

MBA-BF (506)

ACCOUNTING FOR MANAGERS

Credit Hours: 3

LH: 48

Course Objectives:

This course is designed to familiarize the students to the basic concept of management accounting. After completion of the course students will be able to understand accounting information and analysis of the different situation of the business. Especially students will be able to take decisions after analyzing the financial statements and budgets.

Course Description

This course will enable students to understand the concept, tools and techniques of managerial accounting. It covers Fundamental of accounting, cost management, financial statement analysis, cost-volume-profit analysis, planning, control & performance measurement and accounting practices in Nepalese banking and financial sector.

Learning Outcomes

Students who successfully complete this paper will be able to:

- explain the concept, principle of accounting and the difference between financial accounting and managerial accounting.
- explain the terms, concept and classification of cost.
- analyze the behavior of cost using marginal and absorption costing.
- evaluate the financial strengths and weaknesses of business organization through horizontal, vertical and ratio analysis.
- analyze and implement cost, volume and profit relationship in profit planning and control.
- evaluate business decision-making process including make or buy, drop or continue, accept or reject special offer, asset replacement decision.
- conceptualize and apply technique of budgeting in manufacturing and non-manufacturing organization to plan and control profit.
- assess real accounting practices in nepalese banking and financial institutions.

Unit I

4 LH

Fundamental of Accounting

Concept, Objectives, Functions, Scope and Limitations of Management Accounting, Management Accounting versus Financial Accounting versus Cost Accounting. Users of Accounting Information, Qualitative Characteristics of Accounting Information and Recording and Processing Business Information. Accounting Principles, Concepts and Conventions, International Financial Reporting Standards (IFRS), Nepal Financial Reporting Standards (NFRS), Professional Ethics And Social Responsibility. Capital and Revenue Concept.

Unit II

7 LH

Cost Management

Cost concept and classification of cost-Segregation of semi-variable cost using two point method and regression method, measurement of correlation coefficient of determinant, standard error, standard error of coefficient, testing of significance. Reporting based on marginal and absorption costing, reconciliation statement.

Unit III

7 LH

Financial Statement Analysis

Meaning and objectives of financial statement and financial statement analysis- Techniques of financial statement analysis: Horizontal, vertical, Trend and Ratio Analysis: Liquidity, Activity, Capital Structure, Market Strength, Profitability and Growth. Interpretation and analysis of cash flow statement.

Unit IV

12 LH

Cost Volume Profit Analysis and Decision Making

Concept, objectives, assumptions, limitations and techniques of cost volume profit analysis- Break even analysis and profit planning including multi-products-Cost volume profit under condition of uncertainty and constraints, Linear programming models for planning-Concepts, needs and objective of decision making. Decision regarding: Make or buy, Drop or continue, Accept or reject a special offer and sale or further processing.

Unit V

12 LH

Planning, Control and Performance Measurement

Concepts and objectives of budgeting.-Preparation of master budget for manufacturing and trading companies. Variance analysis for controlling the performance: Material, Labor, and Overhead (Three Variances). Performance reporting and analysis.

Unit VI

6 LH

Accounting Practices in BFIS

Accounting practices in Nepalese organizations: Commercial banks, Development banks, Finance companies, Micro finance companies, Cooperatives and Money changer (Project work).

Suggested Readings

Garrison, R. H., Noreen, E. H., & Brewer, P.C. (2009), *Managerial Accounting*, New Delhi: Tata McGraw Hill Education Pvt. Ltd.

Hilton, R.W., Ramesh, G., & Madugula, J. (2008), *Managerial Accounting*, New Delhi: Tata McGraw Hill Education Pvt. Ltd.

Maheshwori, S. N., Maheshwori, S. K. and Maheshwori, S. K. (2014), *Financial Accounting*, Noida: Vikas Publishing House Pvt. Ltd.

MBA- BF (507)

ECONOMICS FOR MANAGERS

Credit hours: 2

LH: 32

Course Objectives

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills. It will thus give the opportunity to examine a number of contemporary and emerging economic concepts

and issues. The course will enable students to consider the complexity of this issue, explore the available literature and apply concepts to real business scenarios.

