

Master of Business Administration (GLOBAL BUSINESS)



Curriculum

Faculty of Management
Pokhara University
Lekhnath, Kaski

2010

The Master of Business Administration (Global Business)

Introduction:

With the increasing trend of globalization and emergence of various international and regional organizations like WTO, SAFTA, BIMSTECK etc. and the economic activities nations around the world integrating and unifying rapidly managers and business community in Nepal can no longer remain complacent and placid of this trend. Although the contents of managerial functions are same and managers have the same responsibilities and functions – leading, negotiating, motivating, decision-making etc, the context has changed and they have to think and act in a different, more complex environment. Managers to be effective must have global mindset so that they can meet the global challenges by working locally and help their organizations achieve high performance.

Rationale for MBA (Global Business)

The 21st century is expected to be the Asian century with its re-genesis as the centre of the global economy. With its potential to be the world's second largest economy after China, South Asia is emerging as one of the two most dynamic Asian regional hubs for world trade, investment and technology generation and transfers. Despite the diversity in the cultural, linguistics, biological and physical landscapes, and uneven levels of infrastructure the nations of South Asia are developing a common forum for economic development through bilateral and multilateral arrangements for trade and investment. This process of integration of economic activities and unification of national economies of the nations of South Asia is expected to open up many opportunities for trade and investment and develop competitive edge of these nations in the global market. In this scenario, the role of business people, entrepreneurs and managers is critical. To deal with this challenge calls forth sound visionary leadership and highly innovative entrepreneurship from the business community and management professionals that is imbued with a thorough understanding of the global and regional emergent environments.

There is a vast demand for such entrepreneurs and managers that remains grossly unmet all over South Asian nations. The exodus of students for management courses overseas to America, Australia and Europe and the existence of offshore collaborative arrangements to provide certification using their brand of management education by American, Australian and European universities with academic institutions in South Asia are glaring examples of this phenomenon. While this trend is welcome, it is not sufficient to meet the aspirations of the people of South Asian nations like Nepal. Besides, the traditional MBA programs focus more on decision-making tools and functional areas and provide little exposure to global trend and management practices. Such MBA graduates tend to be narrow-focused and lack confidence to operate in the global environment.

MBA (Global Business) is designed with the objective of preparing managers of South Asian nations like Nepal who are well-conversant not only with the latest managerial concepts, tools and techniques but also with the global and regional trends in business so that they can take up the challenges of leading and managing their organizations by building competitive edge in the

global and regional context. The program deals with social, economic, political and cultural issues that affect the way business is conducted around the world.

Objectives of the MBA (Global Business):

The principal objective of MBA (Global Business) is to prepare managers, leaders, and entrepreneurs with solid foundation of latest management principles, tools and techniques for pursuing their careers in the constantly changing global and regional environment.

- To provide sound knowledge of management principles and techniques along with their applications to make decisions and solve problems,
- To provide the students an understanding of global and regional business environment so that they can guide in determining strategies of their organizations, and lead and manage confidently in the global context,
- To make the students more creative, innovative and entrepreneurial in managing their organizations and building competitive edge in the global context.

Program Features:

The important features of MBA (Global Business) are to provide students with

- i. solid foundation of the management concepts
- ii. sound understanding of the managerial tools and techniques
- iii. exposure to the complexities of today's global environment and
- iv. confidence in leading and managing their organizations

Duration of the Course:

The Master in Business Administration (Global Business) Program is an intensive two - year course stretched over six terms of full time study, with every academic year having three terms (trimester). During the sixth term students take up project work in different organizations to gain insights of real business world. After the completion of the program a student will be awarded Master of Business Administration (Global Business) by Pokhara University.

Total Credit Hours:

The MBA (Global Business) program consists of a total 69 credit hours comprising foundation and analytical courses, core and functional area courses, integrative courses with global business focus, specialization and elective courses and project work.

Academic Sessions and Duration of the Term:

The MBA (Global Business) program normally requires six terms to complete. The duration of the term will be of 12 class weeks excluding examinations and tests. A concerned college/institute may run the program on full-time or part-time schedules. However, the college/institute must complete the mandatory contact hours (12 hours for each credit) required for each course.

Annual Intake: The annual intake of students will be maximum 60, with twice a year admission of 30 students in each intake for Fall and Spring Terms

Admission Requirements and Procedure

Anyone with the appropriate aptitude and ability can seek admission to MBA (Global Business). Admission to the program is based on criteria specified below:

Eligibility:

Anyone having a bachelor degree or equivalent with 15 years of formal education (12 years of schooling and three years of graduation) in any discipline with minimum 45 percent of the aggregate marks or 2.0 Cumulative Grade Point Average in undergraduate level can apply for admission to MBA (Global Business). Admission to the program is based on academic promise of applicants as indicated by their academic records, statement of objectives, recommendations, scores on entrance test and performance in the personal interview and group discussions.

Admission Process:

The admission process in the MBA (Global Business) involves:

Submission of complete application form, two letters of recommendations, transcripts of all previous degrees (Bachelor, Certificate and SLC) and along with payment of admission test fee within the date specified,

Taking Admission Test. Applicants are tested for their aptitude to study management through a written Admission Test. The test is designed to assess the applicants' ability in verbal and quantitative reasoning, data interpretation and proficiency in English language. GMAT/CAT scores are also accepted.

Writing English test, followed by group discussion and personal interview. After the applicants are short-listed on the basis of their score in the admission test and previous academic achievements, they are required to take an English Test designed to test their written English ability. For the test they are given a general topic of common interest on which they have to write an essay within 30 minutes.

After the test the applicants are required to participate in group discussion and take a personal interview.

Work experience is not absolutely essential to apply for MBA (Global Business) but preferred for those without undergraduate studies in business.

Course Registration:

Students who are admitted in the MBA (Global Business) are required registering courses at the beginning of each trimester. Since registration is a very important procedural part of the credit system. All students must be present themselves at the college/institute for registration. Registration in absence may be allowed only in rare cases at the discretion of the principal/director. A student's nominee cannot register for courses but will be allowed to complete other formalities.

