

ENG 202 Business Communication II
(BBA: 4th Semester)

Course Objectives

The objectives of the course are to

- bring the world of business into the classroom
- provide skills and strategies for different business scenarios
- help students to communicate confidently in everyday situations
- focus on key expressions and then put the new language into practice
- enable independent learning at a pace to suit each student

Course Description

Business Communication II consolidates and expands the skills and methods presented in Business Communication I. This business English course (ENG 105) gives students the communication skills they need for immediate use at work. It helps those who need to communicate better in English at work, by teaching a range of business communication skills. It features video clips, including documentary clips, authentic interviews and dramatized scenarios showcasing business communication skills. It combines a communicative approach with authentic business material and digital multi-media, to give in-work and pre-work students relevant and immediate communication skills. A fairly detailed treatment of the theory and practice of technical communication geared to the Nepali experience is an important component of this course.

Course Contents

The contents of the course include:

- working with words
- business communication skills
- speaking
- language at work
- case study
- Personal or career portfolio
- Correspondence
- Technical Applications
- Reports, minutes & assessments
- Proposals, grants & contract documents
- Oral presentations and webinars
- Research, project work & technical writing
- Legal, ethical and cultural issues

Teaching Method

Video clips can be used as focal points of discussion, to develop students' listening skills, introduce new vocabulary and teach the business communication skills that students need in context. Language and skills practice can be given through activities in the Student's Book and

the Workbook (available on DVD-ROM). It is suggested that student-centered activities should be encouraged with the teacher acting as a facilitator.

Basic Texts

1. Duckworth, Michael, and Rebecca Turner. *Business Result: Upper-intermediate Student's Book*. Oxford: OUP, 2008. (containing interactive workbook with video)
2. Adhikari, Dharma, and Phanindra Upadhyaya. *Technical Communication II*. Kathmandu: Buddha, 2013. (Forthcoming)

References

1. *Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.
2. Hughes, John. *Business Result: Upper-intermediate Teacher's Book*. Oxford: OUP, 2008.
3. Leech, G.N., and Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.



MGT 211 Fundamentals of Organizational Behaviour

(BBA: 4th Semester)

Course Objectives

Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness. The goal of this course is, therefore, to help students develop a conceptual understanding of OB theories and to provide them with skills to put those ideas and theories into practice.

Course Description

Students are first exposed to fundamentals of organizational behavior such as working with people, the nature of organizations, communication, leadership, and motivation of people. They will then be provided with the knowledge and skills to deal with group behavior, leadership, communication, conflict management, and organizational development issues. The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels.

Course Outcomes

On completion of this course, students will be able to:

- explain the determinants of behavior and the emerging concepts in organizational behaviour;
- understand the importance of organizational behavior in managerial functions;
- understand the definition and concepts of behavior, group and teams, organizational structure, employee motivation, organizational communication, leadership, conflict and stress, organizational change and development;
- form an appreciation of the complexities and uncertainties of organizational behaviour by examining managerial roles;
- demonstrate clear understanding of the concepts and established theories relating to organizational behavior;
- explain and evaluate the key assumptions on which behaviour in organizations is managed and assess the effects of these ideas on employee attitudes and actions.

Course Contents

Unit I: Introduction to Organizational Behaviour

5 hours

Concept and significance, OB system; basic assumptions, levels of OB analysis, contributing disciplines, emerging trends and challenges in OB, determinants of behaviour – beliefs, attitudes, values, emotions and behaviour.

Unit II: Perception, Personality and Learning

10 hours

Perceptual process, factors influencing perception, perception and individual decision making; Learning – concept and significance of learning, factors influencing learning, major models of learning – classical conditioning, operant conditioning, cognitive learning and social learning;

Behaviour modification; Personality – concept, types, determinants, individual differences, personality attributes influencing behavior.

Unit III: Organization Structure, Group Dynamics and Team Development 8 hours

Organization - foundations of organization structure, job design; Human factors in organizing; Organizational Culture - meaning, importance and characteristics of organization culture. Group dynamics – definition and importance, types of groups, group formation, group development, group composition; Work teams – types, team performance factors, building effective work teams, group decision making, issues in managing work teams.

Unit IV: Motivation and Leadership 10 hours

Motivation: process of motivation, theories of motivation – need hierarchy theory, two factor theory, ERG theory, expectancy theory, equity theory; Leadership - concept; Leadership styles; Leadership theories – trait theory, behavioural theory, Fielder's contingency theory, Managerial Grid, Path-Goal theory; Emerging issues in motivation and leadership.

