

Tribhuvan University  
**Faculty of Management**  
Office of the Dean



**Course detail of  
BBA (Bachelor of Business Administration) 8<sup>th</sup> Semester**

MGT 208: Business Strategy	3 Cr. hrs
Three Specialization Courses	9 Cr. hrs
MGT 350: Internship	3 Cr. hrs

**Semester Division of Specialization Courses**

**7<sup>th</sup> Semester (Any Three Courses)**

**Banking and Finance**

BNK 201: Financial Institutions and Markets

BNK 203: Working Capital Management

BNK 204: Investment Analysis

BNK 206: Commercial Bank Operation

**Industry and Services Management**

ISM 202: Productivity Management

ISM 205: Supply Chain Management

ISM 206: Service Operations and Management

*Note: This group may also offer MKM 204: Services Marketing*

**Micro Enterprise Management**

MEM 201: Management of Micro Enterprise

MEM 203: Micro Finance

MEM 204: Cooperative Management

MEM 207: Micro Insurance

**Sales and Marketing Management**

MKM 201: Consumer Behavior

MKM 202: Marketing Communications

MKM 203: Fundamentals of Selling

MKM 204: Services Marketing

**8<sup>th</sup> Semester (Any Three Courses)****Banking and Finance**

BNK 202: Financial Derivatives

BNK 205: Banking Law and Regulations

BNK 207: Treasury Management

**Industry and Services Management**

ISM 201: Quality Management

ISM 203: Creativity and Innovation

ISM 204: Project Management

ISM 208: Industrial Relations

**Micro Enterprise Management**

MEM 202: Business Plan for Micro Enterprise

MEM 205: Social Entrepreneurship

MEM 206: Entrepreneurial Marketing

**Sales and Marketing Management**

MKM 205: Retail Management

MKM 206: Distribution Management

MKM 207: Market Research

MKM 208: Public Relations and Media Management

# MGT 208: Business Strategy

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to develop students' understanding of the strategic management by clearly explaining strategy concepts, analyzing and evaluating them to show how these are applied in the business world.

## **Course Description**

This course contains introduction, vision and mission, objectives and strategy, strategic analysis, strategy formulation, Strategy Implementation.

## **Course Details**

### **Unit 1: Introduction**

**LH 7**

Concept and importance of strategic management, importance of strategic decisions, elements of strategic management, Need for strategy, company values, levels of strategy, strategic management process, changes in the approach to strategic management, different perspectives on strategy formulation, concept and features of strategic planning.

### **Unit 2: Vision and Mission, Objectives and Strategy**

**LH 7**

Developing strategic vision, communicating the strategic vision, crafting a mission statement, linking vision and mission with company values, levels of objectives, crafting objectives.

### **Unit 3: Strategic Analysis**

**LH 12**

Concept, the general environment; scanning, monitoring and forecasting the environment, Scenario planning, PEST analysis; The competitive environment- Porter's Five Forces Framework, the value net, strategic groups, hypercompetition, Internal environment analysis- value-chain-analysis, evaluating Value chain, SWOT analysis; concept of internal environment, the resource-based view of strategy- resources, competencies, core competencies and distinctive capabilities; identifying sustainable competitive advantage, criticism of resource-based view, knowledge management.

### **Unit 4: Strategy Formulation**

**LH 14**

Concept, Business level strategy- Generic competitive strategies, a resource-based view to strategy formulation, the industry life-cycle; corporate level strategies- Growth strategies, related and unrelated diversification, implementing growth strategies, portfolio analysis- Boston Consulting Group Matrix and The General Electric-Mckinsey Matrix, strategy evaluation.

### **Unit 5: Strategy Implementation**

**LH 8**

Concept, organizational structures- the entrepreneurial, functional, divisional, matrix and network, strategic leadership, leadership and management, the learning organization, emotional intelligence and leadership performance, leadership capabilities, impact of leadership on vision, values and culture, corporate culture and leadership, leading strategic change.

**Text and Reference books:**

Henry, E.A. Understanding Strategic Management, Oxford

Jauch, L.R. and Glueck, W.F. Business Policy and Strategic Management, McGraw-Hill.

Pearce II, J.A., Robinson R.B and Mittal, A. Strategic Management: Formulation, Implementation and Control, McGraw Hill.

Thompson, A. Peteraf, M.A., Gamble, J.E., Strickland, A.J., and Jain A.K. Crafting and Executing Strategy, McGraw-Hill

Kajmi, A. Business Policy and Strategic Management, Tata McGraw Hill

Adhikari, D.R. Strategic Management, Buddha Publication

Wheelan, T.L. and Hunger J.D. Strategic Management and Business Policy, Pearson

# **BFN 201: Financial Institutions and Markets**

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to familiarize the students with the basics of financial institutions and markets with special focus on Nepalese financial environment. It also aims at to familiarize them with concepts, theories and tools to financial markets and financial institutions, and develop the skill to determine the market interest rates, yield to different instrument of money market and capital markets, and analyze financial performance of commercial banks.

## **Course Description**

This course deals with fundamental aspects of financial institutions and markets. This course covers the overview of financial markets and institutions, determinants of interest rates, the central bank and monetary policy, money markets, capital markets, commercial banks and other lending institutions, insurance companies, securities firms, investment banks and mutual funds, and pension funds.

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

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

### **Unit 2: Determinants of Interest Rates**

**LH 4**

The loanable funds theory—supply of loanable funds, demand for loanable funds, and equilibrium interest rate; Determinants of interest rates for individual securities; Term structure of interest rate; and Interest rate structure in Nepal.

### **Unit 3: The Central Bank and Monetary Policy**

**LH 5**

The central bank and its purposes; Monetary policy tools: open market operations, the discount rate, and reserve requirements; and Nepal Rastra Bank and monetary policy of Nepal.

### **Unit 4: Money Markets**

**LH 5**

Yields on money market securities: effective annual return, discount yields, single payment yields and bond equivalent yield; Money markets securities: Treasury bills, repurchase agreement, commercial paper, negotiable certificate of deposits and banker's acceptances; Money market participants; and Issues in money markets in Nepal.

### **Unit 5: Capital Markets**

**LH 6**

Capital market securities: Treasury notes and bonds, municipal bonds, corporate bonds, mortgaged backed securities and common stock; Participants of capital markets; Yield on capital markets securities; International aspects of capital markets; and Issues in capital markets in Nepal.

**Unit 6: Commercial Banks and Other Lending Institutions****LH 12**

Definition of commercial bank; Financial statements, and off-balance sheet assets and liabilities; Financial statement analysis using a return on equity framework; Regulation of commercial banks: types of regulations and the regulators, liquidity regulation, capital adequacy regulation, and off-balance sheet regulation; Saving associations; Saving banks; Credit unions; Finance companies; Development bank; and Micro-credit development banks; Classification and regulation of financial institutions in Nepal.

**Unit 7: Insurance Companies****LH 5**

Categories of insurance companies; Life insurance: types, the fair value of an annuity policy, and asset and liability structure; Property-casualty insurance companies: types, asset and liability structure, and profitability; Overview of insurance industry in Nepal; and Regulation and supervision mechanism in Nepal.

**Unit 8: Securities Firms, Investment Banks, and Mutual Funds****LH 4**

Securities firm and investment bank activity areas; Asset and liability structure of securities firms and investment banks; Mutual funds: concept, types, NAV and fund operating expenses

**Unit 9: Pension Funds****LH 3**

Concept of pension funds; Types of pension plans – defined-benefit plan, defined-contribution plan, and calculation of retirement benefits under defined benefit plan and defined contribution plan; and Pension fund management practices in Nepal.

**Basic Texts**

Saunders, A. & Cornett, M. M., *Financial markets and institutions*. New York: McGraw Hill Irwin.

**Reference Books**

Fabozzi, F. J., Modigliani, F., Jones, F. J., & Ferri, M., *Foundations of financial markets and institutions*, New Delhi: Dorling Kindersley (India) Pvt. Ltd.

Kohn, M., *Financial institutions and markets*, New Delhi: Oxford University Press India.

Madura, J., *Financial institutions and markets*, New Delhi: Cengage Learning India Private Limited.

Klob, R. & Rodriguez, R. J., *Financial institutions & markets*, Cambridge: Blackwell Publishers Inc.

Mishkin, F. S. & Eakins, S. G., *Financial markets & institutions*, New Delhi: Dorling Kindersley (India) Pvt. Ltd.

Shrestha, M. K. & Bhandari, D. B., *Financial markets and institutions*. Kathmandu: Asmita Books Publishers & Distributors (P) Ltd.

# **BNK 204: Investment Analysis**

**Credits: 3**  
**Lecture Hours: 48**

## **Course Objectives**

The aim of this course is to provide students the fundamental knowledge on investing in securities. Specifically, it aims at enabling students to understand financial markets, estimate risk and return from the securities, appraise them to form portfolio for investment, and analyze the economy and the industry in which they make an investment.

## **Course Description**

This course begins with a broad overview of investment environment and describes financial instruments and their markets. Then it deals with the risk and return of an individual asset as well as that of portfolios, and the selection of optimal portfolio. It discusses how assets are priced by using capital assets pricing model. It also deals with how debt and equity securities are valued for investment decision making purpose, and finally presents the framework of analyzing the economy and the industry in which investments are made.

## **Course Details**

### **Unit 1: Investment Environment**

**LH 4**

Meaning of investment; Types of assets: real assets and financial assets; Financial markets and the economy; The investment process; The risk-return trade-off; Efficient markets; Major players in the financial markets; Ethical issues in investing; and Nepalese investment environment.

### **Unit 2: Assets Classes and Financial Instruments**

**LH 8**

The money market: Treasury bills, certificates of deposit, commercial paper, bankers' acceptance, Eurodollars, yield on money market instruments; The bond market: treasury notes and bonds, inflation-protected treasury bonds, federal agency bonds, international bonds, municipal bonds, corporate bonds, mortgages and mortgage-backed securities; Equity securities: common stock – characteristics and listing, preferred stock, depository receipts; Stock and bond market indexes: stock market indexes – price-weighted index, value-weighted index, equally-weighted index; Nepal Stock Exchange index, bond market indicators; and Derivative markets.

### **Unit 3: Securities Markets**

**LH 6**

Concept of securities markets; Issue of securities; Privately held firms and publicly traded companies; Shelf registration; Initial public offerings; Trading of securities; Types of markets; Types of orders; Trading mechanisms; The rise of electronic trading; ECNs; New trading strategies; Globalization of stock markets; Trading costs; Buying on margin; Short sales; Functions of Nepal Stock Exchange; and Role of Nepal Securities Board.

### **Unit 4: Mutual Funds**

**LH 4**

Concept and functions of investment companies; Types of investment companies: unit trusts, managed investment companies – open-end and closed-end; Mutual funds: investment policies, fee structure, mutual fund returns; Concept of exchange-traded funds; and Mutual funds in Nepal.

**Unit 5: Risk and Return****LH 6**

Concepts of risk and return; Measuring investment returns: holding period return, returns over multiple periods, annualizing rates of return, expected return, time series of return; Inflation and real rates of return; Measuring risk: variance, standard deviation, coefficient of variation; and Portfolio return and risk of a portfolio of risky and risk-free assets.

**Unit 6: Efficient Diversification and CAPM****LH 8**

Diversification and portfolio risk; Asset allocation with two risky assets; Covariance and correlation; The risk-return trade-off with two-risky-assets; The mean-variance criterion; The optimal risky portfolio with a risk-free asset; Efficient diversification with many risky assets; The efficient frontier of risky assets; Choosing the optimal risky portfolio; The Capital Asset Pricing Model: the model, assumptions, implications, and the security market line.

**Unit 7: Bond Prices and Yields****LH 4**

Bond pricing; Bond pricing between coupon dates; Bond pricing in excel; Bond yields: yield to maturity, yield to call, realized compound return versus yield to maturity; Bond prices over time; and Yield to maturity versus holding-period return.

**Unit 8: Equity Valuation****LH 4**

Valuation by comparables; Limitations of book value; Intrinsic value versus market price; Dividend discount models: the constant-growth and multistage growth models; Price–earnings ratios; and pitfalls in P/E analysis.

**Unit 9: Macroeconomic and Industry Analysis****LH 4**

Domestic macro economy; Government policy: fiscal policy and monetary policy; business cycles; Economic indicators; Industry analysis: defining an industry, sensitivity to business cycle, sector rotation, industry lifecycles, and industry structure and performance.