Evaluation System

The prominent features of the program are the process of continuous evaluation of a student's performance and the flexibility to allow the student to progress at a pace suited to his/her individual ability, subject to the regulation of credit requirements.

A student's performance in a course is evaluation internally by the concerned faculty member and externally by the Office of the Controller of Examinations (COE).

In each term the academic performance of the students will be judged through (a) continuous In-term Assessment and (b) End-term Examination.

a. Internal Evaluations

The mode of evaluation in a given course is decided by the concerned faculty who may assign varying weights to one or more of the evaluation modes and will announce such weights in the beginning of the course. The concerned faculty shall be responsible for the continuous in-term evaluations and will evaluate academic performance of students in each course offered in any or a combination of (a) Written test (b) Quizzes and oral test (c) Workshop practices (d) Assignments (e) Term paper (f) Project work (g) Case studies, analysis and discussion (h) Open Book test (i) Class participation and (j) Any other test deemed suitable by the concerned faculty member. The in-term evaluation shall have in general a total weight of 60 percent.

b. End-term Examination

There will be end-term examination in the courses offered during the term. The end-term examination may be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course.

The first and the last trimester courses shall have a 60% weight on internal ongoing evaluation and a 40% weight on the external examinations. The end-term examinations of the first and the final trimesters shall be conducted by the COE. The college/school shall organize the evaluation of all courses under the close supervision and monitoring by the COE and the Office of the Dean. Detailed instructions to this effect will be issued by the Office of the Dean. The college/institute shall also be responsible for evaluating the Internship Project, graduate seminar, term papers, practicum, and the Graduate research Project.

Students are required to take evaluation immediately after the completion of each module. The concerned college/institute must submit marks secured by the students in each course to the COE within three weeks from the completion of the examination and test.

Pokhara University may delegate to a particular college/institution the authority of conducting end-term examination such as setting question papers, evaluating answer sheets, project reports, and publication of results. In such case, the Dean, Faculty of Management will form an Evaluation and Monitoring Committee and closely monitor through the committee the end-term examinations and evaluation of answer papers. The Committee will comprise faculty from FOM and the respective college/institution. The performance of the committee will be subject to an annual review by the University.

Grading Mode

In each course, the academic performance of a student will be evaluated on a 4-point scale as follows:

<u>Grade</u>	<u>Grade Points</u>	<u>Description</u>
A	4.0	Excellent
A -	3.7	
B +	3.3	Good
B	3.0	Fair
B -	2.7	
C +	2.3	
C	2.0	Pass in Individual Course
F	0.0	Fail

Apart from the letter grades mentioned above, the following letter grades can also be awarded

W = ***Withdrawn***
I = ***Incomplete***
NC = ***Non Credit Course***

'***W***' indicates that a student has officially withdrawn from a course without grade or penalty. During the regular term, a student seeking to withdraw from a course must do so before the final examination with the permission of the concerned faculty member. '***W***' may not be processed after the final examination. '***NC***' indicates that student has officially attended a course till the end and completed it successfully but for which no credit will be given. A student can take non-credit course only in addition to the credit hours required for the fulfillment of MBA (Global Business) degree. '***I***' indicates that a student has not completed all the assignments required in the particular course.

A student's overall academic performance will be evaluated through Cumulative Grade Point Average (CGPA) which is calculates as following:

$$\text{CGPA} = \frac{\text{Cumulative total honors points earned}}{\text{Cumulative total number of credit hours taken}}$$

Basic Degree Requirements

In order to graduate a student is required to maintain at least a 3.0 Cumulative Grade Point Average. No student can graduate with 'F' in any particular course. The maximum time allowed to complete the MBA (Global Business) degree is four year from the date of admission into the Program.

Distinction and Dean's List

A student who obtains a cumulative GPA of 3.75 or better will receive the MBA (Global Business) degree with distinction. The Dean's list recognizes outstanding academic performance in the FMS. To qualify to this list, a student must have a CGPA of 3.80 or better.

Credit Transfer and Withdrawal

Pokhara University allows transfer of credits earned by a student in other equivalent programs of recognized universities. Transfer of a maximum of 25 credit hours for courses taken in an equivalent institution with grades not lower than 'B' may be granted. Courses taken more than five years earlier may not be accepted for transfer of credit. Credit transfer is also allowed from different programs. In such cases, all credits earned by the students in compatible courses with a minimum grade of 'B' could be transferred to the new program. In all cases the Dean reserves the right to grant or not to grant credit transfer.

Failures, Probation and Dismissal

A student must maintain a Term Grade Point Average (TGPA) of 3.00 or above at the end of each term, failing which he will be placed on academic probation and is required to improve his CGPA in the following term. If he fails to improve his CGPA by the end of the following term as well, he will be subject to dismissal from MBA (Global Business) Program.

No student can graduate with '**F**' in any particular course. If a student gets '**F**' in any course, he is required to repeat at the course whenever offered by the institute. *A student will be subject to dismissal from the MBA (Global Business) Program if he gets more than two 'F's in any term.*

The concerned faculty member may award a temporary grade '**I**' to a student for incomplete work. *The case concerning 'I' grade must be settled by the student in consultation with the concerned faculty member within the following term in the course, failing which the concerned office will automatically convert the 'I' grade into 'F' grade.*

Repeating a Course

A course is to be taken only once for grade, except when a student receives a 'B-' or 'C+' or 'C' grade. Since passing all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course.

Retaking a course in which a student has earned 'B-' or 'C+' or 'C' grade is optional. In such a case, the student may be allowed to retake a course to achieve a minimum CGPA of 3.0. However, a student cannot retake a particular course more than two times. The grade earned on the retake will be substituted for the grade earned earlier in the course. This provision will not be applicable for project work.

Attendance Requirements

A student must attend every lecture, tutorial; and practical class. However, to accommodate for late registration, sickness and other contingencies the attendance requirements will be a minimum of 80 percent of the class actually held.