Course Description

This course consists of the introduction to managerial economics, concept of profit, demand function and price elasticity of demand and their use in business decision making; pricing theories and techniques; some macroeconomic issues in Nepal like National income, Business cycle, inflation etc; role of government in the economy.

Learning Outcomes

After the successful completion of the paper, the students will be able to:

- explain the concept of objectives of the firm and profit in business decision making;
- use the tools of demand analysis in practical decision making;
- determine optimal use of inputs in business practice;
- set optimal prices, price discriminate and form strategies in business practice;
- describe how the current macroeconomic issues affects the business and industry;
- describe the role of government in the economy.

Unit-I

LH 6

Introduction to Managerial Economics

Nature, Significance and Scope of managerial economics, Concept of profit: Economic versus business profit. Objective of the firm- Profit maximization, Sales-revenue maximization, Value maximization and Williamson's model of managerial discretion.

Unit- II

LH 5

Demand analysis

Demand function; Measurement and application of price elasticity of demand; Relation between price elasticity and Revenue; Meaning and techniques of

demand forecasting (Qualitative methods- Consumer's Survey and opinion poll; and Quantitative method- Time series and Regression analysis).

Case study and Numerical Problems

Unit-III

LH 4

Production analysis

The Production function, Optimal employment of one variable input, Optimal employment of two variable inputs, Cobb-Douglas production function concept and properties; Economies of scale, Economies of scope.

Case study and Numerical Problems

Unit-IV

LH 7

Pricing theory and Techniques

Pricing under oligopoly- Cartel arrangement, price leadership and kinked demand curve model, Strategic behavior and Game Theory-Meaning and importance, Concept of pay-off matrix and Dominant strategy with its applications; Nash equilibrium and prisoner's dilemma; Pricing techniques- Multiple product pricing, Peak load pricing, Price discrimination.

Case study and Numerical Problems

Unit- V

LH 5

Macroeconomic issues and policies

National income- Concept, Measurement and Difficulties, Business cycle (Phases and Management of cyclical fluctuations), Inflation- Causes (Demand pull and Cost push inflation) Macroeconomic policy- Policy goals and Policy tools (Monetary policy and fiscal policy), Macroeconomic indicators of Nepalese economy.

Case study

Unit-VI

LH 5

Role of government

Market failure- Concept and Sources (Market power, Externalities, Public goods and Incomplete information), Government response to market failure- Antitrust law, Tax and Subsidy patent system, Operating control, Regulation of environment population.

Case study

Suggested Reading:

Mankiw N.G.(1998) *principle of microeconomic*, Orlando, The Dryden Press
Salvatore, D. *Managerial Economics*. New York: McGraw Hill.
Petersen, H.C. and Lewis, W.C. *Managerial Economics*. New Delhi: Pearson Education Ltd.
Pappas, J.L. and Hirschey, *Fundamentals of Managerial Economics*. New York: The Dryden Press.
Mansfield, E. *Managerial Economics*. New York: W.W. Norton and Co.
Publication of Ministry of finance, CBS and NRB.

MBA- BF (505)

MANAGERIAL COMMUNICATION

Credit Hours: 2

LH: 32

Course Objectives

The goal of this course is to help students develop knowledge and skills that a manager needs to effectively communicate with various stakeholders and build and sustain a productive workforce. The students learn how to communicate in a supportive and persuasive manner, manage conflict, build and lead a team, and produce effective presentations and written reports.

Course Description

This course examines communication tools and techniques in different business settings. Students will learn effective ways of conducting official correspondence and writing business reports from a real-life perspective. Major topics will include Foundation of Managerial Communication, Communicating Cross-Culturally, Access to a Better Job, Managerial Writing, Business Proposals writing and Presentation, and Developing Advertisements.