Unit V: Organizational Conflict and Stress 5 hours

Concept, sources, patterns, levels, and types of conflict; traditional and modern approaches to conflict management, functional and dysfunctional organizational conflicts, resolution of organizational conflicts; Organizational Stress – concept, causes, consequences, managing stress.

Unit VI: Interpersonal and Organizational Communication 5 hours

Concept of two-way communication, communication process, barriers to effective communication, types of organizational communication, improving communication, transactional analysis in communication.

Unit VII: Organizational Change and Development 5 hours

Concept, need for change, resistance to change, theories of planned change, organizational diagnosis; OD intervention; Learning organizations – concept, characteristics and model of learning organization.

Basic Texts

1. Robbins, Stephen P. *Organizational Behaviour*, Prentice Hall, New Delhi.
2. McShane, S.L., M.A.V. Glinow and R.R. Sharma, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
3. King, Daniel & Lawley, Scott, *Organizational Behaviour*, Oxford University Press.

References

1. Adhikari, D. R. *Organizational Behaviour*, Buddha Publications, Kathmandu.
2. Acharya, B. S. *Organizational Behaviour*, Asmita, Kathmandu.
3. Arnold, H. J. and D. C. Feldman, *Organizational Behaviour*, Tata McGraw Hill, New Delhi.
4. Newstrom, John W. and Keith Davis. *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.
5. Luthans, Fred. *Organization Behaviour*, Tata McGraw-Hill, New Delhi.
6. Bhattacharya, D. K. *Organizational Behaviour*. Oxford University Press, New Delhi.

MKT 241 Principles of Marketing
(BBA: 4th Semester)

Course Objectives

This is the foundation course on marketing. It aims to build students' understanding of the marketing process and principles. Through this course, students also acquire skills to design marketing strategies of SMEs.

Course Description

This course focuses on operation of the marketing function in a dynamic and competitive environment. It deals comprehensively on issues of emerging marketing practices and challenges, the dynamics of the marketplace, and designing of marketing mix. The course includes topics that help students to understand marketing process and environment, information systems and buyer behavior, segmentation, targeting, and positioning strategies, and strategies related to marketing mix variables.

Course Outcomes

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

- describe the tasks of marketing management in the modern organizations;
- understand the development of the marketing philosophies and their relevance in the contemporary business world;
- identify the challenges faced by marketers in the 21st century;
- identify the micro and macro environmental forces that determine the success of marketing efforts;
- examine the role of marketing information system in designing marketing strategies;
- understand the buying process and influencing factors related to individual consumer and organizations;
- design basic strategies related to market segmentation, targeting, and product positioning;
- analyze the strategies related to marketing mix variables.

Course Contents

Unit I: Marketing and Marketing Environment

12 hours

Introduction to Marketing and Marketing Management: Meaning of marketing; Evolution of the Marketing philosophies (marketing concepts); Basic principles of the marketing concept and holistic marketing concept. Meaning and tasks of marketing management.

Marketing in the Contemporary World: Marketing challenges of the 21st century and firms' responses to the challenges; Concept, relevance and practices of relationship marketing, green marketing, e-marketing, pyramid (C2C) marketing and rural marketing.

Marketing Mix: Components of the marketing mix for products and services.

Marketing Environment: Meaning and scope of marketing environment; Micro environment variables, and Macro environment variables; Reactive and proactive marketing. Marketing environment in Nepal.

Unit II: Marketing Information System and Buyer Behavior **10 hours**

Marketing Information System: Concept and relevance; Components of the marketing information system; Marketing research areas and process.

Buyer Behavior: Organizational buyer behavior – Buying process and influencing factors. Consumer behavior – buying process and influencing factors. Consumer movement and consumer protection.

Unit III: Segmentation, Targeting and Positioning Strategies **4 hours**

Segmentation: Concept, process and requirements; levels of segmentation; bases for segmenting consumer and organizational markets.

Targeting: Segment evaluation, analysis and selection.

Positioning: Concept and types of positioning; product positioning process.

Unit IV: Product, Pricing, Distribution and Promotion Strategies **22 hours**

Product: Concept and levels of the product; product classifications; Product life cycle stages and strategies; New product development process; Branding strategies – branding objectives, types of brand, and concept of brand equity; Packaging: functions and levels of packaging; essentials of a good package; Product line and mix strategies; Service product strategies: service marketing concept, characteristics of services and marketing strategies; management of people, physical evidences, and process.

Pricing: Concept of price and pricing; Importance of pricing; Internal and external price factors; Pricing approaches – cost-based, demand-based, value-based and competition-based approaches; New product pricing; price lining, price adjustments, initiating and responding to price changes.