Unfair Means

Students are strictly forbidden from adopting unfair means in class assignments, tests, report-writing and final examination. The following would be considered as adoption of unfair means during examination:

- Communicating with fellow students for obtaining help
- Copying from another student's script/report/paper

- Copying from disk, mobile, palm of hand or other incriminating documents and equipment
- Possession of any incriminating documents, whether used or not
- Any approach in direct or indirect form to influence teacher concerning grade
- Unruly behavior which disrupts academic program

A student may be given an 'F' grade at the discretion of the Examination Board in case he is found using unfair means by the instructor. Adoption of unfair means may result in the dismissal of the student from the program and expulsion of the student from the college/institute and as such from Pokhara University.

Beneficiaries of the Program:

Through MBA (Global Business) Pokhara University will produce a stream of competent and highly motivated managers capable of coping with the changes in and meeting the challenges of various organizations not only in Nepal but also in the South Asian nations. The program focuses on the development and promotion of South Asian ethos and values in management and to contribute to the body of knowledge to inculcate and foster a distinct South Asian style of management and entrepreneurship with emphasis on research works that unveil and unfold management philosophies and practices of South Asian nations, benefiting academia and various organizations of this region.

The graduates of the program are expected to find placement in various organizations, private or public, within the country and outside, particularly in neighboring states of India. These graduates will be capable of working for banks and non-bank financial institutions, manufacturing organizations, trading houses, development organizations etc. With the growth of economy in South Asian nations, the graduates will find ample employment opportunities within and outside Nepal.

Curricular Structure of Master of Business Administration (Global Business)

MBA (Global Business) curriculum is designed to impart both theoretical and practical knowledge in various fields of management relevant to organizations in the context of global market, with particular focus on South Asian environment. The courses help to enhance both the depth and breadth of management capabilities of students by providing them with in-depth knowledge in management and imparting various managerial skills necessary to meet challenges of modern organization globally as decision makers, strategists, and leaders. Lecture, case analysis and discussion, term-paper writing, seminars and project works are the common teaching methods used by the faculty to achieve the objectives of various courses. Throughout the program emphasis is placed on students' active participation and involvement in learning with the role of a faculty member mostly confined to that of a guide and counselor.

MBA (Global Business) has five structured levels of courses, Foundations, Management Core, Global Focused Integrative, Functional Specialization, and Elective.

While foundation and management core courses provide a base for and an understanding of core management concepts and analytical tools necessary for decision making in an organization

global business focused integrative courses aim to develop manager as a strategist, a synthesizer, and a leader who looks at the organization in totality and is capable of providing direction to it in the global context. Functional specializations courses are designed to provide expertise in specific functional areas of management like human resource, marketing, finance, general management, management information system, small business etc. With a view to provide flexibility in learning, elective courses in contemporary issues like quality management, knowledge management, supply chain management etc are also offered to the students.

A student is required to complete altogether 69 credit hours including a project to get a MBA (Global Business) degree. This includes 19 credit hours in foundation and analytical courses, 20 in core and functional courses, 12 in Global business focused integrative courses, 8 in the area of concentration, 4 in electives and 3 in Graduate Research project work and 3 in Internship.

Foundation & Analytical Courses (19 credit)

The foundation and analytical courses provide the necessary academic background and analytical tools for MBA study and are pre-requisite to advanced core courses.

- ACC 515 Financial Reporting and Analysis (3)
- COM 505 Managerial Communication (2)
- COM 506 Communications Skills Practicum (1)
- ECO 511 Economic Analysis for Business (3)
- ECO 512 Macroeconomics and the Global Economy (2)
- IMS 521 Management Information System (3)
- STT 501 Business Statistics (3)
- STT 502 Data Analysis for Decision Modeling (2)

Core and Functional Courses (20 credits)

The core and functional courses provide students with the behavioral skills, analytical tools, and environmental considerations necessary for making decisions in an organization

- ACC 516 Management Accounting (2)
- FIN 531 Financial Management (2)
- MGT 542 Organizational Behavior and Leadership (2)
- MGT 543 Human Resource Management (2)
- MGT 546 Operations and Service Management (2)
- MGT 549 Business Environment Analysis (3)
- MGT 550 Strategic Management (3)
- MKT 561 Marketing Management (2)
- RES 611 Business Research Methodology (2)

Global Business Focused Integrative Courses (12 credits)

The integrative courses require students to integrate the skills and knowledge they have acquired in various functional areas of management and apply them in making decisions in the global and regional context.

- MGT 545 International Business (2)
- MGT 546 Global Entrepreneurship and Innovation (2)
- MGT 557 Global Business Development Plan (1)

- MGT 651 Seminar in Business and Development in South and Southeast Asia (1)
- MGT 653 International Management (2)
- MGT 655 Cross Cultural Communication and Negotiations (2)
- MGT 790 Seminar in International Strategic Management (2)

Specialization Courses (8 credits)

The courses in the concentration level provide students with an opportunity for in-depth study with particular focus on the global business in one of the areas listed below. They are required to take four courses of two credit hours each from their chosen area. (8 credit)

Finance

- FIN 610 Global Financial Markets
- FIN 611 Management of Financial Institutions
- FIN 620 International Investment Management
- FIN 621 Financial Engineering and Risk Management
- FIN 670 Global Financial Management
- FIN 791 Financial Policy and Strategy
- FIN 793 Corporate Financial Management

Global Marketing

- MKT 610 International Marketing research
- MKT 611 Marketing Communication in Global Business
- MKT 620 Global culture and Consumer Behavior
- MKT 630 Services marketing
- MKT 640 Industrial marketing
- MKT 651 Global Sales Management
- MKT 658 Global Brand management
- MKT 791 Global Marketing Strategy and Implementation

Human Resource

- MGT 652 Global Organization Development and Change
- MGT 670 Human Resource Development
- MGT 672 Compensation Management
- MGT 674 Employee Relations Management
- MGT 675 Performance management
- MGT 676 Seminar in Global Human Resource Management