**Basic Text**

Bodie, Z., Kane, A., & Alan, J. M. *Essentials of investments*. New York: McGraw Hill.

**References**

Alexander, G. J., Sharpe, W. F. & Bailey, J. V. *Fundamentals of investments*. New Delhi: Prentice Hall of India Ltd.

Reilly, F. K. & Keith, C. B. *Investment analysis and portfolio management*. New Delhi: Cengage Learning.



# **BNK 206: Commercial Bank Operations**

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

This course provides an overview of the operating function and overall banking activities of bank and financial institutions. It helps to understand different risk associated in banking business.

## **Course Description**

This course contains an introduction to business of banking, risk in banking business, deposit mobilization, granting credit, cash operation, agency services, trade finance, foreign exchange service, treasury function and electronic banking services.

## **Course Details**

### **Unit 1: An Introduction to the Business of Banking**

**LH 4**

Meaning, Origin and necessity of bank and financial institutions, an overview of Nepalese financial system, Distinguish between banking and other business.

### **Unit 2: Risk in Banking Business**

**LH 5**

Meaning and nature of financial risk, Types of major risk in banking business, Credit risk, Operational risk, Market risk, Liquidity risk, For-ex risk, Country risk, Risk identification, Risk measurement and Risk mitigation.

### **Unit 3: Deposit Mobilization**

**LH 7**

Meaning and nature of bank's deposit, Types of deposit: Current, saving, Fixed call, Demand/notice Deposit product, Procedure of account opening, eligibility, Type and structure of charge, Know Your Customer, Client account maintenance, account closing, Card services: debit card, credit card, prepaid card, Deposit marketing and customer care services.

### **Unit 4: Granting Credit**

**LH 8**

Concept and nature of bank credit, Types of credit: Term loan, Revolving loan, Corporate loan, Consumer loan, Credit process, Credit appraisal, Approval, Documentation, Disbursement, Credit monitoring and supervision, Credit recovery, Credit marketing, Credit administration, Security, Valuation, Loan classification and provisioning, Non- performing loan and performing loan, Credit risk and its management.

### **Unit 5: Cash Operation**

**LH 4**

Cash management, Security of vault, Cash insurance, Cash counter, Roles and responsibilities of cashier, Clearing system, Electronic clearing, Internal and external fund transfer.

### **Unit 6: Agency Services**

**LH 3**

Fund transfer, Remittance services, Utility payment services, Advisory services, Standing order from customer.

### **Unit 7: Trade Finance**

**LH 4**

Funded/non funded, letter of credit/ guarantee, advance payment types of L/C, major parties, roles and responsibilities of different parties, essential documents, risk associates.

**Unit 8: Foreign Exchange Service.**

**LH 5**

Meaning and concept, convertible and non-convertible currency, exchange rate determination, FEDAN, composition, function and responsibilities, meaning of Nastro and Vostro accounts.

**Unit9: Treasury Function**

**LH 4**

Introduction, scope of treasury, Back office, Font office back office, Asset liability management, Roles and responsibilities of (ALCO).

**Unit 10: Electronic Banking Services**

**LH 4**

Meaning and concept of e-banking, Internet banking, Brach less banking, Tele/mobile banking, ABBS, ATM. Challenges from innovation.

**Reference Books**

Peter. S. R., *Commercial Bank management*, McGraw-Hill.

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

*Commercial Bank Management*, A Harper International Student. London.

Padmalatha Suresh, Prof Justin Paul., *Management of Banking and Financial Services*, Dorling Kindersley, India.

Poudel N. P., *Financial System and Investment Environment*, Ratna Pustak Bhandar, Kathmandu.

Pradhan, R.S., *Financial Management*, Buddha Academic Enterprises, Kathmandu, Nepal

# **BNK 205: Banking Law and Regulations**

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

This Course provides an overview of the legislative provision of bank and financial institution, fundamental banking laws and regulation. This course familiarize with the basic concept of banking laws in local context as well as international market. It highlights major regulation and policies issued by Central bank to protect financial system.

## **Course Description**

This course contains introduction of banking law, central bank and legal system, structure and formation of bank and financial institutions, major banking law, bank regulation and central bank policy for bank FIs, legal provision relating to negotiable instrument, bank and customer relationship, bank lending and securities, bank lending and securities, legal aspect of trade finance, legal Challenges in banking business.

## **Course Details**

### **Unit 1: Introduction**

**LH 5**

Meaning and concept of bank and financial institutions, Evolution of banking institutions and banking law in Nepal, Role of banking institutions for socio-economic development.

### **Unit 2: Central bank and Legal System**

**LH 5**

Meaning and concept of central bank, establishment, Composition of BOD in Nepal Rastra Bank, Function and legal power of Nepal Rastra Bank, NRB relationship with government and other agencies.

### **Unit 3: Structure and formation of Bank and Financial Institutions**

**LH 5**

Licensing Policy for bank and FIs, Capital requirement, Eligibility criteria and fit and proper test for potential promoter, Types of bank and FIs, Functions of bank and FIs as per BAFIA 2063, Composition of BOD, Roles and responsibilities of BOD.

### **Unit 4: Major Banking Law**

**LH 6**

Nepal Rastra Bank Act 2058, Bank and Financial Institution Act (BAFIA) 2063, Banking Offense Act, 2064, Anti-Money laundering Act, Foreign Exchange Company Act

### **Unit 5: Bank Regulation and Central Bank Policy for Bank and FIs**

**LH 5**

Concept, need and significance of regulation, Impact of deregulation, Major prudential regulation of central bank- Capital adequacy, Loan classification and provisioning, Corporate governance, Blacklisting.

### **Unit 6: Legal Provision Relating to Negotiable Instrument**

**LH 4**

Cheque, Draft, bills of exchange, Promissory note, Validity and dishonored of cheque, Right and duties of various parties involved in instruments, Impact and legal action for miss using promissory note including cheque.

**Unit 7: Bank and Customer Relationship****LH 5**

Legal nature of bank and customer relationship, trustee-beneficiary, agent-principal, debtor-creditor, special types of customer(individual, corporate, Government, NGO etc) account opening and closing procedure. Know Your Customer- KYC

**Unit 8: Bank Lending and Securities****LH 6**

Procedure for bank lending, Credit policy guideline, Credit sanction limit and authority, Legal procedure for recall and recovery of banks loan, Meaning and definition of collateral and security, Legal features of collateral and security, Generally accepted security in Nepalese banking (land and building, goods and commodities, share and debenture, deposit certificate, personal guarantee promissory note, saving bond)

**Unit 9: Legal aspect of Trade Finance:****LH 4**

Letter of credit, Guarantee, Basic features, Parties involved in various trade finance, Roles and responsibilities of parties.

**Unit 10: Legal Challenges in Banking Business****LH 3**

Banking fraud, Cyber-crime, Innovative product, Anti-money laundering, Electronic banking, global access of banking services

**Text and References**

Gupta, S.N. **The Banking law on Theory and Practice**, Universal.

Peter. S. Rose (1999), **Commercial Bank management**, McGraw-Hill.

Regmi Resham Raj (2064), Banking law of Nepal, Lumbini Pustak, Kathmandu.

Padmalatha Suresh, Prof Justin Paul (2010), **Management of Banking and Financial Services**, Dorlingkindersley, India.

Indian Institute of Banking & Finance (2005), **General Bank Management**, Macmillan.

Nepal Rastra Bank Act 2058,

Bank and Financial institution Act 2063,

Banking Offense Act, 2064

Foreign Exchange Act

Negotiable Instrument Act

Antimony laundering Act, 2008

Company Act

Nepal Rastra Bank-(2015), **Unified Directives for Bank and financial institution**, NepalRastra Bank, Nepal.

NRB (2005), Nepal Rastra Bank in Fifty Years, Sajha Prakashan, Pulchowk, Lalitpur, Nepal

# **BNK 207: Treasury Management**

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objectives**

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

## **Course Description**

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

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Meaning of treasury, Scope of treasury management, Role and function of treasury department, Principles of treasury management.

### **Unit 2: Treasury Organization and Structure**

**LH 5**

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

### **Unit 3: Sources of Fund**

**LH 4**

Deposit: fixed and revolving, Interest bearing and Non-interest bearing, Capital or equity, Reserve and surplus, Borrowing- Short term vs. long term.

### **Unit 4: Uses of fund**

**LH 4**

Loan and advances, Credit products and their features, interbank lending, maintaining reserve, Investment- Forex, Treasury bill, Govt. securities, share and debenture, maintaining liquidity.

### **Unit 5: Major Risk in Treasury Management**

**LH 3**

Counterparty default risk, Sovereign risk, foreign currency risk, liquidity risk, Market risk, Equity risk, Commodity risk.

### **Unit 6: Pricing of the Product**

**LH 4**

Deposit pricing-Cost plus margin deposit product, Market penetration, Conditional, Relationship, Upscale target pricing. Loan pricing, Base interest rate, Risk based pricing.

**Unit 7: Assets Liability Management****LH 5**

Meaning and concept of asset liability management, maturity mismatch, interest sensitive assets and liability, interest rate risk, determination of interest rate, interest spread, Gap analysis, Assets liability management committee (ALCO), roles and responsibility of ALCO.

**Unit 8: Derivative Instruments****LH 6**

Meaning and concept of derivatives product, Financial derivatives-futures, option, pull option, call option, swaps, interest swaps, Contact swaps Forward rate agreement, Credit derivatives-Securitization, credit default swaps, Risk associated with derivatives product.

**Unit 9: Investment Portfolio and Liquidity Management****LH 7**

Concept investment portfolio, investment instrument, importance of portfolio, money market instrument-Treasury bills, open market operation, interbank transaction, commercial papers Capital market-share debenture and govt. bonds. Liquidity management, estimation of liquidity, managing mandatory requirement-CRR, SLR.

**Unit 10: Treasury Management Function in Nepalese Banking Sector****LH 6**

Scope, Opportunities and challenges, Foreign Exchange Dealers Association of Nepal (FEDAN) Roles and responsibilities, Central bank's regulation regarding ALM and treasury.

**References**

Avadhani V.A. *treasury Management* in India, Himalayan Publishing house.

Edward W. Reed (1964), *Commercial bank Management*, A Harper International student. London.

Waston Alasdair, Aotringham,Ron. *Treasury Management*: International Banking Operations, London, institute of Bankers.

Peter. S. Rose (1999), *Commercial Bank management*, McGraw-Hill.

Thapa R.B and D. Rawal (2010), Principles *and practices of Nepalese Banking*, Buddha academic enterprises, Kathmandu, Nepal.

# **BNK 203: Working Capital Management**

**Credits: 3**  
**Lecture Hours: 48**

## **Course Objective**

The course aims to provide the students with the basic understanding of concepts, tools and techniques of working capital management and develop skill to apply them in real life situations with special reference to corporate entities of Nepal

## **Course Description**

The course deals with working capital policies and how firms choose working capital investment and financing policies. The course also presents nature and sources of working capital. Finally, it deals with the management of the components of working capital cash and marketable securities, receivables and inventories.

## **Course Details**

### **Unit 1: Unit 1: Introduction to Working Capital Management**

**LH 4**

Concept and nature of working capital; Concept of working capital management; Types of working capital; Importance of working capital; Determinants of working capital.

### **Unit 2: Working Capital Policy**

**LH 4**

Risk-return tradeoff in working capital management; Working capital investment policies: restricted, relaxed and moderate policies; Working capital financing policy: maturity matching, aggressive and conservative approaches; Choosing working capital investment policy and working capital financing approach.

### **Unit 3: Working Capital Planning and Control**

**LH 8**

Planning for working capital; Operating environment of working capital; Concept of working capital cycle; Computation of working capital cycle; Determination of working capital; working capital management ratios: ratios measuring liquidity, ratios measuring structure, and ratios measuring efficiency; Working capital and inflation; Managing the components of working capital.

### **Unit 4: Working Capital Financing**

**LH 8**

Nature of working capital financing; Short-term versus long-term financing; Sources of short-term financing: accruals, trade credit, bank loan, commercial papers, accounts receivable financing (pledging and factoring), inventory financing (floating lien, chattel mortgage, trust receipt loan and warehouse financing); Cost of sources of short-term financing; Factors to be considered in working capital financing.

**Unit 5: Cash and Marketable Securities Management****LH 10**

Overview of cash management; Significance of cash management; Motives for holding cash; Increasing the efficiency of cash management: speeding collection, controlling disbursement, using float, cash flow synchronization, matching cost and benefits of cash management; Determinants of cash flows; Cash forecasting: preparation of cash budget, managing uncertainty in cash flow forecast; Cash management models: Baumol model, Miller–Orr model; Meaning of marketable securities; Common investment instruments; Variables in marketable securities selection; Investment in marketable securities: the marketable securities portfolio, selecting securities for the portfolio.