Distribution: Concept and objectives; Channel functions; Channel designs for consumer and industrial products; Channel selection factors; Channel conflicts and their resolution. Marketing logistics: Concept, nature and objectives; major logistics functions – transportation, warehousing, inventory management, order processing, and customer services decisions.

Promotion: Concept; Marketing communication process and systems; promotion mix components; promotion mix determination factors. Advertising: Nature and objectives; Advertising budgeting approaches; Advertising message design factors; Advertising media selection factors. Personal Selling: Nature and relevance of personal selling; Types of personal selling. Sales Promotions: Nature and objectives; Sales promotion tools and techniques. Public Relations: Nature and objectives; tools of public relations. Direct marketing: Concept and relevance; Methods of direct marketing.

Basic Texts

1. Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and Ehsan ulHaque. *Principles of Marketing: South Asian Perspective*. New Delhi: Prentice Hall of India.
2. Baines, Paul, Chris Fill and Kelly Page. *Essentials of Marketing*. New Delhi: Oxford University Press.

References

1. Koirala, K.D. *Principles of Marketing*. Kathmandu: Buddha Academic Publications.
2. Kamarulzaman, Yusniza and NorKhalidah Abu. *Principles of Marketing*. New Delhi: Oxford University Press.

SIT 201 Data Analysis and Modeling
(BBA: 4th Semester)

Course Objectives

This course aims to acquaint students with major statistical and quantitative tools used in modeling and analysis of business decision involving alternative choices.

Course Description

The component of the course includes regression analysis and models, time series analysis, and forecasting, linear programming models and applications, transportation and assignment models, network models.

Course Outcomes

By the end of this course students would be able to

- calculate and interpret the meaning of correlation coefficient to measure the strength of relationship between two numerical variables,
- calculate and interpret the meaning coefficient of determination to measure the predictive power of the simple as well as multiple regression,
- forecast the future values using various models, and
- optimize the resources in the business decision making process.

Course Contents

Unit I Simple Correlation and Regression Models:

Measuring and Predicting Relationships

8 hours

Correlation: Meaning, Scatterplot, Karl Pearson correlation coefficient, Test of correlation coefficient.

Simple Linear Regression: Predicting of One Variable from Another

Statistical model, Least square regression- assumptions, Standard error of estimate, Coefficient of determination, Residual Analysis, Testing of regression coefficient.

Unit II Multiple Regression Models:

Predicting One Factor from Several Others

8 hours

Multiple regression model, Standard error of estimate, Coefficient of determination, Significance of regression model, Test of significance of regression coefficients (Which variables are significant and explaining the most?), Model building, Curvilinear models, Qualitative variables, Stepwise regression, Residual analysis. Multi-collinearity.

Unit III Index Number and its Construction Models

5 hours

Introduction, Definition of index number, Uses of index number, Types of index number, Methods of constructing index number, Base shifting, Deflation, Cost of living index.

Unit IV Time Series and Forecasting Models

10 hours

Index number, Understanding time series analysis, Decomposition of time series, Cyclic variation, Seasonal variation, Deseasonalizing the time series data (Ratio to moving average method), Choosing the appropriate forecasting technique, Moving average, Exponential

smoothing, Regression based linear and curvilinear trend models, Measures of forecast accuracy (MAD, MAPE, and MSE).

Unit V Introduction to Optimization Models

12 hours

Review of Linear Programming Model: Problem formulation, Graphical solution, special cases, Duality in LP

Transportation Model: Vogel's Approximation Method only

Assignment Model: Hungarian Method only

Unit VI: Network Models

5 hours

Introduction, Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Network diagram, Probability in PERT analysis

Basic Texts

1. Davis, G., & Pecar, B. *Business Statistics using Excel*. New Delhi: Oxford University Press
2. Berenson, M. L. & David M. L. *Basic Business Statistics: Concepts and Applications*. Upper Saddle River, New Jersey: Pearson Prentice Hall of USA.
3. Eppen, G. D., Gould, F. J., & Schmidt, C.P. *Introductory Management Science*. New Delhi: Prentice Hall
4. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S. Gardner, Jr. *Quantitative Approaches to Management*. McGraw-HILL, INC.

References

1. Levin, R. I., & David S. R. *Statistics for Management*. New Delhi: Prentice Hall of India.
2. Panneerselvam, R. *Research Methodology*. New Delhi: PHI Learning Private Limited.
3. Allbright, S. C., Winston, W., & Zappe, C. J. *Data Analysis and Decision Making with Microsoft Excel*. Pacific Grove: Duxbury Press.
4. Argyrous, G. *Statistics for Research with a Guide to SPSS*. New Delhi: Sage South India Edition
5. Whigham, D. *Business Data Analysis using Excel*. New Delhi: Oxford University Press

FIN 231 Financial Management
(BBA: 4th Semester)

Course Objectives

This course aims to provide students with the basic understanding of important aspects of financial management and critically evaluate financial information. Students are introduced to concepts and tools that enable them to think critically about the financial opportunities and challenges faced by an organization. The course thus lays the foundation in students for further study in finance and equips them adequately to undertake financial decisions.