Information System

- MSC 623 System analysis and design
- MSC 625 Decision support system
- MSC 626 Supply chain and global operations
- MSC 627 Data –base Management System
- MSC 628 Business Simulation

Electives (4 credits)

A student is required to take two courses of two credit hours as electives of which one must be outside his area of specialization. The objective of elective courses is to provide flexibility to the students in selecting course in which they have special interest. He can choose any course from the areas offered above or from the following courses:

- MSC 622 Quality Management Strategies
- MGT 625 Innovation and Venture Initiation
- ECO 640 Econometrics and business forecasting
- MGT 656 Knowledge Management
- FIN 660 Management Control System
- PRW 670 Independent study

RES 612 Graduate Research Project (3)

Towards the end of their study period, students are required to undertake a research assignment and prepare an integrative research report in any area of management as approved by the college/school. Students are required to attend viva-voce examination and give seminar presentation of their report as organized by the college/school. The weights given for viva and the research report will be 25 percent and 75 percent respectively, For evaluation of the research report, the college/school shall appoint internal and external examiners. The external examiner shall be appointed from the list approved by the Office on the Dean.

MGT 548 Internship (3)

Students are required to go for business exposure to assigned organizations for a period of 8 to 10 weeks under the internship program. Students are required to present the Internship Project Report in the prescribed format. Evaluation of the Internship shall be based on the confidential report of the host organization (40 percent) and presentation of the Internship Project Report in a seminar (60 percent).

Term-wise Distribution of Courses:

The courses offered in the MBA (Global Business) are distributed term-wise as follows:

Term I (12 credits)

- ECO 511 Economic Analysis for Business (3)
- ACC 515 Financial Reporting and Analysis (3)
- STT 501 Business Statistics (3)
- IMS 521 Management Information System (3)

Term II (13 Credits)

- COM 505 Managerial Communication (2)
- COM 506 Communication Skills Practicum (1)
- ACC 516 Management Accounting (2)
- FIN 531 Financial Management (2)
- MKT 561 Marketing Management (2)

- MGT 542 Organizational Behavior and Leadership (2)
- STT 502 Data Analysis for Decision Modeling (2)

Term III (12 Credits)

- ECO 512 Macroeconomics and the Global Economy (2)
- MGT 546 Operations and Service Management (2)
- RES 611 Business Research Methodology (2)
- MGT 543 Human Resource Management (2)
- MGT 545 International Business (2)
- One Courses in Specialization (2)

Term IV (13 Credits)

- MGT 546 Global Entrepreneurship and Innovation (2)
- MGT 557 Global Business Development Plan (1)
- MGT 653 International Management (2)
- Two Courses in Specialization (4)
- Two Courses in Electives (4)

Term V (10 Credits)

- MGT 655 Cross Cultural Communication and Negotiations (2)
- MGT 790 Seminar in International Strategic Management (2)
- MGT 651 Seminar in Business and Development in South and Southeast Asia (1)
- MGT 548 Internship (3)
- One Course in Specialization (2)

Term VI (9 Credits)

- MGT 549 Business Environment Analysis (3)
- MGT 550 Strategic Management (3)
- RES 612 Graduate Research Project (3)

COURSE OUTLINE

ACC 515 Financial Reporting and Analysis (3)

This is an introductory course in financial reporting and analysis. Accordingly, the key objective of this course is to provide students with the basic concepts and practices of financial reporting and analysis. It also aims to prepare students for specialization courses on accounting and finance. First, it introduces the legal and practical aspects of financial accounting, handling of transactions and preparation of financial statements. It then discusses the accounting and disclosure of major components of financial statements. In third module, the course covers the concepts and practice of the analysis interpretation of financial statements including analysis for investment in securities.

ACC 516 Managerial Accounting (2)

The course helps to understand the concepts, tools and techniques of management accounting and controllership functions; measuring income under different techniques for analyzing, decision-making, planning and controlling activities of an organization. Topics covered include measurement, presentation, interpretation, and communication of economic information for managerial functions. Students will be acquainted with activity-based costing, CVP analysis, decision regarding alternative choices, pricing products and services, capital investment models, planning profit through budgets, controlling direct material, direct labour and factory overheads. The courses uses case studies and practical exercises to emphasize the application of concepts.

COM 505 Managerial Communication (2)

The purpose of this course is to develop communication skills as a strategic competence for managers in organizations. The course amalgamates the business communication theories and practices. Sensitizing the students how effective communication is critical for their professional and personal life, the course covers some topics ranging from process and barriers of communication to cross-cultural and non-verbal aspects of communication. Specific topics include importance, process and barriers of communication; cross-cultural communication; holding meetings, negotiating with parties and conflict resolutions. The course also includes skills of working in teams and developing of interpersonal communication skills along with the strategies involved in communicating with media. The instructor can incorporate other materials stimulating the student's desire to learn a wide range of issues because only with the habit of reading they can develop life-long ability to communicate effectively. Students will make presentations, have group discussions, involve in project works, and practice exercises for achieving the objectives set for this course.

COM 506 Communication Skills Practicum (1)

This course focuses on writing and oral presentation skills of the students. Practices include writing memos, letters, reports and proposals. At the completion of the course, students should have skills in correct, effective and professional writing, and make powerful oral presentations.

ECO 511 Economic Analysis for Business (3)

This is an intensive course that stresses functioning of the market system. The purpose of the course is to investigate and analyze the theoretical and analytical tools of microeconomics,

with emphasis upon their application to business decision-making. Topics include demand and supply analysis, decision theory, production and cost theory, market structure and competition, price determination, competitive strategy, economies of scale and scope, employment of factors of production, and profit strategies. What will be emphasized throughout this course are reasoning and problem-solving. Cases will examine how economic principles apply to the actual business world.

ECO 512 Macroeconomics and the Global Economy (2)

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

ECO 540 Econometrics and Business Forecasting (2)

The course intends to acquaint the students with the fundamentals of econometric models, and to apply the appropriate model for business forecasting and decisions. Two variable regression model; Multiple regression model; Violation of assumptions of the classical models; Regression on dummy variables; Dynamic econometric model; Simultaneous-equation model; Time series model.