**Unit 6: Receivable Management****LH 7**

Overview of receivable management; Significance of receivable management; Role of credit manager; costs of maintaining receivables; Accumulation of receivables; Elements of credit policy; Setting the credit standards; Terms of credit; Credit collection policy; Monitoring accounts receivables: days' sales outstanding and aging schedule; Other factors influencing credit policy; Analyzing the changes in the credit policy variables.

**Unit 7: Inventory Management****LH 7**

Overview of inventory management; Components of inventory; Benefits of holding inventory; Determinants of inventory investment; Significance of inventory management; Basic inventory cost: carrying cost, ordering costs, total inventory costs; The economic order quantity; Reorder point Reorder point and safety stock; Quantity discount; Quantity discount with price break; EOQ model with non-instantaneous replacement; Inventory control system: ABC system; JIT system; Computerized system, Outsourcing.

**Basic texts**

Besley, S. & Brigham, E. F. *Essentials of managerial finance*. New York: Harcourt Brace College Publishers.

**References**

Van Horne, J. C. & Wachowich, J. M. *Fundamentals of financial management*. New Delhi: Prentice Hall Inc.

Ross, S. A., Westerfield, R. W. & Jordon, B. D. *Fundamentals of corporate finance*. New Delhi: Tata McGraw Hill.

Paudel, R. B., Baral, K. J., Gautam, R. R. & Rana, S. B. *Working capital management*. Kathmandu: Asmita Books Publishers and Distributors (P) Ltd.



# **BFN 202: Financial Derivatives**

*Credit: 3*

*Lecture Hours: 48*

## **Course Objective**

The objective of this course is to provide students with a foundation in the study of derivatives and their applications to risk management. More specifically the course enables the students to understand the fundamental nature of derivatives, value options, forwards and futures, and show how they are used to achieve various hedging and speculating objectives.

## **Course Description**

This course is designed to introduce students to the theoretical and practical aspects of financial futures, options, and other derivatives. This course deals with introduction to derivatives, structure of options markets, valuation of an option, the strategy of basic options, structure of future market, valuation of forward and future prices, swaps, financial risk management and derivative markets in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 5**

Derivative markets and instruments; Core concepts in financial and derivative markets; Spot and derivative markets; Role of derivative market; Criticism of derivative markets; Misuse of derivatives; Derivatives and ethics; and Career in derivative markets.

### **Unit 2: Structure of Options Markets**

**LH 5**

Development of options markets; Call and put options; Over-the-counter options market; Exchange-listed option trading; Mechanics of trading; Option quotation; Types of options; Transaction costs in option trading; and Regulation of option markets.

### **Unit 3: Valuation of an Option**

**LH 8**

Principles of call option and put option pricing; Two period Binomial option pricing model; The Black-Scholes-Merton model of option pricing with and without dividends; and Managing the risk of options.

### **Unit 4: The Strategy of Basic Options**

**LH 5**

Terminologies and notations of option strategies; Stock transactions; Call option transactions; Call and stock: the covered call; Put and stocks: the protective put; and Synthetic puts and calls.

### **Unit 5: Structure of Future Market**

**LH 5**

Development of forward and future markets; Over-the-counter forward market; Organized future trading; Future traders; Mechanics of future trading; Types of future contract; Transaction costs in forward and future trading; and Regulation of futures and forward markets.

**Unit 6: Valuation of Forward and Future Prices**

**LH 5**

Generic carry arbitrage; Carry arbitrage when underlying generates cash flows; Pricing model and risk premium; and Pricing options in future.

**Unit 7: Swaps**

**LH 5**

Concept and nature; Features of swaps; Introduction to interest rate swaps, currency swaps and equity swaps.

**Unit 8: Financial Risk Management**

**LH 5**

Rationale for risk management; managing market risk; Managing credit risk; and Perspectives on financial risk management

**Unit 9: Derivative Markets in Nepal**

**LH 5**

Development of derivative market in Nepal; Instruments traded in the market; Mechanics of trading, Regulation of derivative markets in Nepal; and Issues in derivative markets of Nepal.

**Basic texts**

Chance, D. M. & Brooks, R. *An Introduction to derivative and risk management*. New Delhi: Cengage Learning India Pvt. Ltd.

Hull, J. C., & Basu, S. *Options, futures, and other derivatives*. Singapore: Pearson Education Singapore Pvt. Ltd.

# MKM 201: Consumer Behavior

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

The major objective of this course is to develop students' understanding of the buying process of consumer and identify the various factors that influence the buying process.

## **Course Description**

Consumer behavior is the basic science of modern marketing. Consumer is also the focal point of modern marketing. The marketing process starts from consumer and ends at the consumer. In this course students are expected to learn the nature of consumer behavior; importance of understanding consumer behavior in marketing; consumers' buying decision process; influence of individual, group, social-class and cultural factors in consumer buying behavior.

## **Course Detail**

### **Unit 1: Introduction to Consumer Behavior**

**LH 4**

Meaning and nature of consumer behavior. Differences between consumer buying and organizational buying. Use of consumer behavior knowledge in marketing and public policy decisions. The consumer movement.

### **Unit 2: Consumer Decision Process**

**LH 4**

Types of consumer decisions: purchase involvement levels and the decision process. Problem/need recognition by consumers. Types of consumer problems. Marketing strategy and problem recognition: problem identification and response.

### **Unit 3: Information Search and Evaluation**

**LH 5**

Nature of information search: internal and external search, passive and active search. Types of information sought by consumers: evaluative criteria, alternatives available, alternative characteristics. Sources of consumer information. Information search in the Internet. Marketing strategy in information search.

### **Unit 4: Alternative Evaluation and Choice**

**LH 6**

Consumers' choice: rational choice, affective choice, attribute-based choice, attitude-based choice. Evaluative criteria and its measurement. Consumer decision rules: conjunctive and disjunctive decision rules, lexicographic decision rule, compensatory decision rules. Marketing strategies in evaluation and choice.

### **Unit 5: Post-purchase Behavior**

**LH 6**

Post-purchase dissonance: reasons and remedies. Product use and non-use. Product disposition: disposition methods and marketing strategies. Satisfaction and dissatisfaction. Consumer complain behavior. Satisfaction and brand loyalty.

### **Unit 6: Individual Factors Influencing Consumer Behavior**

**LH 8**

Consumer motivation: nature and sources of consumer motivations. Consumer learning: nature and sources of consumer learning. Learning and consumer memory. Consumer perception: nature and process of perception. Personality: nature and types of consumer personality. Consumer personality and brand personality. Consumer attitudes: attitude components, attitude formation and change.

**Unit 7: Group and Family Influences****LH 6**

Reference group influences: nature and degree of influences, marketing strategies based on reference group influences. Family influences: structure of household, family decision roles, family life cycle.

**Unit 8: Social Class and Cultural Influences****LH 6**

Social class hierarchy and consumption behavior in Nepal. Cultural and subcultural influences: nature of culture, cultural dynamism, values, norms, myths. Cross cultural marketing.

**Text and References**

Del I. Hawkins, David L. Mothersbaugh, and Amit Mukerjee, *Consumer Behavior*, McGraw Hill.

Leon G. Schiffman & Leslie Lazer Kanuk, *Consumer Behavior*, Prentice Hall of India.

# MKM 203: Fundamentals of Selling

Credits: 3  
Lecture Hours: 48

## Course Objective

This course aims to impart knowledge to the students about effective techniques of selling and developing practical skills in the selling job. In addition, an attempt has been made to provide knowledge regarding sales force management of the sales organization.

## Course Description

This course contains introduction, understanding sales process, marketing communication & transactional analysis in sales job, developing goodwill and customers relations, managing sales force in the organization, arrangement of sales territories and sales quotas, initiating international sale, evaluating, supervising and controlling sales and sales personnel.

## Course Details

### Unit 1: Introduction

LH 6

Meaning and role of selling in society and firm; Types of sales job; Duties of a sales representative; Essential knowledge for successful selling; Qualifications for success in sales job; Theoretical basis of sales job – the *AIDAS* approach, the *RIGHT SET OF CIRCUMSTANCES* approach, the *BUYING FORMULA* approach, and the *BEHAVIORAL EQUATION* approach.

### Unit 2: Understanding Sales Process

LH 6

Pre-sale preparations; Prospecting and qualifying potential customers; Pre-approach planning; Approaching the prospects; Sales presentation and product demonstration; Handling customers' objections; Closing the sales; Follow-up Action.

### Unit 3: Marketing Communication & Transactional Analysis in Sales Job:

LH 6

Meaning and process of communication; Two-way communications: listening and questioning; Verbal and non-verbal communications; Transactional analysis – concept and methods of analysis; Hooking the adult; Role of individual and organizational buyers in making selling process successful; Factors affecting effective communication.

### Unit 4: Developing Goodwill and Customers Relations

LH 6

Developing goodwill – meaning and importance; Methods of establishing goodwill; Analyzing the types of customers and their characteristics; Methods of improving relations with the non-buyers; Understanding the nature of after-sale or post-sales services to the customers – *knowledge about the use of product, adequacy of product information, need for help and nature of services by the customer, and understanding the promises (warranty and guarantee)*; Handling customer complaints – need for handling customers' complaint and methods of handling customer complaints.

### Unit 5: Managing Sales force in the Organization

LH 6

Meaning and tasks of sales force management; Designing the sales force; Recruitment and selection of sales force; Challenges in sales force selection; Training the sales force; Remunerating/compensating the sales force; Directing and motivating the sales force.

**Unit 6: Arrangement of Sales Territories and Sales Quotas:**

**LH 6**

Meaning and importance of sales territory; Elements of territory management: *establishing sales quota, account analysis, developing account objectives and sales quotas, territory-time allocation, customer sales planning, scheduling and routing, territory and customer evaluation*; Meaning and objective of sales quotas; Types of sales quotas; Methods of setting sales quotas; Problems of establishing sales quotas.

**Unit 7: Initiating International Sale**

**LH 6**

Introduction; Sales opportunities abroad; Identifying buyers in foreign markets; Methods of selling in foreign markets; Difficulties in selling abroad; Major tools in international sales: *Internet marketing/e-marketing, referral marketing, and direct marketing*.

**Unit 8: Evaluating, Supervising and Controlling Sales and Sales Personnel:**

**LH 6**

Meaning and need of sales evaluation, supervision and control; Process of sales control; Controlling sales personnel through supervision; Tools of sales control and analysis – Sales audit, Market audit, Sales force expense analysis.

**Basic Books**

Pederson, Carton A., Wright, M. D., and Wright, B. A., *Selling: Principles and Methods*, Richard D. Irwin.

Cooper, Simon, *Selling: Principles, Practice and management*, Pitman Publishing, London.

**Reference Books**

Shrestha, Shyam K., *Fundamentals of Selling*, Book Palace, Kathmandu.

Futrell, Charles, *ABCs of Selling*, Richard D. Irwin Inc. Homewood, Delhi.

Still, Richard R., Cundiff, Edward W., Bovoni, and Norman, A. P., *Sales Management: Decisions, Strategies and Cases*, Prentice hall of India, New Delhi.

# MKM 202: Marketing Communications

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective:**

This course aims to impart knowledge and skill to the students about marketing communication and fundamentals of advertising and help the students in designing advertisements, media planning and scheduling, advertising budgeting, and evaluating the effectiveness of advertisements.