Course Description

This course will deal with the basics of financial management, especially, introduction to financial management, concept of capital structure, effects of leverage, elementary knowledge on theory of capital structure, dividend policy, long-term and short-term financing, working capital management, and elementary knowledge on special topics such as derivatives, financial distress, merger and acquisition. Through lectures, readings and case studies students learn fundamentals of financial management and the skills and their application in financial decision making.

Course Outcomes

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

- understand the nature of financial management;
- understand the basic concept and issues of capital structure, effect of leverage; capital structure theories, and dividend policy as a part of capital structure decision;
- identify the sources of long-term and short-term financing, short-term financing policies, and be familiar with the concept of venture capital, public offering and investment banking;
- understand the concept of working capital and working capital management, and components of working capital;
- understand the concept of derivatives, types of options, and gain the skill to calculate the value of options; and
- understand the basic concept of financial distress, merger and acquisition, and international aspect of financial management.

Course Contents

Unit 1: Introduction

5 hours

Meaning of financial management; Financial management decisions; Financial manager's responsibilities; Value maximization goal as a financial management decision criterion; The agency relationship; Concept of corporate governance.

Unit 2: Capital Structure and Leverage

6 hours

Concept of capital structure; Target capital structure; Business and financial risk; Break even analysis; Leverage: concept, operating leverage, financial leverage, total leverage, impact of financial leverage; Capital structure theories: traditional approach, net income approach, net operating income approach, the Modigliani-Miller's proposition.

Unit 3: Dividend and Dividend Policy**5 hours**

Nature of dividend policy; Cash dividend and dividend payment; Factors affecting dividend policy; Establishing a dividend policy; Stock repurchase; Stock dividend, stock split and reverse split.

Unit 4: Raising Capital**6 hours**

Term loan; Bonds: meaning and features, types, bond innovation; Preferred stock: features, advantages and disadvantages; Common stock: equity account in balance sheet, Rights and privileges of common stockholders; features of common stock; Cost and benefit of debt versus equity; Methods of selling securities; Initial public offerings; Concept and functions of investment bankers; Concept of venture capital; Concept of lease financing.

Unit 5: Short-Term Financial Planning**6 hours**

Concept of short-term financial management; Tracing cash and net working capital; The operating cycle and the cash cycle; Important aspects of short-term financial policy: The size of the investment in current assets, alternative financing policies for current assets; Cash budget.

Unit 6: Short-term Financial Management**11 hours**

Float and cash Management: reasons for holding cash and understanding float; Cash management: collection, disbursement and investment; Credit and receivables: components of credit policy, terms of sales, optimal credit policy, credit analysis, collection policy; Inventory management: concept and types, inventory management techniques—ABC approach, and EOQ.

Unit 7: Introduction to Derivatives**5 hours**

Concept of derivative and underlying assets; Option: meaning, types, determinants of option value, valuation of call option and put option; Futures contract and forward contract; Warrants: meaning, features, valuation; Convertibles: meaning, Conversion ratio, conversion price and conversion value.

Unit 8: Special Topics**4 hours**

Merger and acquisition: meaning, motives, types, difference between merger and acquisitions; Financial distress: concept of financial distress, bankruptcy and liquidation.

Basic Texts

1. Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Fundamentals of Corporate Finance* (9thed). New Delhi: Tata McGraw-Hill.
2. Brealey, R.A., Myers S.C., Alen, F., & Mohanty, P. *Principles of Corporate Finance* (10thed). New Delhi: McGraw-Hill Education (India).

References

1. Brigham, E. F., & Ehrhardt, M. C. *Financial Management: Theory and Practice* (12thed). Delhi: Clengage Learning.
2. Van Horne, J. C., and Wachowicz, J. R. *Fundamentals of Financial Management* (13thed). New Delhi: PHI Learning.
3. Paudel, R. B., Baral, K. J., Gautam, R. R. & Rana, S. B. (2013). *Fundamentals of Corporate Fianace*. (3rded). Kathmandu: Asmita Book Publishers and Distributors.

4. Manandhar, K. D., et al. (2013). *Fundamentals of Corporate Finance* (2nded)
Kathmandu: Khanal Publication.