FIN 531 Financial Management (2)

The aim of the course is to familiarize students with an overview of the principles, methods and practices of financial decision making in firms. Major topics covered include: nature of financial management, finance in organizations structure of the firm, value maximization goal as a financial decision criterion, financial functions and agency problems. Financial management concepts: financial statements and cash flows, time value of money; financial planning and forecasting: the financial plan, financial statement forecasting, the AFN formula and simple regression technique. Securities Valuation: bond and stock valuation. Strategic investment decision making: estimation of cash flows, estimation of cost of capital, evaluation of cash flows. Strategic financing decision making: operating and financing leverage, EBIT-EPS analysis, breakeven and indifference charts. Dividend policy decision making: nature and types of dividend policy, determinants, stock dividends and stock splits.

FIN 610 Global Financial Markets (2)

The objective of the course is to provide an in-depth understanding of the theories and functioning of financial markets with emphasis on its role as a market mechanism for raising capital for enterprises in the national and the global context. The topics cover financial market as a mechanism, financial intermediation, financial instruments, Return and risk characteristics of financial instruments, equities, bonds, money market instruments, convertibles and warrants, futures, forwards and options, financial instruments as hedge against risk, institutional arrangements in the financial markets and their regulations, financial institutions in the in the global financial markets

FIN 611 Management of Financial Institutions (2)

The objective of the course is to provide an understanding of the problems and issues relating to the management of financial institutions and their role in the financial system. The topics cover financial institutions and the financial system, financial management models and their application in financial institutions, evaluating risks and returns of assets and liabilities of financial institutions, flow of funds analysis, borrowing and lending behavior of financial institutions, interest rate analysis, interest rates in the financial system, financial management of development banks, capital adequacy and capital planning, strategy of growth, financial planning, financial goals and Performance statements.

FIN 620 International Investment Management (2)

The course focuses on investment analysis and management of stock portfolios and fixed income securities in the global context. It emphasizes on application investment theories in making decisions by an individual and an enterprise. The contents include organization and operations of the securities markets, valuation of common stocks, efficient market hypothesis, risk and return, portfolio diversification and capital asset pricing model, valuation of bonds, term structure of interest rate, technical and fundamental analysis of stocks, futures markets, use and valuation of options, portfolio management of individuals and institutions.

FIN 621 Financial Engineering and Risk Management (2)

The objective of the course is to provide the students an in-depth understanding of the process of financial engineering so that they can adopt innovative financial instruments and financial strategies effectively in the changing world. The topics include process of financial engineering; conceptual tools of financial engineering- risk, return, and valuation, interest rates and exchange rates, speculation, arbitrage and market efficiency; Physical tools of financial engineering; Product development; Futures and forwards; Swaps, Options; Fixed income securities; debt market innovation; Equity and equity related instruments; Process and strategies of financial engineering; Assets liability management; Hedging, Corporate restructuring.

FIN 660 Management Control System

The course aims to familiarize the students with the principles of management control essential in most organizations especially the large and decentralized ones. The course deals with various tools and techniques used by managers to ensure proper control in organizations such as the use of planning and budgeting techniques and the use of cost and profit centres in a decentralized company. The contents include concept of Management Control System; Use of financial Statements in Management Control; Breakeven profit and Cash analysis; Planning, Budgeting and Control; Cost Centres; Profit Centres; Investment Centres

FIN 670 Global Financial Management (2)

The objective of the course is to provide students an in-depth understanding of various aspects of global finance and covers areas like foreign exchange market operation, foreign exchange risk, political and country risks and functioning of international financial system. The contents include International Business and Financial Management, International Monetary System, Foreign Exchange System, Foreign Exchange Markets, Determinants and Forecasting of Foreign Exchange Rate, Foreign Exchange Risk Exposure, Euro-currency Market, Off-shore Financing and finance centers, Management of Foreign Exchange risk, Political Risk and International

Business, Foreign Direct Investment, Foreign Direct Investment Incentives, World Stock Markets and their mechanisms, Domestic Vs. Multinational Capital Budgeting, International Business Risk and Project Evaluation, Import-export Risk Management and Financing, International Banking.

FIN 791 Financial Policy and Strategy (2)

The objective of the course to develop student's understanding of the manner in which financial plans and strategies are formulated and implemented in an enterprise under different circumstances. The Course contents include corporate mission, objectives and goals and their relationship with financial objectives and goals, functions of financial manager, role of finance department in an organization, analyzing financial strengths, weaknesses, opportunities and threats, setting financial objectives, goals and targets, financial policies, financial plans and programs, developing financial strategies and tactics, implementation of financial plans and strategies, evaluation of financial plans and strategies, budgeting, developing financial system in an enterprise.

FIN 793 Corporate Financial Management (2)

The course intends to provide an in-depth understanding of the theories relevant for making financing decisions with emphasis on their application in formulating corporate financial policies. The topics include financial decision and the theory of choice, corporate financial decision making, valuation under certainty and uncertainty, option pricing, financial structure and cost of capital, dividend policies, firm's investment under uncertainty, mergers and acquisitions, market for corporate control.

IMS 521 Management Information System (3)

This course is designed to provide a comprehensive knowledge to students to understand the importance of information systems in managing business organizations. The course basically deals with the development, application, analysis and evaluation of the *information system*. The contents include basic concepts, information technologies, business applications, development processes, *managerial challenges and ethical issues*, strategic planning of information systems, and the use of information for competitive advantage. Appropriate application software will be used to get hands-on experience, to analyze cases, and to complete class projects.

MGT 546 Operations and Service Management (2)

The course focuses on the problem facing managers in the area of producing goods and services. Topics include total quality, productivity and competitiveness, product, Ethnology (process) design and selection, planning and controlling of production and service systems, capacity planning, facility location and layout, inventory and supply chain management, and project and service scheduling. Especial emphasis will be given on exponential forecasting, inventory management, work methods, project management, and productivity improvement. Issues specific to global sourcing and risk management in International supply chain will also be explored. This course explores key issues of the operations and service management primarily through case studies, readings, class discussions, and field work.