## **Course Description**

This course contains introduction, advertising business, advertising agencies, creation of advertisements, designing the advertising message, advertising appeals, establishing and allocating advertising budget, advertising effectiveness measurement, advertising business practices in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 6**

Meaning and components of marketing communication – advertising, personnel selling, publicity, sales promotion, and public relations; Features and Role of various components of marketing communication; Integrated marketing communication – concept, evolution, role and reasons for the growing importance of IMC;

### **Unit 2: Advertising Business**

**LH 5**

Advertising – concept, features, and objectives; Elements of Advertising; Role of Advertising to Firm, Consumers and Society; Types of Advertisements; Social Ethics and Advertising Business; Key players in advertising business; Role and functions of advertising managers;

### **Unit 3: advertising agencies**

**LH 4**

Meaning, features and functions of advertising agencies; Types of Advertising agencies and their role in advertising business; Selection Criteria of Advertising Agency;

### **Unit 4: Creation of advertisements**

**LH 6**

Creative Advertising and Its Features; Creative Process or Visualization process of an Advertisement Copy; Creation of a Print Copy, Radio Commercials, Web Advertisements, and Television Commercials; Creative Persons in Creating an Advertisement Copy; Meaning and Types of Advertisement Copy; Major Components of an Advertisement Copy; Essentials of a Good Advertisement Copy; Concept, Functions and Principles of a Good Advertisement Layout;

### **Unit 5: Designing the Advertising Message**

**LH 4**

Concept and Essentials of an Effective Advertising Message; Use of Unique Selling Propositions (USP) in Message Design; Models of Message Design: Heart & Heart, Advertising Effectiveness, and MECCA Models; Message Strategies: Cognitive, Affective, Conative and Brand Image Strategies;

### **Unit 6: Advertising Appeals**

**LH 5**

Concept and Types of Advertising Appeals: Rational, Emotional, and Sex Appeals; Essentials of a Good Advertising Appeal; Role of Various Colors in Advertisement;

**Unit 7: Media Planning and Scheduling****LH 4**

Concept and Process of media Planning; Types and Characteristics of Advertising Medias; Role of Media Research in Media Planning; Media Selection Criteria; Concept and Methods of Media Scheduling;

**Unit 8: Establishing and allocating Advertising Budget****LH 4**

Concept and Need of Advertising Budgeting; Advertising expenses and factors affecting the advertising budget size; Process of Setting the Advertising Budget; Approaches to Advertising Budgeting; Methods for Establishing Advertising Budget - Percentage of Sales Method, Affordable Method, Competitive parity Method, Objective and Task Method, Incremental or Historical Method, Return of Investment (ROI) Method;

**Unit 9: Advertising Effectiveness Measurement****LH 6**

Concept and Importance of Effectiveness Measurement: Effectiveness Testing Areas: Market; Message; Media; Motives and Mission; and Overall Results; Copy Testing: Concept and Methods; Measurement of Overall Effectiveness of Advertising Campaign: PACT & DAGMAR Models; Leveraging other components of promotion-mix in advertising;

**Unit 10: Advertising Business Practices in Nepal****LH 4**

Historical Development of Advertising Business in Nepal Role of domestic and foreign advertisements in Nepalese markets; Role of Association of Advertising Agencies of Nepal (AAAN) in Advertising Business of Nepal; International advertising and promotion– concept, medias and problems;

**Basic Books**

Belch and Belch: *Advertising and promotion: An Integrated marketing Communications Perspective*, TATA McGRAW-HILL, New Delhi.

Jaishri Jethwaney and Shruti Jain, *Advertising Management*, Oxford University Press, New Delhi.

**Reference Books**

O'Guinn, Allen and Semenik: *Advertising and Integrated Brand Promotion*, Thomson South-western, Delhi.

Sharma, Sangeeta and Singh, Raghuvir: *Advertising Planning and Implementation*, Prentice-Hall of India, New Delhi.

Sontakki, C. N.: *Advertising*, Kalyani Publishers, New Delhi.

Wilmshurst and Mackay: *The Fundamentals of Advertising*, Butterworth-Heinemann, Delhi.



# MKM 205: Retail Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to provide knowledge and skills to students in the area of retail marketing management required specially for the big retail institutions.

## **Course Description**

This course contains introduction, consumer behavior and retail operation, the management of service and quality in retailing, retail marketing mix, the retail product and retail brand, merchandise management, retail pricing, retail communication and promotion, retail distribution and supply chain management, consumerism and ethic in retailing.

## **Course Details**

### **Unit 1: Introduction**

**LH 6**

Concept of retailing, characteristics of retailing. Types of retailers. Growing importance of retail industry. Dynamism in retailing: environmental theory, cyclical theories, and conflict theory. Retailing and marketing – strategic approach to retail marketing;

### **Unit 2: Consumer Behavior and Retail Operations**

**LH 6**

Consumer behavior in retail context- simple model of retail purchase, time taken to shop, buying roles buying decision process and its implications for retail management, influences on the consumption process: motivational forces, demographic factors, social class, family influence, psychographics, role of children, social influence

### **Unit 3: The Management of Service and Quality in Retailing**

**LH 5**

Service components in retailing: tangible – intangible continuum, service quality management – Model of perceived serviced quality, quality gap model: the Gronroos model of perceived quality management and the Parasuraman, Zeithaml and Berry model, implementation of service management, growing emphasis on quality control, characteristics of retail quality, quality auditing system, service recovery in retail context.

### **Unit 4: Retail Marketing Mix, the Retail Product and Retail Brand**

**LH 8**

Concept of retail marketing mix, marketing mix for retail services, retail products and its break down, concept of retail brand, role of branding in retail business, retail brand positioning, brand loyalty, brand personality, consumers' concept of self image, brand proposition, managing brands over their life cycles, brand updating, brand extension

**Unit 4: Merchandise Management****LH 5**

Merchandise management concept, methods of planning and calculating inventory levels, merchandiser skills and profile, category management, range planning, space allocation, merchandise assortment and support, negotiating the purchase

**Unit 5: Retail Pricing****LH 4**

Concept of retail price, price sensitivity, factors affecting price sensitivity, approaches to retail pricing, pricing and the relationship to value, mark down policy consideration for retailers

**Unit 6: Retail Communication and Promotion****LH 4**

Objectives of retail promotion, promotional budget approaches communication effects, advertising, sales promotion, retail marketing and loyalty schemes, design and implementation of relationship marketing scheme, s personal selling, public relations

**Unit 7: Retail Distribution and Supply Chain Management****LH 4**

Channels and channel flows, supply channel, growth of channel relationship and partnership, distribution logistics and stock control, retail logistics: the cost structure; Retail marketing practices in Nepal;

**Unit 8: Consumerism and Ethic in Retailing****LH 6**

The different pressures for a company to be socially responsible, criticism of marketing activities, product misuse and safety issues, green issues, acceptability of societal marketing approach, corporate social responsibility; Retailing and Consumer protection in Nepal; International retailing: process, patterns and challenges;

**Recommended Book**

- Bajaj, C., Tuli, R., & Srivastava, N. V. (2012). *Retail Management*. New Delhi: Oxford University Press.
- Berman, B. R. (2010). *Retail Management: A Strategic Approach*. New Delhi: Pearson Education, Prentice Hall of India Limited.
- Gilbert, D. (2012). *Retail Marketing Management*. New Delhi: Pearson Education, Prentice Hall of India Limited.
- Levy, M., Weitz, B. A., & Pandit, A. (2011). *Retailing Management*. New Delhi: Tata McGraw Hill Education Private Limited.
- Singh, Harjit (Dr), *Retail Management: A Global Perspective; Test and Cases*, S. Chand & CompanyLtd, New Delhi.

# MKM 204: Services Marketing

*Credits: 3*

*Lecture Hours:*

*48*

## **Course Objective**

This course aims to impart fundamental knowledge about marketing of services and service industries. In addition, this course also makes an attempt to acquaint knowledge to them regarding service marketing practices in Nepal.

## **Course Description**

This course contains introduction to fundamentals of service marketing, models in services marketing, market segmentation, targeting and positioning for a services form, customer perceptions and expectations of services, buyer behavior and relationship marketing, buyer behavior and relationship marketing, service strategies, emerging service sectors in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Meaning, characteristics and classification of services; Reasons for the growth of services sector; Challenges in service sector; Concept and importance of services marketing; Marketing mix decision for services – *product, price, place, promotion, process, people and physical evidence*;

### **Unit 2: Models in Services Marketing**

**LH 4**

The molecular model; the servofunctional model; the industrial management model; The market-focused management model

### **Unit 3: Market Segmentation, Targeting and Positioning for a Services Firm**

**LH 6**

Concept and process of market segmentation for service product; Market segment strategies for service products; Concept and process of service positioning in the target market; Service positioning strategies;

### **Unit 4: Customer Perceptions and Expectations of Services**

**LH 8**

Customer perception on service products; Customer satisfaction and service quality; Gap model of service quality; Concept of customer expectations and factors influencing customer expectations; Service encounters and moment of truth; Management of customer service expectation; A process model of customer service expectation management;

### **Unit 5: Buyer Behavior and Relationship Marketing**

**LH 4**

Understanding buyer behavior; Effect of relationship marketing on buyer behavior; Transactional selling and relationship marketing; Customer relationship development strategies; Customer value building approaches;

## Unit 6: Service Strategies

LH 18

**Service Product and Quality Management:** Concept and nature of service product; New service product and service product development; Life-cycle strategies for service products; Branding the service product; Maintaining service quality and model of service quality; Service-profit chain strategy; Researching service quality and setting quality standard.

**Pricing Strategies for Services:** Pricing objectives and buyers' perception of value; Considerations of services pricing – *demand considerations, cost considerations, competition considerations, legal considerations*; Emerging service pricing strategies – *satisfaction-based pricing, relationship pricing, efficiency pricing*. **Promotion Strategies for Services:** Promotion mix for service product; Selection strategies for selecting the promotion mix; Integrated marketing communication for service product – *service promised, communicated message, internal communication, and guarantees*; Social ethics in service promotion.

**Distribution Strategies for Services:** Nature of distribution for service products; Factors affecting the choice of distribution channels; Distribution strategies – *intensive, selective and exclusive*; Managing distribution channels – *selection, motivation, training, evaluation, managing conflict*; Role of Internet in global distribution system.

## Unit 7: Emerging Service Sectors in Nepal

LH 4

Introduction; Healthcare sector; Banking and insurance sector; Tourism sector; Information technology and networking sector.

### Basic Books:

Jauhari, Vinnie & Dutta, Kirti, *Services Marketing, Operations, and Management*, Oxford University Press, New Delhi.

Palmer, Adrian, *Principles of Services Marketing*, McGraw-Hill International Edition, London.

Woodruff, Helen, *Services Marketing*, Macmillan India Ltd., Delhi.

### References:

Lovelock, Christopher, *Service Marketing*, Pearson Education Asia, New Delhi.

Apte, Govind, *Services Marketing*, Oxford University Press, New York.

Payne, Adrian, *The Essence of Services Marketing*, Prentice Hall of India, New Delhi.

Balaji, B., *Services Marketing and Management*, School and Co. Ltd, New Delhi.

Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2011) *Services Marketing*. New Delhi: Tata McGraw-Hill

# MKM 206: Distribution Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to students' knowledge and skills in analyzing distribution issues, designing appropriate distribution channels, policies as well as strategies and managing physical distribution and market logistics with special reference to distribution management of Nepal.

## **Course Description**

This course contains introduction to distribution management, fundamentals of marketing channel, classification of marketing channels, managing marketing channels, channel planning and design, supply chain management, physical distribution and logistics management, distribution management in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Concept and objective of distribution management; Distribution coverage; Aspects of distribution management: Channel management and physical distribution management.

### **Unit 2: Fundamentals of Marketing Channel**

**LH 6**

Meaning and role of marketing channels; Channel structure for consumer and industrial goods; Selection of marketing channels; Marketing channel system: vertical, horizontal and multi-channel systems; Power of channels members. Sources of channel power; recent trends in marketing channels:  *symbiotic marketing, third party delivery, multi-channel marketing systems, multi-level marketing, channel reduction and elimination, e-marketing, direct marketing, etc.*

### **Unit 3: Classification of Marketing Channels**

**LH 4**

Wholesaling: role, contributions and classifications; Retailing: role, contributions and classifications; Agent Middlemen: role, contributions and classifications.

### **Unit 4: Managing Marketing Channels**

**LH 6**

Channel conflicts and coordination; Channel conflicts management; Channel information systems: Meaning, objective and elements of channel information system; Designing a channel information system.