Learning Outcomes

After completion of the course, students will be able to:

- understand and demonstrate the use of verbal and non-verbal communication skills
- communicate in cross-cultural situations
- write job applications and develop resumes (cvs), and face interviews efficiently
- develop skills in writing effective business letters, memos; conduct meetings and write minutes
- write business proposals and reports, and present them effectively
- develop various advertisements; make posters, write slogans and captions

Unit I**7 LH****Foundation of Managerial Communication**

Managerial Communication, nature, scope and functions of communication; Communication networks and processes; Roadblocks to managerial communication; Removing roadblocks and strategies for improving organizational communication; Cross-cultural communication and communication between genders; Strategies for effective listening; Principles of Nonverbal Communication: Professional attire, body language, role playing; Practicum: Simulation and Role play.

Unit II**5 LH****Communicating Cross-Culturally**

Opportunities and challenges of cross cultural communication; Overcoming Ethnocentrism and stereotyping in workplace; Nonverbal differences.

Unit III**5 LH****Access to a Better Job**

Job applications and Resumes; Interview skills: Selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web/video conference, tele-meeting; Practicum: Writing job applications and resumes; mock interviews

Unit IV**5 LH****Managerial Writing**

Business Letters: Routine letters, inquiry letters, letters replying to inquiries, persuasion letters, letters for quotation, sales letters, letters of bargains, collection letters, complaint letters, etc.; Internal communication through notices, circulars, memos, agenda; Conducting meeting and writing minutes; Practicum: Mock interviews.

Unit V**5 LH****Business Proposals and Presentation**

Report writing: Objectives of reports, types of report, report planning, developing an outline, nature of headings, ordering of points, logical sequencing, graphs, charts, executive summary, list of illustration, report writing; Managerial speeches: Presentations of reports, and extempore

(Speech of introduction, speech of thanks, and theme speech); Practicum: at least one business report writing and presentation.

Unit VI

5 LH

Developing Advertisements

Framing advertisements, developing slogans and captions; Making posters, leaflets, and brochures; Press release: Concept, importance, guidelines and format; Practicum: Develop sample advertisements

Suggested Readings

Verma S., *Business Communication- Essential Strategies for Twenty-first Century Managers*.

Bovee, L. C., Thill V. J. and Chatterjee A., *Business Communication Today*. New Delhi Pearson.

Lesikar, V. R., *Business Communication-Connecting in a Digital World*. New Delhi: McGraw Hill Education (India)

Bell H. Arthur and Smith M. D., *Management Communication* John Wiley & Sons Inc, USA.

C. Norman, R. Robin and E. Pauline. *Writing Skills: A Problem-solving approach*. Cambridge University Press.

Occasional Handouts

MBA-BF (509)

FINANCIAL MANAGEMENT

Credit Hours: 3

LH: 48

Course Objectives

The basic purpose of this course is to develop analytical framework of financial decision making among students and acquaint them with the tools, techniques and processes of financial management in a corporate business setting.

Course Description

This course covers the broad area of financial management – investment and financing decisions. The course begins with an introduction to financial management and its environment and acquaints students with skill of analyzing financial statements for financial decision making. Then it moves to the valuation of securities along with determination of cost of capital and required rate of return. Next it deals with investment decision making and finally, covers long- and short-term financing aspects of businesses.

Learning Outcomes

Students who successfully complete this paper will be able to:

- understand the role of financial management, and the financial market environment in which corporate financial decisions are made,
- analyze financial statement for financial decision making,
- value debt and equity securities,
- estimate required rate of return and cost of capital,
- estimate cash flows and appraise capital investment projects,
- decide long-term financing mix and analyze their impact on firm's value, and
- manage current assets and current liabilities of a corporate firm.

Course Contents

The course will cover the following broad area of financial management. Each topic will be explored in relation to current literature, its relevance and practices in Nepalese context.

Unit I

LH 3

Introduction

Role of Managerial Finance: Finance and Business, Goal of the firm, Managerial Finance Function, Governance and Agency. The Financial Market Environment: Financial Institutions and Markets, Regulation of Financial Institutions and Markets.

Unit II

LH 8

Financial Statement Analysis

Financial statements and ratio analysis: The Stockholders' Report, Using Financial Ratios, Liquidity, Activity, debt management, Profitability and Market ratios, Cash flow and financial planning, Analyzing firm's cash flow, Financial Planning Process, Cash Budget, Preparing Proforma income statement and balance sheet.