MGT 542 Organizational Behaviour and Leadership (2)

This course is designed to encourage the application of diverse conceptual and theoretical perspectives to the analysis and control of behavior in organizations. The contents of the course include the interaction between individual behavior in organization, group behavior in organization, and organizational behavior in social systems. The study of individual behavior patterns, perception, superior-subordinate relations, group dynamics, communication, interpersonal relationships and conflict, motivation, decision-making, leadership behavior and styles, team leadership, ethics and values in leadership, formulation and implementation of change and development strategies, managerial stress and the impact of demographic diversity on organizations will be covered.

MGT 543 Human Resource Management (2)

The purpose of this course is to provide students with the knowledge and skills needed to work effectively with human resources to enhance the contributions of all employees to organizational effectiveness. This course identifies and defines the role of key functional areas of human resource and examines how these areas support management. The course takes a strategic approach and examines the human resources functions such as recruitment, selection, performance appraisal, career development, promotion of personal skills, work, family conflict and compensation can impact organizations productivity and success. The course underscores the need to understand the dynamic nature of human resource in organizations. It highlights professional handling of human resource through process of setting objectives and standards, measurements of results, policies, periodic job analysis to identify variances in requirements of attitude, skills, and knowledge in existing and redesigned jobs.

MGT 545 International Business (2)

The objective of this course is to familiarize students with the environment and challenges of doing business abroad. The course will present students with the opportunities to explore a number of issues and concerns relating to international business, from economics and finance to human resources and strategic planning. Topics include country-market differences, socio-cultural, economic, political and competitive environment of international business, trade and investment patterns, the international financial environment, issues in business-government relations, and strategies for international business. Theoretical issues such as globalization, regional economic integration, modes of entry into a foreign market etc will also be explained based upon theories of firms and organization. The operations of MNCs and problems inherent will also be discussed. Case analysis and short simulations will be the primary modes of instruction.

MGT 546 Global Entrepreneurship and Innovation (2)

This course is designed to identify and analyze the factors that contribute to the creation of successful new ventures and to highlight the process of creating and managing a new business. This course covers the entrepreneurial process from idea generation to implementation. It looks at how ideas are created, assessed, and implemented in the global context. The contents of the course will include fundamental theories of entrepreneurship and characteristics of entrepreneurship, global environmental conditions, scanning and evaluations, opportunity recognition, strategic process, business plans for entrepreneurial ventures, family business succession strategy, and entrepreneurial leadership and innovation. Entrepreneurship

foundation will examine how corporate managers may capture the initiative in trying new ideas and developing internal markets for their business organizations. For this course, readings, cases, and project work will be used as teaching pedagogy.

MGT 548 Internship (3)

MGT 549 Business Environment Analysis (3)

This is a capstone course that stimulates a real business situation. The course aims to familiarize the students with macro-environmental forces affecting business operations in the context of Nepal. This course emphasizes on the review and analysis of major environmental forces, It intends to provide students with concepts and dynamics of how these forces operate and affect the operations of Nepalese business. After completion of this course, the students should be able to identify the opportunities and threats existing in the prevailing situations. The thrust of the course is to develop analytical skills among students. The perspective of analysis will be comprehensive, similar to that taken by a CEO. The course is a mix of cases, lectures, projects, and readings.

MGT 550 Strategic Management (3)

This course aims to familiarize the students to concepts of strategic management. The course explores the issues of defining corporate mission, objectives, and goals. Students focus on the analysis of firm's external and internal environment to identify and create competitive advantage and to provide a systematic and effective approach for developing a clear strategic plan. It focuses on the methods of strategic management and business analyses that utilize the entire cross-section of skills that have been developed in the previous trimesters of study. After completion of this course, the students should be able to pull together what they have learned in separate business' fields and utilize this knowledge in analysis of complex business problems and formulate strategies accordingly. The use of case studies and their analysis will be the special feature of this course.

MGT 557 Global Business Development Plan (1)

The major course assignment is to prepare a comprehensive, well-researched business plan for a business opportunity chosen by the student in the global context. The student begins to identify and explore a business opportunity and ends up with the development, delivery and presentation of a comprehensive business plan for a start-up company. The business plan will contain assessments of market competitor, cash flow, and financial analysis. A detailed business BDP and other essential components of the business justification and operations principles will be presented. The student will be required to present his or her BDP where business executives and faculty members will be invited to attend. The evaluation of the BDP shall be based on the written part (60 percent) and presentation (40 percent).

MGT 625 Innovation and Venture Initiation (2)

The objective of the course is to help students to understand, and acquire skills to manage, innovation at the operational and strategic levels. The course integrates management of market, technological and organizational change to improve competitiveness of firms and provides an integrative approach to venture initiation. The course contents include key issues in innovation

management, innovation as management process, developing framework for innovation strategy, Innovation position, path and process, venture initiation.

MGT 651 Seminar in Businesses and Development in South and Southeast Asia: (2)

The course is designed to familiarize students with the historical and current scenario of business and economic development in South Asia. It examines the rise of business and industrial houses and their contribution to the economies of these nations and explores the basis of competitive advantage of nations. The contents include evolution of business and economy in South Asian nations, basic structures of business, evolution of corporate sector; role of business leaders and various interest groups; competitive advantages of South and Southeast Asian nations.

MGT 652 Global Organization Development and Change (2)

This course provides an introduction into the dynamics of planned, systemic total change and development in the global context. It defines OD and describes the roles of organizational decision makers, decision-implementers, and change agents. The course examines the process of initiating systemic change, diagnosing the organization, and developing and implementing appropriate interventions to effect the desired change. The course critically assesses various models, intervention strategies, processes, and techniques for planned organizational change and development. The focus of the course is on system-wide change and development in complex organizations and the application of behavioral science knowledge to the planned creation and reinforcement of organizational structures, strategies, and cultures for improving organizational effectiveness. This course explores key issues through case studies, readings, class discussions, and fieldwork.