### **Unit 5: Channel Planning and Design**

**LH 7**

Meaning of channel planning and design; Process of channel planning - *complete understanding of existing channel conditions and challenges, conduct competitor channel analysis, assess opportunities in existing channels, develop a near-term plan of attack, conduct gap analysis, identify and develop strategic options, conduct qualitative and quantitative end-user analysis, develop an ideal channel system*; Types of channel design – vertical, horizontal and hybrid channel; Factors in channel designing - *efficiency, effectiveness, capacity, agility, consistency, reliability, integrity*; Setting channel policies and strategies – *market coverage, customer coverage, pricing, product lines, selection of channel members, termination channel partners, ownership of the channel, legal constraints.*

## Unit 6: Supply Chain Management

LH 7

Meaning and flows in supply chain system; Role of purchasing in supply chain system; Value-chain analysis in supply system; Essentials in supply chain management which may bring competitive advantage- *efficient consumer response, category management, continuous replenishment, quick response logistics, handling functional and innovative products, benchmarking.*

## Unit 7: Physical Distribution and Logistics Management

LH 8

Meaning of physical distribution and logistics management; Role of physical distribution management in marketing; Value of customer service in logistics management; Physical distribution and logistics functional decisions – *Transportation Decision* – concept, functions and role, selection of modes of transportation, transportation strategies, recent trends in transportation; *Warehousing and Storage Decision* – concept, functions and role, types of warehouses, warehousing strategies, selection of warehouse; *Inventory Control* – concept, function and role, factors influencing inventory level, technique of inventory control; *Order Processing* – concept, functions and role, steps in order processing; *Materials Handling* – concept, function and role, tools and methods of material handling, *Logistics Information Management* – exchange of information between the *seller, carrier and the buyer* from the date of shipment till the goods are received by the buyer; Difference between logistics management and supply chain management.

## Unit 8: Distribution Management in Nepal

LH 6

Mode of transportation in Nepal - containers, railways, trucks and lorries, ropeways (including cable cars), airlines, pipelines, etc; Role of government sector in distribution management, including Nepal Food Corporation, Agricultural Inputs Corporation, Salt Trading Corporation and Nepal Oil Corporation; Role of wholesalers and retailers in Nepal's distribution management; Problems and challenges in distribution system of Nepal – *Difficult topography, landlocked character of the country, Scarce domestic productions, import-based economy, lack of proper rules and regulations, geographical concentration of industries and businesses,* lack of visionary decisions (short-sidedness decision) with planners and decision makers, etc.

### Suggested Books:

Broxese, Donald, J. Bernard, J. Lalonde and Edward W. Symkay, *Readings in Physical Distribution Management, Logistics of Marketing*, Mac Millan Co., New York.

Christopher, Marting, *Logistics and Supply Chain Management*, Financial Times Professional Limited.

Dongals M. Lambert, James R. Stock, Lisa M. Ellram, *Fundamentals of Logistic Management*, M. C. Gram Hill.

Khanna, K. K., *Physical Distribution management: Logistical Approach*, Himalayan Publishing house.

Kumar, Dinesh, *Marketing Channels*, Oxford University Press, New Delhi, 2012.

Stern, El-Ansari and Coughlan, *Marketing Channels*, Prentice-Hall of India, New Delhi.

# MKM 207: Market Research

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

The basic objective of this course is to make students understand the concept of marketing research, basic techniques of identifying research problems, developing the research methodology, preparation of research proposal and research report. In addition, it also aims to give practical knowledge to the students about the use of various analytical tools in marketing research.

## **Course Description**

This course contains introduction, defining research problem and setting research objective, review of literature, developing research plan, data collection, analysis and interpretation, preparation of report and reporting, Applications of Marketing Research, Preparation of Research Proposal.

## **Course Details**

### **Unit 1: Introduction**

**LH 8**

Meaning and nature of marketing research; Role of marketing research in strategic decision making; Types of marketing research; Scope of marketing research; Factors affecting marketing research decisions; Limitations of marketing research; Ethics in marketing research; Process of marketing research: *defining research problem and objective setting, reviewing the literature, developing plan for research methodology, data collection, analysis and interpretation of data, and preparation of research report.*

### **Unit 2: Defining Research Problem and Setting Research Objective**

**LH 5**

Concept of research problem and Problem identification; Components of a research problem; Steps of problem identification; Problem formulation: Statement of the problem; Meaning of research objective, setting the research objectives. Formulation of hypothesis

### **Unit 3: Review of Literature**

**LH 5**

Meaning and significance of review of literature; Sources of literatures; Process and Techniques of literature review;

### **Unit 4: Developing Research Plan**

**LH 8**

Developing the research methodology; Components of research methodology – research design, source and nature of data, data collection procedure, population and sample, technique of data collection, use of analytical tools; Concept of research design; Characteristics of a good research design; Components of research design; Types of research design; qualitative and quantitative research. Sampling: concept and terminologies; importance of sampling; Types of sampling

### **Unit 5: Data Collection, Analysis & Interpretation**

**LH 8**

Introduction; Collection of secondary data: sources of secondary data; problems used in secondary data. Collection of primary data: Observation, questionnaire survey, experiment: merits and demerits. Questionnaire: meaning and types; questionnaire development process; Data analysis: concept and methods of data analysis; Use of statistical and mathematical tools in marketing research; types of scale used in research; Meaning and significance of interpretation of facts.

**Unit 6: Preparation of Report and Reporting****LH 4**

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

**Unit 7: Applications of Marketing Research****LH 6**

Areas of marketing research; Research for market segmentation; Product research; Advertising research; Sales and Distribution research; Consumer research; Attitude and psychographic research;

**Unit 8: Preparation of Research Proposal****LH 4**

Meaning and significance of research proposal; Contents of a marketing research proposal;

**Basic Books**

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

Kerlinger, Fred N., *Foundations of Behavioral Research*, Surjeet Publications, Delhi.

**Reference Books**

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

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

Mouly, George J., *The Science of Educational Research*, Eurasia Publishing House (Pvt) Ltd, New Delhi.



# MKM 208: Public Relations & Media Management

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objectives**

This course aims to provide students' knowledge and skills with the necessary understanding of the functioning of public relations and media management properly.

## **Course Description**

This course contains introduction, public relations and marketing practices, public relations planning, public relation Campaigns, advertising agency and media, media planning, advertisement budgeting process, public relation public relation practices in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 5**

Concepts, objectives of public relation, nature of public relation. Evaluations of public relation; marketing communications system; linear model of communication; two-step communication model.

### **Unit 2: Public Relations & Marketing Practices**

**LH 6**

The marketing mix; Integrated Marketing Communication (IMC); promotion mix: different between public relation and marketing, advertising and publicity, ethics in public relations: Professional Standards for Practitioners.

### **Unit 3: Public Relations Planning**

**LH 6**

The tools of public relations; developing a Public relation plan: Defining PR: Problems and Issues; SWOT and PEST Analysis; Strategic planning steps.

### **Unit 4: Public Relation Campaigns**

**LH 6**

Introduction, Media relations in the PR campaign, writing the news release, targeting the right people; Media roles and responsibilities, media campaigns through traditional and new media.

### **Unit 5: Advertising Agency and Media**

**LH 8**

Introduction, role of media, media and promotion, newspaper advertising, outdoor media; electronic media, online media. The concept of advertising agency; Functions of advertising agency; Types of advertising agency; Importance of creativity in advertising, Role of Magazines and newspapers in advertising; FM/Radio Advertising; Television Commercial Advertising (TVC). The Advertisers.

### **Unit 6: Media Planning:**

**LH 6**

Concept of media planning, media planning process, market analysis and target market identification, media selection, offers and discounts, purpose of media planning, media planning framework: Billiard-Ball Principle; evaluation and follow up.

**Unit 7: Advertising Budgeting Process:**

**LH 5**

Methods to spend on advertising: percentage of sales; shares of market/ share of voice method; the objective/ task method; Elements of media mix: Five Ms (5Ms) in media strategy: Brand Development Index (BDI); Category Development Index (CDI).

**Unit 8: Public Relation Practices in Nepal:**

**LH 6**

Newspapers in Nepal, Advertising Agency Association of Nepal (AAN): role, functions and activities of AAN. Practice of ATL and BTL in Nepal. Advertising Policy and practice in Nepal. Trends of PR practice in Nepal.

**Suggested Books**

Belch, Belch and Purani, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 7<sup>th</sup> Edition, Tata McGraw Hill Education Private Limited, New Delhi.

Bitterick Keith, *Introducing Public Relations Theory and Practice* SAGE Publications India Pvt. Ltd and printed at De-Unique, New Delhi.

O'Guinn, Allen and Semenik: *Advertising and Integrated Brand Promotion*, Thomson South-western, Delhi.

Sontakki C.N. *Advertising*, Kalyani Publishers, New Delhi,

# ISM 201: Quality Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to acquaint students to the concept and practice of management and focuses on the quality of managing, operating, and integrating customer service, marketing, production and delivery, throughout an organization's value chain.

## **Course Description**

This course contains introduction, managing for quality products and services, Quality Planning, Control and TQM, Quality Improvement and Results.

## **Course Details**

### **Unit 1: Introduction**

**LH 8**

Concept of quality, dimensions of quality, Importance of quality in business and commerce, service quality vs. product quality, determinants of service quality, process and quality, quality and strategic planning, cost of quality, total quality management.

### **Unit 2: Managing for Quality Products and Services**

**LH 15**

Concept, strategies and quality, quality assurance, process capability, measures of variation and process capability, process variation; quality infrastructure, total organizational involvement, supply chain management-logistic management, inventory management, materials requirement planning, manufacturing resource planning, just-in time; quality management systems-ISO9000:2000 Quality Management System, ISO 14000:1996 Environmental Management System.

### **Unit 3: Quality Planning, Control and TQM**

**LH 20**

Concept, quality planning and control process, different quality tools- check sheets, stratification, Pereto chart, cause and effect diagram, control chart, histograms; the quality planning process; concept of TQM, emergence of TQM, implementing TQM, TQM models, benefits of TQM, quality Gurus- Juran, Crosby's 14-Point program, TQM practices-value analysis and value engineering, brainstorming, Delphi and Nominal group technique, quality function deployment, ergonomics, single minute exchange of dies and total productive maintenance, benchmarking-process, code of conduct, types, benchmarking customer service, internal benchmarking, advantages and limitations, steps; business process reengineering- BPR methodology, difference between TQM and BPR, approaches to integrate TQM and BPR, Advantages and limitations of BPR, result of TQM, quality performance excellence awards- Deming application prize, European Quality Award and Malcolm Baldrige National Quality Award; Six Sigma- design for Six Sigma, Six Sigma DMAIC process, key analytical tools for implementing Six Sigma, advantages of Six Sigma, Zero defect concept.

**Unit 4: Quality Improvement and Results****LH 5**

Concepts, benefits of quality improvement, inhibitors of quality improvement projects, quality improvement projects, the remedial journey, dealing with resistance to change, customer satisfaction, empowered employees, maximization of return on investment,

**Text and Reference Books:**

Janakiraman, B. and Gopal, R.K, Total Quality Management, Prentice-Hall of India

Oakland, J.S. , Total Quality Management: Text and Cases, Butterworth Heinemann

Bagad, V.S., Total Quality Management, Technical Publication Pune

Mukherjee, P.N. Total Quality Management, Prentice-Hall of India

Summers, D.C. Quality Management, Pearson

Dale, B.G., and McQuater, Managing Business Improvement and Quality, Black-Well.

Dale, B.G. , Wide, T.V., Iwaardeen , J.V., Managing Quality, Wiley-Blackwell

Burrill, c and Ledolter, J., Achieving Quality through Continual Improvement, Wiley-blackwell

# ISM 202: Productivity Management

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

This course aims to acquaint students with the broader and holistic perspectives of productivity management and proposes a model which is applicable for productivity measurement in business firms.

## **Course Description**

This course contains introduction, productivity improvement, Areas of Consideration for Productivity Management, Productivity Measurement.

## **Course Details**

### **Unit 1: Introduction**

**LH 11**

Concept, the importance and role of productivity, productivity improvement factors-internal and external factors affecting firm's productivity, productivity management system, productivity policy, approaches to productivity appraisal- total productivity, labor productivity, government and public sector productivity appraisal, comparing and analyzing productivity; approaches to productivity analysis in the enterprises- the Kurosawa structural approach, Lawlor's approach, Gold's approach, quick productivity appraisal approach, Inter-firm comparison .

### **Unit 2: Productivity Improvement**

**LH 12**

General considerations, productivity improvement programmes: concepts and key elements, organizational approaches to productivity improvement programmes, major variations of productivity programmes, productivity improvement techniques- industrial engineering and behavioral, productivity improvement strategies and action plans.

### **Unit 3: Areas of Consideration for Productivity Management**

**LH 13**

Waste reduction and energy conservation program, maintenance improvement, improving productivity through quality- quality and productivity, TQM and quality management, quality circles, effective human resource management- motivation, participation, training and work organization, education and training policy of the Government of Nepal, labour-management relations and productivity movement, The role of ILO in productivity promotion, role of The Asian Productivity Organization.