Unit III

LH 6

Valuation of Securities

Time value of money: The Role of Time Value in finance, Single Amount, Annuities, Mixed streams, Compounding interest more frequently, Special application of time value. Interest rates and bond valuation: Interest rate and required return, Valuation fundamentals and bond valuation.

Stock valuation: Common stock and preferred stock Common stock and preferred stock valuation.

Unit IV

LH 6

Risk and the Required Rate

Risk and Return: Risk and return fundamentals, Risk and return for single assets, Risk and return for portfolio, The CAPM model.

The Cost of Capital: Overview of cost of capital, cost of long term debt, cost of preferred stock, cost of equity, Weighted average cost of capital, marginal cost of capital

Unit V

LH 12

Investment Appraisal

Capital budgeting cash flows: Finding initial investment, Finding operating Cash flow, Finding terminal cash flow, Summarizing the Relevant Cash Flows.

Risk and refinements in capital Budgeting: Introduction to risk in capital budgeting, Behavioral Approaches for Dealing with Risk, Risk adjusted discount rate, Capital Budgeting refinements. Capital budgeting techniques: Payback Period, Net Present Value, PI, Internal, Rate of Return, MIRR, Comparing NPV and IRR

Unit VI

LH 12

Long Term Financing Decision

Leverage and capital structure: Leverage, the firm's capital structure, EBIT-EPS approach to capital structure, Choosing the optimal capital structure. Payout policy: The basics of payout policy, Mechanics of payout policy, relevance of payout policy, factors affecting dividend policy, types of dividend policy, other forms of dividend.

Unit VII

LH 6

Short Term Financing Decisions

Working capital and current assets management: Net working capital fundamentals, cash conversion cycle, Inventory management, Account receivable management, Management of receipt and disbursement. Current liabilities management: Spontaneous Liabilities, Unsecured sources of short term loan, Secured sources of short term loan

Suggested Readings

Gitman, L.J., Zutter, C. J., Principles of Managerial Finance, 13th Ed., Pearson

MBerk, J., DeMarzo, P. , Corporate Finance: The Core, Global Edition, Pearson.

Ehrhardt, M.C., Brigham, E.F., Corporate Finance A Focused Approach, Cengage Learning.

MBA-BF (508)

Management Principles and Organizational Behaviour

Credit hour: 2

LH 32

Course Objectives

The main objective of the study is to provide comprehensive knowledge on management process and organizational behaviour to the MBA-Banking and Finance students. Similarly, this course will equip students with the latest developments in the field of management and organizational behaviour. Furthermore, it aims to acquainting the students with management and organizational behaviour as a discipline, basic function in organization, economy and society, as a process and as a personal challenge, adventure and opportunity. Furthermore, this course aims gaining a solid understanding of emerging concepts, trends and issues in management and organizational behaviour in the workplace from an individual, group, and organizational perspective and to obtain frameworks and tools to effectively analyze and approach various organizational situations. Lastly, this course carries the ethical issues designed to equip students with skills that are necessary for making ethical decisions in one's adult and professional life.

Course Description

This course provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. Topics include motivation, rewarding behavior, stress, individual and group behavior, conflict, power and politics, leadership, job design, organizational structure, decision-making, ethics and social responsibility, communication and organizational change and development.

Learning Outcomes

At the completion of this course paper students should be able to:

- describe the concept of management, its process and organization.
- explain the management process and its link to organizational success.
- identify and analyze the environmental issues in making management process more competitive.
- assess the emerging trends and concepts in management as well as its implication.
- recognize the importance of corporate governance, ethics and social responsibility.
- identify management practices currently going on in nepalese organizations.

- recognize the concept of organizational behaviour at individual, group and organizational level.
- analyze and assess individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- analyze and assess group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- analyze and assess organizational level behaviour in organizations, including culture, change and development.

Course Contents

The following issues or topics have been selected for the course. Each issue or topic will be explored in relation to existing literature, its relevance and practices in the Nepalese context.