MGT 653 International Management (2)

The objective of this course is to explore the challenges in contemporary business environment posed by rapid globalization of business and analyze and understand the cross-cultural issues in international management. The course explores management practices and issues across cultures in international management. It seeks to engage students with problems associated with management practices in a context of increasing global contact. Topics for the course include: an overview of international management, corporate management practices, cultural and political influences on international management; cross-cultural issues, international dimension of leadership, strategic issues involved in international management, international organization relationships, international human resource management; cross-cultural communication, motivation and decision-making. The course uses case studies and project works to emphasize the application of concepts.

MGT 655 Cross Cultural Communication and Negotiations (2)

The objective of this course is to expose students with the principles and dynamics of cross cultural communication and negotiation necessary to reach amicable resolution without harming their relationship with the other side and discharge their jobs by with fewer conflicts as managers. The course contents include nature and importance of cross cultural communications, problems in cross cultural communications, different negotiation strategies, positional bargaining, steps involved in negotiation, negotiation approaches to account for differences for personality, culture, power, etc.

MGT 656 Knowledge Management (2)

The use of data collection and analysis is considered one of the most important tasks of any organization in the search for competitive advantage. The translation of data into information, information into knowledge, and knowledge into wisdom is not a trivial matter. Both invasive and non-invasive approaches to data collection will be discussed. The implications of data mining will be investigated, particularly as related to its integration within corporate strategy. Methods of harnessing the aggregate intelligence of employees will be discussed. The objective is to increase the organizational *IQ* making the fine-tuning of target markets more effective and powerful. For this course, readings, cases, and guest speakers will be used as teaching pedagogy

MGT 670 Human Resource Development (2)

Effective HRD is a critical element in overall organizational strategy, and in turn is important to the ongoing sustainability of organizations. This course is especially designed to help students understand and apply effective HRD strategies. The course provides an advanced and comprehensive perspective on HRD in enhancing the competitive advantage of organizations by building up their intellectual and learning system capacities in ways that enable them to cope with an environment that involves rapid change. The concept of the learning organization will be developed through the perspective of the HRD strategies, policies and practices. The contents include the concepts of integrated HRD and its needs, HRD mechanisms, strategic importance of HRD, dimensions and models of HRD, principles of designing effective HRD system, implementation of HRD system, and critical trends in HRD. For this course, readings, cases, and guest speaker will be used as teaching pedagogy.

MGT 672 Compensation Management (2)

The focus of this course is on strategic compensation system needed in a dynamic business environment. Both basic and advanced concepts are reviewed and examined, including job evaluation, wage and salary structures, gain-sharing, and other pay-related issues. The course also studies the design and administration of employee benefit system with a focus on health programs, pensions, and deferred compensation. The course will analyze the reward systems in terms of both monetary and non-monetary considerations with both union and non-union settings. The contents of the course include: designing pay levels and structures, job evaluation, person-based structures, pay for performance plans, benefit options, union's role in wage and salary administration. This course will be taught through lectures, case discussion, and guest speakers.

MGT 674 Employee Relations Management (2)

The course analyzes the theoretical and practical dimensions of the relations within organizations with a particular focus on the relations between management and employees. The course aims to develop students' capabilities as managers responsible for managing employees and assisting organizations to develop appropriate employee relations management strategies. The contents of the course include nature of employee relations, contemporary trends in employee-management relations, examination of legal, social, and economic aspects of employee-management relations, collective bargaining, grievance handling, employee participation, workforce diversity, labour disputes and their settlement, arbitration procedures,

union-management relations, and contemporary issues. Application of the theories and concepts would be explored through lectures, discussions, case analysis and individual reading.

MGT 675 Performance Management (2)

This course examines the area of performance management, a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and team. Performance management involves both the manager and employee in identifying and describing essential job functions and relating them to the mission and goals of the organization, developing realistic and appropriate performance standards, giving and receiving feedback about performance, writing and communicating constructive performance evaluations and planning education and development opportunities to sustain, improve or build on employee work performance.

MGT 676 Seminar in Global Human Resource Management (2)

This course has been designed to develop students' understanding of HRM issues at the international level. The course will review the theories, models and concepts in the area of international HRM. The course will cover the management issues which have implications on international HRM decisions including: cross-cultural negotiations, international dimension of leadership, motivation, team work and communicating with people of different cultural environment. A major focus of the course will be on international aspects of recruitment and selection, compensation and rewards system, training and development, performance appraisal, expatriation and repatriation, industrial relations, and career development. Finally future directions, challenges and development in the field of international HRM would be explored. Application of the theories and concepts would be explored through lectures, discussions, case analysis and individual reading.

MGT 790 Seminar in International Strategic Management: (2)

The aim of this course is to develop knowledge and skills required to formulate effective strategies and to implement these strategies in an organization in the global context. It attempts to integrate knowledge from various functional areas of management to empower managers in the corporate decision making process in the global context. The course contents include formulation of strategies in the global context, identifying competitive advantages of nations, determining global strategies, process of implementing global strategies, role of leadership and change management in the global context.

MKT 561 Marketing Management (2)

The course aims to develop a strategic perspective of students in marketing management. It builds students' capabilities in analyzing marketing opportunities, developing marketing strategies, and designing implementation plans and programs. The course includes business strategy and sustainable competitive advantage; concepts and relevance of strategic market management; analysis of external and internal factors for opportunity identification; formulation of strategy for sustainable competitive advantage; differentiation and positioning strategies; growth and diversification strategies; strategies for global market; penetration of strategic marketing plan and program formulation; strategic control.

MKT 610 International Marketing Research (2)

The course aims to help students gain an understanding of the nature of research and acquaint them with various research concepts and methods of collection, analysis, evaluation, and interpretation of data along with the presentation of research report in a manner useful for making marketing decisions. Course covers the role of marketing research in global business, scope of research (market potential, product and functions), purposes, features and benefits of marketing research, research process, preparing research briefs, formulating research objectives, research planning and design, desk research and field research: secondary research, survey research, sampling procedures, questionnaire design, collection of secondary data, qualitative research techniques, statistical analysis, interpretation of data and testing of hypothesis, preparation of research reports and presentation, evaluation of research proposals, research design for specific marketing problems such as market structure analysis, product research, pricing and distribution research and marketing strategy research.

