	:	50
Faculty	:	

Objective of the Course

The objective of this course is to make the students learn the application of statistical tools and techniques for decision making. Furthermore, students will apply software technology to draw inferences from the data so that appropriate decisions can be recommended.

Course Plan

Session no.	Title	Remarks
1	Statistics in the Business World, Basic Vocabulary of Statistics, Data Collection, Types of variables, Data Measurement Scales	TB1(CH1)
2	Tables and Charts for Categorical Data (Bar chart, Pie chart and Pareto chart), Organizing numerical data (Ordered array and Stem and Leaf Display)	TB1(CH2)
3	Tables and Charts for Numerical Data (Frequency Distribution, Relative Frequency Distribution, Cumulative Frequency Distribution, Scatter Plot, Histogram, Frequency Polygon and Ogive)	TB1(CH2)
4	Measures of Central Tendency, positional measures, Measures of Variation, Shape of Distribution, Five Number Summary and Box and Whisker Plot, skewness and kurtosis	TB1(CH3)
5	Basic Terminology in Probability, Basic probability concepts, Marginal, Joint and Conditional Probability, Addition and Multiplication rule of probability	TB1(CH4)
6	Bayes Theorem, Application of Probability in Decision Making Process, Decision Tree	TB1(CH4)
7	The probability distribution for a discrete random variable and distribution, Expected Value, Standard Deviation and Variance of a Discrete Random Variable, Application of mathematical Expectation in Decision Making Process	TB1(CH4)
8	Binomial Distribution and its properties	TB1(CH5)
9	Poisson Distribution, Poisson approximation of binomial distribution	TB1(CH5)
10	Normal Distribution, Normal approximation of binomial and Poisson distribution,	TB1(CH6)
11	Basic Terminology in sampling, Types of Sampling methods, Sampling Distribution	TB1(CH7)
12	Types of estimation, Properties of Estimation, Confidence Interval	TB1(CH8)

	Estimation (Mean and Proportion)	
13	Sample Size Determination (Mean and Proportion), Relationship between Confidence Level, Sample Size and Error,	TB1(CH7&CH8)
14	Fundamentals of Hypothesis- types of error, one-tailed and two-tailed tests, Z- test (critical value , confidence level and p-value approach)	TB1(CH9)
15	Z- test for single mean and proportion	TB1(CH9)
16	Large sample test for difference of two means and proportions	TB1(CH9 and CH 10)
17	t- test for single mean and two independent means	TB1(CH9 and CH 10)
18	Paired t-test for difference of means	TB1(CH9 and CH 10)
19	F- test (Variance Ratio Test) One-way analysis of variance (ANOVA)	TB1(CH10)
20	Two-way analysis of variance (ANOVA)	TB1(CH10)
21	Non parametric tests of Goodness of fit and of independence	TB1(CH11)
22	Simple correlation and regression analysis	TB1(CH12)
23	Multiple correlation and regression analysis	TB1(CH13)
24	Coefficient of Determination, standard error of estimate, ANOVA test in regression analysis	TB1(CH13)

Evaluation System

Following is the breakup of the internal assessment for this course. As per the rule of Tribhuvan University, internal assessment has been given 50 percent weight in the final grading. The weight is distributed as follows:

<i>Evaluation Method</i>	<i>Weight</i>	<i>Marks</i>
1. Class Performance, Behavior and Attendance	10%	5
2. Case Analysis	6%	3
3. Assignments	10%	5
4. Project Work and Presentation	14%	7
5. Class Test	10%	5
6. Mid-Term Examination	50%	25
Total	100%	50

Text Books

- i. Business Statistics a First Course (Fifth Edition): David M. Levine, Timothy C. Krehbiel, Mark L. Berenson and P.k. Viswanathan (**TB1**)
- ii. Statistics for Management (Seventh Edition): Richard I. Levin and David S. Rubin (**TB2**)

Reference Books

- i. Practical Business Statistics (Fourth Edition): Andrew F. Siegel
- ii. Statistics for Business and Economics (Eighth Edition): David R. Anderson, Dennis J. Sweeney and Thomas A. Williams