Unit I

LH 2

Organization, Management and Management Process

Concept of organization and management, Changing perspectives on organization, Managers vs. Entrepreneurs, Components of management process, The new workplace

Unit II

LH 2

Modern concepts in organizational structure

Virtual organization, Boundaryless organization, Leaner organization: Downsizing, The Flatter Organization, The flat organization, The Flatarchies, The holocratic Organization.

Unit III

LH 2

Emerging trends and concepts in Management

Micro and macro Management, Virtual and open source management, Globally distributed management, Global and international management, Business ecosystem-networked management, Green management, Smart management, Sustainability management, Impression management, Knowledge management, Business process outsourcing

Unit IV 2 LH

Environmental Issues for Competitive Advantage

The organization's environment, Organization-Environment Relationships, The environment and organizational effectiveness

Unit V 2 LH

Corporate Governance, Ethics and Social Responsibility

Concept and Domains of Corporate governance, Effective corporate rating system, Managerial ethics, Ethical decision making, Emerging ethical issues in organizations, Social responsibility and organizations, Approaches to social responsibility, Managing social responsibility

Unit VI 1 LH

Management Practices in Nepal

On-going practices of management in Nepalese firms

Unit VII 1 LH

Introduction to Organizational Behaviour

Concept of OB, Basic assumptions in OB, Developing an OB model

Unit VIII 2 LH

Diversity

Diversity: demographic characteristics, levels of diversity and discrimination; Implementing diversity management strategies

Unit IX LH 2

Attitudes and Job satisfaction

Concept of attitude, Components of attitude, Relationship between attitudes and behaviour, major job attitudes, Measuring job satisfaction, Impact of satisfied and dissatisfied employees on the workplace

Unit X

Emotions and Moods

2 LH

Concept of emotions and moods, Relationship between affect, Emotions and moods, Sources of emotions and moods, Emotional labour, Emotional dissonance, Emotional intelligence, OB applications of emotions and moods

Unit XI

Personality and Values 2 LH

Concept of personality, Determinants of personality, Myers-Briggs Type Indicator personality framework with its strength and weakness, Other personality traits relevant to OB, Concept of values, Terminal versus Instrumental values, International values

Unit XII

Perception and Individual Decision-making 2 LH

Concept of perception, Factors that influencing perception, Attribution theory, Common shortcuts in judging others, Link between perception and decision making

Unit XIII

Learning and Motivation 2 LH

Concept of learning, Principles of learning, Behaviour modification, Concept of motivation, Early theories of motivation (Maslow's Need Hierarchy, Two-Factor Theory, Theory X and Theory Y), Contemporary theories of motivation (self-determination theory, reinforcement theory, equity theory/organizational justice), Managerial implication

Unit XIV

Communication 1 LH

Concept of communication, Communication process, Direction of communication, Persuasive communications, Cross-cultural communication, Managerial implication

Unit XV

Leadership 2 LH

Concept of leadership, Approaches to leadership, Authentic leadership, Charismatic leadership, Transformational leadership, Distributive leadership, Managerial implications

Unit XVI

Power, Politics, Conflict, and Negotiations 2 LH

Concept, bases of power, Organizational politics, Causes and consequences of political behaviour, Conflict process, Conflict management strategies and techniques, Bargaining strategies in negotiation, The negotiation process, Third-party negotiations

Unit XVII

Culture, Change and Development 2 LH

Concept of culture, Functional and dysfunctional effects of organizational culture on people and the organizations, Creating an ethical organizational culture, Spirituality and organizational culture, Forces for change, Resistance to change, Overcoming resistance to change, Approaches to managing organizational change, OD interventions

Unit XVIII

Emerging Issues in Organizational Behaviour

1 LH

Responding to economic pressures, Responding to globalization, Managing work-force diversity, Improving customer service, Improving people skills, Stimulating innovation and change, Coping with temporariness, Working in networked organizations, Helping employees balance work-life conflicts, Creating a positive work environment, Employee expectations, Improving ethical behaviour

Suggested Readings

Griffin, R.W. (2013). *Management: Principles and Applications*. New Delhi: Cengage Learning

Luthans, F. (2011). *Organizational behavior: An evidence-based approach*. New York: McGraw-Hill Irwin.