### **Unit 4: Productivity Measurement**

**LH 12**

Concept, objectives of productivity measurement, management by objectives and productivity measurement, system approach and productivity measurement, performance objectives-productivity (PO-P), identification of key performance areas (KPA's), setting of performance objectives, ranking and weighting and sub-systems, KPA's and PO's performance indices-calculation and evaluation.

### **Text and Reference Books**

Prokopenko, J., *Productivity Management*, A Practical Handbook, ILO, Geneva

Vrat, P, Sardana, G.D., & Sahay, B.S., *Productivity Measurement for Business Excellence*, Alpha Science International Ltd. Oxford UK.

Vrat, P., Sardana, G.D., and Sahay, B.S., *Productivity Management: A system Approach*, Narosa Publishing House.

Sawhney, S.C., *Productivity Management: concepts and Techniques*, Tata McGraw-Hill, India

Kongkiti, P., *Productivity Management in an Organization: Measurement and Analysis*, ToKnow Press.

Economic development and National Productivity Centr, Productivity in Nepal.

# ISM 203: Creativity and Innovation

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

This course aims to make students understand the various dimensions of creativity and innovation and to implement some strategies that will boost business organizations' ability to create and innovate.

## **Course Description**

This course contains introduction, Organizing Creativity and Innovation, Managing the Process and Practices of Creativity and Innovation, Strategic creativity and Innovation, Measuring and Rewarding Innovation.

## **Course Details**

### **Unit 1: Introduction**

**LH 8**

Concept of creativity and innovation, the preconditions for creativity, approaches to creativity, generating creative ideas, factors influencing creativity, creativity methods and techniques, general rules for creative techniques, thinking barriers, creativity personality, creative intelligence; importance of innovation, nature of innovation, types of innovation, the innovation imperatives, rules of innovation.

### **Unit 2: Organizing Creativity and Innovation**

**LH 10**

Issues in organizational design, approaches to design of creative organizations, organization design for sustained and successful creativity, mechanisms that stimulate creativity, organizing for innovation, developing an internal market place for innovation, outsourcing innovation, integrate innovation within organization, the leadership role for innovation.

### **Unit 3: Managing the Process and Practices of Creativity and Innovation**

**LH 10**

The context of creativity, enhancing creativity, environment that stimulate creativity, managerial personality, creative HRM, the objectives of well-designed innovation systems, choosing and designing innovation systems, management system comparison, technological innovations and their management, inter-organizational and network innovations, training to invent, management innovations, agents of innovations, skills for sponsoring innovations

### **Unit 4: Strategic Creativity and Innovation**

**LH 10**

Generic strategies for innovation, creative growth strategies, creative marketing management, creative management of operations, creative management of product design; innovation strategies overtime, strategic alternatives; mapping for innovation options, forms of management creativity, creative problem solving process, new models of strategic innovation, business model change, technology change, innovation model and innovation rules, choosing a right strategy, play to win and not to play to loose strategies, internal and external factors of strategy, risk management and innovation strategy.

## **Unit 5: Measuring and Rewarding Innovation**

**LH 10**

A balance scorecard for measuring innovation, designing and implementing innovation, measuring execution and outcomes of innovation, measuring sustainable value creation, the barriers to effective performance measurement, importance of incentives and rewards, motivation, setting goals for measuring performance, performance evaluation and incentive contracts, key considerations in designing incentive systems for innovation.

### **Text and Reference Books:**

Khandwalla, P.N., *Corporate Creativity*, Tata McGraw Hill, New Delhi.

Ness, R.B., *Innovation Generation: How to Produce Creative and Useful Ideas*, Oxford University Press, Inc.

Ahmed, P.K., and Shepherd, C.D., *Innovation Management: Context, Strategies, Systems and Processes*, Pearson

Davila, T., Epstein, M., Shelton, R. *Making Innovation Work: How to Manage it, Measure it, and Profit from it*, Pearson Education, Inc.

Chaturvedi, M., *Managing innovation and new product*. New Delhi: PHI.

Dundon, E. *Seeds of Innovation: cultivating the synergy that*. New Delhi: Prentice-Hall India

Johnston, R., *Power of strategy innovation: A new way of Linking creativity and Strategic planning to discover great business opportunities*. New Delhi: PHI.

Kumar, V., *101 design methods: a structured approach for driving innovation in your organization*. Hoboken: Wiley.

Rastogi, P. N., *Management of technology and innovation: competing through technological excellence*. New Delhi: Sage.

Sawyer, K., *Explaining creativity: the science of human innovation*. New York: Oxford University Press



# ISM 204: Project Management

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

This course aims to familiarize students with the concept and practice of project planning, execution and controlling of projects and will cover the basic tools, skills, and knowledge necessary to successfully manage a project through its inception, design, planning, and transition phases.

## **Course Description**

This course contains introduction, project planning and formulation, project organization, execution and control, leadership and teams in project management, Project Appraisal and Termination.

## **Course Details**

### **Unit 1: Introduction**

**LH 7**

Concept, project management- nature and scope, types of project, project management and project manager, project management characteristics, need for project management, Project life cycle, skills and responsibility of a project manager, attributes of a good project manager, essential steps for a successful project initiation, project success and project failure.

### **Unit 2: Project planning and Formulation**

**H 13**

Project environment, starting the project plan, Process of planning, human resources-the RACI matrix and agile projects, project risk management, estimating project budgets, improving the process of cost estimating, risk estimation, network techniques- PERT and CPM, resource allocation, the resource allocation problem, resource loading and leveling, constraints in resource scheduling, project formulation techniques, identification of investment opportunities, project screening, feasibility study, project selection and formulation, stages in project formulation, project report preparation.

### **Unit 3: Project Organization, Execution and Control**

**LH 12**

Projects in a functional organizational structure, projects in a projectized organization, projects in a matrixed organization, project in a composite organizational structures, selecting a project form, the project management office, human factor and the project team, the planning monitoring controlling cycle, information need and reporting, project management information system (PMIS), purpose of control, the project control process, types of control process, monitoring time performance, the design of control system, control of change.

### **Unit 4: Leadership and Teams in Project Management**

**LH 10**

Managing vs. leading a project, managing project stakeholders, influence as exchange, social network building, ethics and project management, building trust, assigning project work, five stages of team development, situational factors affecting team, building high performance project teams, managing virtual project teams, project team pitfalls.

**Unit 5: Project Appraisal and Termination****LH 6**

Purpose of project appraisal, the project audit, the project audit life cycle, essentials of project appraisal, measurement, the varieties of project termination, termination of a project, the termination process, termination report.

**Unit 6: Project Management in Nepal**

Project management in developing countries, project identification and development in Nepal, Types of projects in Nepal, project implementation and appraisal. Benefits and limitations of project management, practical difficulties in project formulation and implementation.

**Text and Reference Books**

Nagarajan, K., Project Management, Prentice-Hall India

Khatua, S. Project Management and Appraisal, Oxford

Morris, P. W.C., Pinto, J. and S. Jonas, Project Management, Oxford

Williams, M., The Principles of Project Management, Sitepoint Pty. Ltd.

Meredith, J. R. and Mantel, S.J., Project Management, John Wiley, New York.

Agrawal, G.R Project Management in Nepal, MR Publication Kathmandu.

# ISM 205: Supply Chain Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

Supply chain management, both in industry and in academia, has grown rapidly over the past several years mainly due to an increase in corporate goals of reducing manufacturing costs and the savings that come from planning and managing the supply chain effectively. This course aims to focusing on the integration of components associated with developing new products, buying materials, transforming them, and shipping them to customers.

## **Course Description**

This course contains introduction, supply management, operations management, process management, distribution and customer relationship management, SC integration and performance measurement.

## **Course Details**

### **Unit 1: Introduction**

**LH 7**

Concept, defining supply chains, objective of SCM, importance of SCM, elements of SCM, decision phases in supply chain, importance of supply chain decisions, process view and examples of supply chains, current trends in SCM.

### **Unit 2: Supply Management**

**LH 7**

Role of SCM in an organization, the purchasing process, sourcing decisions, role of supply base, supplier selection, choosing suppliers, purchasing organization, developing supplier relationships, supplier evaluation and certification, supplier development.

### **Unit 3: Operations Management**

**LH 12**

Role of forecasting in a supply chain, characteristics of forecasts, Demand forecasting, forecasting techniques, collaborative planning, forecasting and replenishment, risk management in forecasting, operations planning , the aggregate production plan, master production scheduling, material requirements planning, capacity planning, distribution requirement planning, the development of enterprise resource planning system, advantages and disadvantages of enterprise resource planning system, concepts and tools of inventory management, inventory models, the role of cycle inventory in a supply chain, , managing multiechelon cycle inventory, estimating cycle inventory-related costs in practice, the role of safety inventory in a supply chain, determining appropriate level of safety inventory.

### **Unit 4: Process Management**

**LH 6**

Lean production and Toyota production system, lean thinking and SCM, the elements of lean, the origins of Six Sigma quality, comparing Six Sigma and SCM, the elements of Six Sigma.

**Unit 5: Distribution and Customer Relationship Management****LH 10**

Concept, the fundamentals of transportation, modes of transportation and their performance characteristics, transportation infrastructure and policies, the role of IT in transportation, risk management in transportation, warehousing and distribution, the impacts of logistics on SCM, reverse logistics, role of customer relationship in SCM, key tools and components of customer relationship management, designing and implementing a successful customer relationship program, recent trends in customer relationship management

**Unit 6: SC Integration and Performance Measurement****LH 6**

Concept, SCM integration model, obstacles to process integration along the supply chain, managing supply chain risk and security, concept of supply chain performance measurement, viewing the supply chain as competitive force, traditional and World-class performance measures, supply chain performance measurement systems, the balanced scorecard.

**Text and Reference Books:**

- Chopra, S. and Meindl, P. Supply Chain Management: Strategy, Planning, and Operation, Pearson
- Wisner, J.D., Tan, K., and Leong, G.K. Principles of Supply Chain Management: A Balanced Approach, South-Western, CENGAGE Learning.
- Fredendall, D. L. Basics of Supply Chain Management, Prentice-Hall.
- Handfield, R. B. and Nichols, I Jr. Introduction to Supply Chain Management, Pearson
- Lu, Dawei, Fundamentals of Supply chain Management, McBook Air Ventus Publishing
- ApSLambert., Douglas M., James R. Stock, and Lisa M. Ellram, Basic concept of Supply Chain Management, Wiley
- Chase, R.B. ,Shankar,R. and Jacobs, F. R. Operations & Supply Chain Management, McGraw-Hill Publishing Company Ltd, New Delhi

# ISM 206: Service Operations and Management

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective:**

This course aims to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company.

## **Course Description**

This course contains introduction, Service Strategy, Managing Service Operations and Processes, Productivity and Quality Improvement, Resource Utilization.

## **Course Details**

### **Unit 1: Introduction**

**LH 9**

Concept and characteristics of services, types of services, service processes, success of a service operation, the service as a strategic tool, focused and unfocused service operations, differentiation between goods and services, critical factors of success, service management, service marketing environment, sources of service sector growth, challenges confronted by the service sector, the service product, new product development, product life cycle strategies, branding the service product, emerging service sectors in Nepal- banking, insurance, retailing and tourism services.

### **Unit 2: Service Strategy**

**LH 8**

Concept, distinctive characteristics of service operations, classifying services for strategic insights, the strategic service vision, service design elements, competitive environment of services, competitive service strategies- overall cost leadership, differentiation, focus; winning customers in the market place, the virtual value chain.

### **Unit 3: Managing Service Operations and Processes**

**LH 13**

Concept, managing demand and supply, customer' role in service delivery, types of supply relationships, managing service supply chains, managing through intermediaries, supply partnerships, service guarantees, service process matrix, service level agreement; managing facilitating goods- role of inventory in services, characteristics of inventory systems and relevant cost and inventory system; order quantity models- EOQ, inventory model with quantity discount, inventory model with planned shortage; inventory control system- continuous review system, periodic review system and the ABCs of inventory control.

### **Unit 4: Productivity and Quality Improvement**

**LH 10**

Concept, service quality, model of service quality, customer value equation, stages in service firm competitiveness, making continuous improvement a competitive strategy, walk-through audit, quality and productivity, blueprint for service excellence, quality and productivity improvement process, quality tools for analysis and problem solving.

**Unit 5: Resource Utilization****LH 8**

Concept, capacity management, operations planning and control, managing bottlenecks and queues, managing the capacity zone, improving the resource utilization, performance management and measurement, the purpose of measurement, a balance of measures, benchmarking.