Robbins, S.P., & Decenzo, A.D. (2009). *Fundamentals of Management*. Delhi: Pearson Education

Robbins, S. P., Judge, T. A., & Vohra, N. (2013). *Organizational Behavior*. New Delhi: Pearson education.

Shermerhorn, J. R., Hunt, J. G., & Osborn, R. (1996). *Organizational behaviour*. New York: J. Wiley.

Mullins, L. J. (1991). *Management and organizational behaviour*. London: Pitman publishing.

Schermerhorn, J. R. (1996). *Management and organizational behaviour*. New York: Wiley.

MBA –BF (510)

Statistics for Managers

Credit Hours: 3

LH: 48

Course Objectives

The purpose of this course is to impart knowledge and skills of statistical techniques and their application to business problems and to make informed decisions. The emphasis will be on the concepts and application rather than derivations or technical details. Students will learn concepts that enable them to understand topics such as market research, corporate risk and quality control, which they are supposed to encounter with later in their professional career.

Course Description

This course deals with the statistical tools and techniques and their applications to management. The topics covered are: summary of data, measures of central tendency, dispersion, probability, theoretical distribution, estimation, hypothesis testing, correlation and regression, and time series analysis.

Learning Outcomes

After completion of the course, students will be able to:

- familiar about basics of probability theory and their applications in business and management research
- be confident in handling numerical data
- apply with skill of carrying out descriptive, inferential statistical procedures in real life situation
- formulate and test various hypotheses and techniques in practice

Unit I

8 LH

Probability

Concept, Importance, Approaches, Additive and Multiplicative Probability, Conditional Probability; Baye's Theorem; Probability Distribution: Binomial, Poisson and Normal.

Unit II 4 LH

Summary of Data

Frequency Distribution, Bar Graphs, Histogram, Pie-Charts, Cross Tabulation, Simpsons Paradox, Scatter Diagram and Trend Line.

Unit III 6 LH

Descriptive Statistics

Measures of Location: Mean, Median, Mode; Measures of Dispersion: Mean Deviation, Standard Deviation, Variance, Coefficient of Variation, Five Number Summary.

Unit IV 6 LH

Correlation and Regression

Simple, Partial and Multiple Correlation, Coefficient of Multiple Determination; Regression Analysis: Simple and Multiple Regression Equations, Standard Error, Concept of Auto correlation and Multicollinearity.

Unit V 18 LH

Inferential Statistics

Estimation: Theory, Criteria of Good Estimator, Point and Interval Estimate, Estimation of Sample Size, Relationship among Errors Risk and Sample Size; Meaning of Hypothesis, Types of Errors in Hypothesis Testing, One-tailed and Two-tailed Test; Parametric Tests: Z-test (One Sample and Two Samples), t-Test (One Sample, Two Independent Sample, Paired Sample, t-Test for Correlation Coefficient), F-test (Variance Ratio Test), ANOVA ; Non-parametric Tests: Chi-square Test for Goodness of Fit, Chi-square Test for Independence of Attributes, Wilcoxon Signed Rank Test.

Unit VI 6 LH

Analysis of Time series

Moving Average, Seasonal Variation, Exponential Smoothing and Ordinary Least Square.

Suggested Readings

Anderson, D.R., Sweeney, D.J., & Williams, T.A., *Essentials of Statistic for Business and Economics*, Thomson Learning.

Levin, R. I., & Rubin, D.S., *Statistics for Management*, Prentice Hall.

Elhance, D.N., Elhance, V., & Aggrawal, B.M., *Fundamentals of Statistics*, Kitab Mahal.

Gupta, S.P. *Statistical Methods*, Sultan Chand and Sons.

Kapur, J.N., & Saxena, S.C., *Mathematical Statistics*, Sultan Chand and Sons.

Shrestha, K.K., & Thagurathi, R., *Applied Mathematics*, Buddha Publication.