**Text and Reference Books:**

Johnston, R., & Clark, G., *Service Operations Management: Improving Service Delivery*, Prentice-Hall.

Collier, D. A., *Service Management: Operating Decisions*, Prentice Hall, Englewood Cliffs, New Jersey.

Schmenner, R.W., *Service Operations Management*, Prentice Hall, Englewood cliffs, New Jersey.

Fitzsimmons, A. J and Fitzsimmons M. J. , *Service Management: Operations, Strategy, Information Technology*, Fifth McGraw Hill

Jauhari, V and Dutta, K., *Services: Marketing, Operations, and Management*, Oxford Publications.

# ISM 208: Industrial Relations

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

The course aims to acquaint students on all the dimensions of industrial relations and labour laws. It is organized into two parts: first part focusing on the history and theory relating to the industrial relations, and the second part providing detailed on specific provisions of labor laws being enforced in Nepal.

## **Course Description**

This course contains introduction, trade unions, collective bargaining, employee grievances, conflicts and disputes, Worker Participation in Management.

## **Course Details**

### **Unit 1: Introduction**

**LH 8**

Concept, meaning, objectives and scope of industrial relations, forms of industrial relations, theories of industrial relations, industrial relations actors, the system perspectives of industrial relations, industrialization strategy and industrial relations, globalization and industrial relations.

### **Unit 2: Trade Unions**

**LH 10**

Trade unions, emergence of trade unionism, objectives of trade unions, trade union activities, trade unions in service sector, structure of trade unions in Nepal, trade union movement in Nepal, trade unions related issues in Nepalese organizations, provisions in Trade Union Act 2049 (1992).

### **Unit 3: Collective Bargaining**

**LH 10**

Concept, nature of collective bargaining, collective bargaining process, collective bargaining as a method of wage fixation, prerequisite for collective bargaining, negotiating techniques and skills, types of collective bargaining contracts, provisions of collective bargaining in Nepal, collective bargaining issues in Nepalese organizations.

### **Unit 4: Employee Grievances, Conflicts and Disputes**

**LH 12**

Concepts, nature of employee grievances, causes of grievances, the grievance procedure, industrial conflicts, nature of conflict and its manifestation, conflict resolution, grievance and industrial relations, nature of industrial disputes, legal provisions on dispute settlement process in Nepalese organizations, strikes and lockouts-causes.

### **Unit 5: Worker Participation in Management**

**LH 8**

Concept, determinants of workers' participation in management, workers' empowerment-techniques quality circle and its application Kaizen and its benefits quality of work life and work behavior, joint work committees, managing good industrial relations- problem and prospects future of industrial relations.

**Text and Reference Books:**

Monappa, A. Industrial Relations, Tata McGraw-Hill Publishing Company Ltd, India.

Singh, B.D. Industrial Relations and Labour Laws, Excell Book, New Delhi

Bhatia, S.K. constructive Industrial relations and Labour Laws, Deep & Deep Publications, India

Monappa, A., Nambudiri, R. and Selvaraj, P. Industrial Relations and Labour Laws, Tata McGraw Hill Education Pvt. Ltd.

Salamon, M. Industrial Relations: Theory and Practice, Prentice Hall

Sihna, P.R.N. Industrial Relations, Trade Unions and Labour Legislation, Pearson Education

Ratnam, C.S.V. Industrial Relations, Oxford University Press, India.

Pant, P.R. & Narayan Manandhar (eds), (1998). *Industrial Relation in Nepal A Book of Readings*, Industrial Relations Forum, Kathmandu.

Trade Union Act 2049 (1992)

Labour Act,2048 (1992)



# ISM 207: Services Marketing

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

This course aims to impart fundamental knowledge about marketing of services and service industries. In addition, this course also makes an attempt to acquaint knowledge to them regarding service marketing practices in Nepal.

## **Course Description**

This course contains introduction to fundamentals of service marketing, models in services marketing, market segmentation, targeting and positioning for a services form, customer perceptions and expectations of services, buyer behavior and relationship marketing, buyer behavior and relationship marketing, service strategies, emerging service sectors in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Meaning, characteristics and classification of services; Reasons for the growth of services sector; Challenges in service sector; Concept and importance of services marketing; Marketing mix decision for services – *product, price, place, promotion, process, people and physical evidence*;

### **Unit 2: Models in Services Marketing**

**LH 4**

The molecular model; the servunctional model; the industrial management model; The market-focused management model

### **Unit 3: Market Segmentation, Targeting and Positioning for a Services Firm**

**LH 6**

Concept and process of market segmentation for service product; Market segment strategies for service products; Concept and process of service positioning in the target market; Service positioning strategies;

### **Unit 4: Customer Perceptions and Expectations of Services**

**LH 8**

Customer perception on service products; Customer satisfaction and service quality; Gap model of service quality; Concept of customer expectations and factors influencing customer expectations; Service encounters and moment of truth; Management of customer service expectation; A process model of customer service expectation management;

### **Unit 5: Buyer Behavior and Relationship Marketing**

**LH 4**

Understanding buyer behavior; Effect of relationship marketing on buyer behavior; Transactional selling and relationship marketing; Customer relationship development strategies; Customer value building approaches;

## Unit 6: Service Strategies

LH 18

**Service Product and Quality Management:** Concept and nature of service product; New service product and service product development; Life-cycle strategies for service products; Branding the service product; Maintaining service quality and model of service quality; Service-profit chain strategy; Researching service quality and setting quality standard.

**Pricing Strategies for Services:** Pricing objectives and buyers' perception of value; Considerations of services pricing – *demand considerations, cost considerations, competition considerations, legal considerations*; Emerging service pricing strategies – *satisfaction-based pricing, relationship pricing, efficiency pricing*. **Promotion Strategies for Services:** Promotion mix for service product; Selection strategies for selecting the promotion mix; Integrated marketing communication for service product – *service promised, communicated message, internal communication, and guarantees*; Social ethics in service promotion.

**Distribution Strategies for Services:** Nature of distribution for service products; Factors affecting the choice of distribution channels; Distribution strategies – *intensive, selective and exclusive*; Managing distribution channels – *selection, motivation, training, evaluation, managing conflict*; Role of Internet in global distribution system.

## Unit 7: Emerging Service Sectors in Nepal

LH 4

Introduction; Healthcare sector; Banking and insurance sector; Tourism sector; Information technology and networking sector.

### Basic Books:

Jauhari, Vinnie & Dutta, Kirti, *Services Marketing, Operations, and Management*, Oxford University Press, New Delhi.

Palmer, Adrian, *Principles of Services Marketing*, McGraw-Hill International Edition, London.

Woodruff, Helen, *Services Marketing*, Macmillan India Ltd., Delhi.

### References:

Lovelock, Christopher, *Service Marketing*, Pearson Education Asia, New Delhi.

Apte, govind, *Services marketing*, Oxford University press, New York.

Payne, Adrian, *The Essence of Services marketing*, Prentice Hall of India, New Delhi.

Balaji, B., *Services Marketing and Management*, School and Co. Ltd, New Delhi.

Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2011) *Services Marketing*. New Delhi: Tata McGraw-Hil

# MEM 207: Micro Insurance

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objectives**

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

## **Course Description**

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

## **Course Details**

### **Unit 1: Introduction**

**LH5**

Concept and characteristics of micro insurance, micro insurance vs. conventional Insurance, Benefits of micro insurance-Benefits for insured (Policyholders), Benefits for Intermediaries, and Benefits for Insurers and Social Benefits.

### **Unit 2: Micro insurance Environment**

**LH 8**

Concept of micro insurance Environment, Components of micro insurance Environment, Micro level; Key players-policyholders, Insurers, Insurance Intermediaries; Meso level: Support Infrastructure-Reinsurers, Actuaries, Adjusters and Surveyors. Auditors, Market Research Institutes, IT Service Providers; Macro Level: Enabling Environment-Legislation, Regulation, Policy, Supervision.

### **Unit 3: Micro insurance Delivery Channels**

**LH 5**

Concept and Important of Delivery Channels, Types of micro insurance Delivery Channels-Partner-agent Model, Full Service Model, Mutual or Community-based Model, Provider Model.

### **Unit 4: Micro insurance Underwriting and Claim**

**LH 8**

Micro insurance Underwriting, Micro insurance Risk, Proposal Form, Schedule, Micro insurance Pricing, Micro insurance Claim Settlement Process, Challenges of Micro insurance Underwriting and Claim.

### **Unit 5: Micro insurance and Inclusion**

**LH 6**

Poverty and Micro insurance, Role of Micro insurance in Financial Inclusion, Prospects of Micro insurance, SWOT analysis of Micro insurance

### **Unit 6: Micro insurance in Nepal**

**LH8**

Status of Micro insurance in Nepal, Crop and Livestock Insurance, Micro Health Insurance, Micro Credit Insurance, Micro Personal Accident Insurance, Micro Endowment Life Insurance, Micro Term Insurance, Challenges of Micro insurance (from policyholders; Insurers; Delivery Channels and Regulators' perspective), Remedial measures, Potential Micro insurance Market in Nepal, Awareness Program.

**Unit 7: Micro insurance Regulation in Nepal**

**LH 8**

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

**Reference Material**

Beema Samiti, [www.bsib.org.np](http://www.bsib.org.np)

Beema Samiti, (2014), Microinsurance Directive, Kathmandu

Insurance Regulatory and Development Authority, India; [www.irda.gov.in](http://www.irda.gov.in)

Microinsurance Academy, [www.microinsuranceacademy.org](http://www.microinsuranceacademy.org)

# MEM 204: Cooperative Management

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objectives**

Familiarize the student with knowledge of cooperative, principles and scope of cooperative in the development of nation Provide and insights the student about legal structure, governance, modalities and various aspect of cooperative.

## **Course Description**

This course contains introduction, types of cooperative, saving and credit cooperative society, laws band regulation to cooperatives, cooperative management, monitoring and supervision, good governance, present status of cooperative sector in Nepal.

## **Course Details**

### **Unit 1: Introduction**

Meaning of Cooperative, Evolution of Cooperative, Scope, Objective, Principles of Cooperatives (Voluntary and open membership, Democratic, Economic, Independence, Education, Cooperation, Community) and Role of Cooperative in economic development.

### **Unit 2: Types of Cooperative**

Saving and credit cooperative (SACCOs), Producer's cooperative, Consumer cooperative, Agriculture Cooperative, Multipurpose Cooperative (Definition, features and function of each types).

### **Unit 3: Saving and Credit Cooperative Society**

Meaning, Objectives, Importance, Various types saving, loan product, Sustainability of Cooperatives- PEARLS Analysis, Operating Self Sustainability-OSS, Financial Self Sustainability's, and Benchmarking.

### **Unit 4: Laws and Regulations to the Cooperatives**

Cooperative Act, 2048, Registration of coops.-need, conditions and effect of registration-procedure for registration, Cooperative by law, Content of by law, Prudential Regulation issued by Cooperative Department and National Cooperative Board.

### **Unit 5: Cooperative Management**

Members of Cooperative, General assembly, BOD, power of AGM, constitution, procedure for convening of annual and special general meetings- Agenda to be discussed - recording of minutes - Budget, Audit rectification & distribution of net profit.

### **Unit 6: Monitoring and Supervision**

Audit Committee, Role and responsibilities of AC, Internal audit, External audit, Cooperative Department, National Cooperative Development Board, Roles and responsibilities of NCDB.

**Unit 7: Good Governance**

Policy formulation, credit policy, recovery policy, Saving policy, Clearly define roles and responsibilities of BOD and Management, Code of conduct, fine and penalty.

**Unit 8: Present Status of Cooperative Sector in Nepal**

Present Scenario of Cooperative sector in Nepal, Associations, Federations and Networks- Domestic/ International, Opportunity and challenges of cooperative sector.

**Text and Reference Books**

बडाल, केशव. सहकारी सङ्घान्त र प्रयोग. सहकारी सहयोग समूह, २०६३ बि. स

Bedi, R.D. Theory, History and Practice of Co-operation. International Publishing House, 1962.

Kamat, G.S. New Dimensions of Cooperative Management. Himalaya Publishing House, 1978

Shakya, S. Co-operative Movement in Nepal. Kathmandu, 1984.

Cooperative Training Center. Sahakari Adhyan Mala and Pre-cooperative education

Department of Cooperatives. (2012). Static of Cooperatives in Nepal

Department of Cooperatives. (1992). Model By-laws of cooperatives

# MEM 206: Entrepreneurial Marketing

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

This course aims at familiarizing students with the nature, significance and functions of entrepreneurial marketing and its key areas of application so that they can acquire the basic knowledge and skills of entrepreneurial marketing.

## **Course Description**

This course contains introduction to entrepreneurial marketing, selecting products and services, choosing a location, identifying competitors, buying motivation, selling strategies, pricing strategies, public relation and publicity.

## **Course Details**

### **Unit 1: Introduction**

**LH 8**

Concept and nature of entrepreneurial marketing; Need for planning; Developing a market plan; Product and service selection; Area selection and competition; Market research; Market viability; Alternative site selection; Final site selection; Pricing and promotional strategies; Market budget; Business image; Marketing plan; Generalizing marketing plan.

### **Unit 2: Selecting Products and Services**

**LH 4**

Concept and nature of new products and services; Choosing a product; Potential demand; Underlying satisfaction; Role of knowledge; High-tech venture.

### **Unit 3: Choosing a Location**

**LH 5**

Concept and nature of an appropriate location; Dangers of hometown location; Area prerequisites; Sources of innovation; Psychographic data; Factors in the selection; Determining space requirements; Role of cost; Special needs; Locating in the home; Making the final choice.

### **Unit 4: Competitor Analysis**

**LH 6**

Concept and nature of competition and competitors; Types of competitors; Direct competitors; Indirect competitors, concept of competitor analysis, Steps in competitor analysis—identifying current and future competitors, finding market share, SWOT analysis, building competition portfolio, developing strategies and executing strategies.

### **Unit 5: Buying Motivation**

**LH 6**

Concept and nature of buying motivation; Buyer characteristics; The underlying demand; Timing issues; Location issues; Purchase funding; Buyer motivation; Commercial client motivation.

### **Unit 6: Selling Strategies**

**LH 6**

Concept and nature of selling strategies; Marketing research; Marketing surveys; Footwork; Selling strategies; Push strategies; Pull strategies; Piggyback strategies; Combination strategies.

**Unit 7: Pricing Strategies****LH 9**

Concept and nature of pricing strategies; Time to decide prices; Pricing methods; Testing of pricing methods – in-market price testing and web price testing; Premarket pricing testing methods – pricing and concept testing; Pricing, marketing mix and perceived value – price and perceived value; Pricing of intellectual property; Impact of price response; Perceived value in use for B2B products.

**Unit 8: Public Relations and Publicity****LH 4**

Concept and nature of public relations and publicity; Sources of publicity – gurus, influencers, decision makers, naysayers and mass buyers; Spokespersons or evangelists; Linkage to fund raising; Timing.

**Basic Books**

Carland, Jim and Carland, JoAnn. *Entrepreneurial Marketing*. USA: DreamCatchers Group, LLC

**Reference Books**

Nwankwo, Sonny and Gbadamosi, Ayantunji. *Entrepreneurship Marketing: Principles and Practice of SME Marketing*. New York: Routledge

Chaston, Ian. *Entrepreneurial Marketing: Successfully Challenging Market Convention*. Basingstoke: MacMillan Education

Buskirk, Bruce D. and Lavik, Molly. *Entrepreneurial Marketing: Real Stories and Survival Strategies*, Hakansson, Hakan, Harrison, Debbie and Waluszewski, Alexandra. *Rethinking Marketing: Developing New Understanding of Markets*. West Sussex: Wiley and Sons

Bjerke, Bjorn and Hultman, Claes M. *Entrepreneurial Marketing: The growth of small firms in the new economic era*. USA: Edward Elgar Publishing, Inc

Lodish, Leonard M., Morgan, Howard L. and Archambeau, Shellye. *Marketing That Works: How Sustainable Marketing Can Add Value to Any Sized Company*. New Jersey: Pearson Education Inc.



# MEM 202: Business Plan for Micro Enterprises

*Credits: 3*

*Lecture Hours: 48*

## **Course Objective**

The main aim of this course is to provide students with the fundamentals and analytical aspects of business plan and impart skills for preparing effective business plans for micro enterprises.

## **Course Description**

The course introduces business plan and need and significance for writing business plan. It also familiarizes the format of a business plan. It discusses industry and market analyses, marketing and operational plans, management and organization, and financial plan

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

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

### **Unit 2: Preparing Business Plan**

**LH 5**

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

### **Unit 3: Industry Analysis**

**LH 7**

Concept and nature of industry; Industry size; Industry growth rate; Industry sales projections; Industry characteristics; Industry structure; Industry participants; Industry trends; Environmental trends; Business trends; Industry long-term prospects

### **Unit 4: Market Analysis**

**LH 8**

Concept and nature; Market segmentation; Target market selection; Target market size and trends; Buyer behavior; Competitor analysis; Identifying direct, indirect and future competitors; Competitive analysis grid; Estimate of annual sales and market share

### **Unit 5: Marketing Plan**

**LH 8**

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

### **Unit 6: Management and Organization**

**LH 4**

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

### **Unit 7: Operational Plan**

**LH 7**

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

**Unit 8: Financial Plan****LH 5**

Concept and nature; Source and use of funds statement; Pro forma financial statements; Pro forma income statement; Pro forma balance sheet; Cash flow; Ratio analysis

**Basic Textbooks**

Bruce R. Barringer. *Preparing Effective Business Plans: An Entrepreneurial Approach*. New Delhi: Pearson Education

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

**References**

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

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

# MEM 203: Micro Finance

*Credits 3*  
*Lecture Hours: 48*

## **Course Objective**

The main purpose of this course is to acquaint students with the role and significance of micro-finance in the development of a poor country like Nepal. Besides, it also provides with the products and services and functions of micro-finance institutions operating in Nepal.

## **Course Description**

This course contains introduction, micro-finance products and services, micro-finance in Nepal, micro-finance policy, legal and regulatory framework, wholesales lending micro-finance institutions, Risks in Micro-finance Institutions, Micro-finance and Development, Activities of Micro-finance Institutions in Nepal.

## **Course Details**

### **Unit 1: Introduction**

**LH 5**

Concept and nature of micro-finance; Evolution of micro-finance; Growth of micro-finance industry; Micro-finance and related terms micro credit, microcredit loans, sustainable microfinance, micro saving, micro finance institution (MFI), micro insurance, micro finance services, micro finance products, micro enterprise, microfinance clients and agriculture micro finance; Difference between micro-finance and micro credit

### **Unit 2: Micro-finance Products and Services**

**LH 3**

Concept and nature of micro-finance products and services; types of micro-finance products – micro credits, micro savings, micro insurance, Pension and provident fund and payment transfers; Types of micro-finance services – financial intermediations, social intermediations and social services

### **Unit 3: Micro-finance in Nepal**

**LH 7**

Evolution of micro-finance in Nepal; Micro-finance credit lending models – association model, community banking model, cooperative model, credit union model, rural joint liability group model, self-help group (SHG) model and village banking model; Micro-finance models in Nepal – cooperative model, small farmers cooperative model, rural development bank model, SHG or community-based organization (CBO) model and village bank model; National Micro-finance Policy, 2005

### **Unit 4: Micro-finance Policy, Legal and Regulatory Framework**

**LH 6**

Micro-finance policy; MF regulatory authority and institutions – Nepal Rastra Bank (NRB), Department of Cooperatives (DoC), Laws and regulations – Nepal Rastra Bank Act, Bank and Financial Institutions Act, Cooperative Societies Act, Financial Intermediaries Act, NRB Directives for MFIs

### **Unit 5: Wholesale Lending Micro-finance Institutions**

**LH 7**

Rural Self-reliance Fund (RSRF); Rural Micro-finance Development Centre Ltd. (RMDC); Small Farmers Development Bank Ltd. (SFDBL); Commercial Banks (CBs); The four-tier apparatus – tier I SHGs, tier II NGOs, tier III micro finance institutions (MFIs and Non Banking Finance Companies) and tier IV NBFCs and cooperatives

**Unit 6: Risks in Micro-finance Institutions****LH 7**

Concept and nature of micro-finance risks, Risks in MFIs – functional, financial and external risks; Functional risks – mission drift, staff fraud, inefficient performance, inefficient tracking system of loans, overdependence on donors and staff turnover; Financial risks – interest rate risk and foreign exchange risk; External risks – calamities, market speculation, market competition, theft and government policies; Strategies for risks minimization – securitization, controlling internal frauds, developing effective MIS, efficient human resource management, disaster risk management, developing secured cash transportation, disbursement and collection system and hedging

**Unit 7: Micro-finance and Development****LH 5**

Role of micro-finance in development; Women empowerment; Health; Micro entrepreneurs and enterprise development; Handicrafts and handloom and cottage industry development; Agri-industry and agriculture development; education development; Networking and linkage building

**Unit 8: Activities of Micro-finance Institutions in Nepal****LH 6**

Overview of micro-finance institutions (MFIs) in Nepal; Major MFIs in Nepal and their programs – Agriculture Development Bank Ltd, commercial banks (NBL and RBB), Rural Micro-finance Development Center (RMDC), and Rural Development Banks; Micro-finance programs of major MFIs – Small Farmer Development Program (SFDP), SFDP's Institutional Development Program, Intensive Banking Program, Women Development Program, Saving and Credit Programs, Production Credit Program for Women, Women Awareness Program, Banking with the Poor and Cottage and Small Industry Development Program

**Basic Books**

Shah, R. K., *Micro Finance in Nepal*, New Delhi: Serials Publications

**Reference Books**

Baral, S.K. and Bihari, S.C. *Rural Marketing and Micro Finance: Text and Cases*, New Delhi: A.I.T.B.S. Publishers, India

The Banking with the Poor Network, *Micro Finance Industry Report Nepal*, Singapore: BWTP

Ledgerwood, Joanna (ed), *The New Micro Finance Handbook: A Financial Market System Perspective*, Washington D.C.: The World Bank

Shrestha, Shanker Man, *State of Micro Finance in Nepal*, Dhaka: Institute of Micro Finance

# MEM 205: Social Entrepreneurship

*Credits: 3*  
*Lecture Hours: 48*

## **Course Objective**

The main aim of this course is to impart students with the fundamental knowledge and skills of business social entrepreneurship.

## **Course Description**

The course introduces business plan and need and significance for writing business plan. It also familiarizes the format of a business plan. It discusses industry and market analyses, marketing and operational plans, management and organization, and financial plan

## **Course Details**

### **Unit 1: Introduction**

**LH 10**

Concept and nature of social entrepreneurship; Emergence of social entrepreneurship as a global movement; Pioneers of social entrepreneurship; Characteristics of social entrepreneur; Functions of social entrepreneur; Difference between social, business entrepreneurship and philanthropy; Social entrepreneurs: concept, traits, and characteristics of successful social entrepreneurs, functions; Examples of renowned social entrepreneurs.

### **Unit 2: Social Innovation**

**LH 10**

Concept and nature of social innovation; stages of social innovation- prompt inspirations and diagnosis, proposal and ideas, prototyping and pilots, sustaining, scaling and diffusion, systemic change; Features of social innovation; Difference between social and commercial innovation; Importance of social innovation; Types of social innovation; Mechanisms of social Innovation; Process of social innovation, social innovation initiatives in Nepal.

### **Unit 3: Ideas and Opportunities**

**LH 6**

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

### **Unit 4: Developing Social Enterprise Concept**

**LH 3**

Introduction to social enterprise concept; features of social enterprises; Social enterprise mission; Business models; Threats to business model.

### **Unit 5: Social Enterprise Business Plans**

**LH 10**

Concept of business plan; Business plan summary; Description of the enterprise; The team; The market and industry; Marketing and fundraising; Financial plan; Goals and objectives with a timeline; Risk assessment; Supporting document; Pitfalls, Developing social enterprise business plan—Business description, market analysis, strategic positioning, operation, technology plan, management and organization, marketing plan and sales strategy, financials, risk and mitigations, implementation plan.

## **Unit 6: Entrepreneurial Fundraising and Marketing**

**LH 9**

Introduction; Types of fundraising; Personal relationships; Direct mail; Fundraising events; sources of funding, Telefundraising; Traditional media; Virtual means; Spending of raised funds; fundraising strategies; aspects of social enterprise marketing, Steps in building social enterprise marketing strategy; Social enterprise messages; Pricing.]

### **Basic Textbooks**

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

David Bornstein and Susan Davis. *Social Entrepreneurship: What Everyone Needs to Know*. New York: Oxford University Press

### **Reference Books**

Ken Stratford. *Social Enterprise: An Introduction*. Victoria: Blue Beetle Books Inc.

Alex Nicholls. *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford: Oxford University Press