MKT 611 Marketing Communications in Global Business (2)

The course aims at providing an understanding of the principles of planning and execution of marketing communication through advertising and helps students to develop a managerial perspective for effective and efficient handling of promotion activities. Course contents include advertising theories, techniques used in devising advertising policies, advertising response and effectiveness, sales promotion and branding, the communication mix, setting a communications brief, communications planning, creative strategy and tactics. Personal selling, organization of and participation in international trade exhibition and fairs, organization of and participation in trade missions or delegations, organization of and participation in buyers-sellers meets, mail order houses (catalogues), publicities etc.

MKT 630 Services Marketing (2)

The objective of the course is to provide a detail understanding of the unique marketing needs and challenges faced by service organizations as distinct from manufacturing business and help students develop skills required for planning and implementing marketing strategies in the service industry. The topics include service industry as distinct from other business, development of service industry, distinctive aspects of services marketing, tools and techniques for analyzing service markets, building customer relationships, planning the service marketing mix, pricing, distribution, promotion, organization and control for marketing services, developing and managing the customer-service function.

MKT 651 Global Sales Management (2)

The objective of the course is to acquaint the students with the concepts necessary to develop a sound sales policy and in organizing and managing sales force along with their applications within and outside the nation. The course includes concepts relating to planning, organizing, controlling and evaluating the sales force, Personal selling, Sales force recruiting, selection, training, compensating, motivating, and evaluating sales force.

MKT 658 Global Brand Management: (2)

The objective of the course is to provide an in-depth understanding of the processes involved in building and managing brands in the global context. It aims to provide students with the skills needed to develop, manage and promote the core values of an organization's and product's

brand internally and in competitive markets. The course will focus on the factors that often determine the overall success of particular brands in competitive markets and the practical tools to develop and implement successful brands. The topics include the role of branding, branding vs. marketing, building brand equity in FMCGs, corporate branding, brand identity, strategic process for building a strong brand, brand platform, brand vision, brand value, branding responsibilities., measuring brand equity, brand portfolio strategies, managing a brand over time, digital brand, leveraging the brand.

MKT 620 Global Culture and Consumer Behavior (2)

The course aims to develop students' understanding of in consumers' purchase behaviors and use the knowledge in designing marketing strategies in different cultures. Students are expected to learn the marketing implications and interventions of the various facets of the consumer behavior analysis. This course provides a theoretical knowledge of the decision-making process and factors involved in consumer buying situations. It includes a study of the basic nature of consumer buying situations, buying decision process of consumers, individual and socio-environmental factors influencing consumer in variety of cultures, and partial and comprehensive models of consumer behavior.

MKT 791 Global Marketing Strategies and Implementation (2)

The objective of the course is to provide students an in-depth understanding of the process of formulating marketing management strategies and improves their analytical and decision making skills. The topics include marketing strategies, concepts and trends, external analysis, customer, ambition, market, environment; internal analysis - self, portfolio; alternative marketing strategies - obtaining sustainable competitive advantage, differentiation strategies, growth strategies, diversification strategies, implementation and planning-implementing the strategy, formal planning system.

MSC 622 Quality Management Strategies (2)

The objective of the course is to give up-to-date knowledge in total quality management and relevant systems and methods. The quality issues are mainly analyzed and discussed considering needs of manufacturing and service organizations. The topics included are: quality as a concept, strategic quality management, the economic aspect of quality, quality chain, factors affecting product quality, quality culture, quality management system, process control, quality related infrastructure, TQM tools and techniques and their practical use, standards of ISO 9000, 14000, 22000, statistical process control.

MSC 623 System Analysis and Design (2)

The course covers recent approaches to the analysis and design of computer-based information systems. This course analyzes systems development methodologies, including life cycle, prototyping, evolutionary, and participative models. The course provides knowledge to analyze user requirements: and design robust, change-tolerant software for the evolving business needs. Designing a robust core of stored information for new. or existing legacy requirements and adopting a development process that ensures robust database and Web-enabled systems are the key objective of this course. The prerequisite for the course is IMS 521.

MSC 625 Decision Support System (2)

The objective of the course is to provide an understanding of Decision Support System for Management decisions. This course covers the processes used in making creative decisions and effectively solving problems. A strong emphasis is placed on application and use of decision support systems (DSS). Several cases are treated in detail. Topics covered include data mining, data warehousing architectures and technologies, expert systems, artificial Intelligence systems, and executive information systems more. The prerequisite for the course is IMS 521.

MSC 626 Supply Chain and Global Operations (2)

This course considers the components of modern-day distribution system. It covers tools and concepts needed to manage the entire supply chain effectively in the context of global operations. The emphasis will be on facility location, transportation, warehousing, inventory control, and communication in both domestic and global environment. The topics covered will also include negotiation, purchasing, logistics operations, and applying e-business tools. Students will develop a conceptual understanding of issues relating to designing, planning, control, product design, inventory management, quality control, and warehousing. This course integrates the organizational strategies, policies and programs across organizations both the parent organization and supplier organization.

MSC 627 Data-base Management System (2)

This course covers the concepts, principles, issues, and techniques for managing organizational data using database management systems. Topics include database architecture, data models with emphasis on relational model, logical database design, relational query languages, normalization, and recovery methods. Role of database administrator, concurrent operations, distributed databases, industrial applications. The course is a mix of cases, lectures and projects. The prerequisite for this course is IMS 521.

MSC 628 Business Simulation (2)

The course teaches the use of simulation as an analysis and decision-making tool in business management environment. It provides an introduction to building computer-based simulation models for business decision making. The course is focused on data collection and input analysis, model building of both Monte Carlo and discrete event situations, output analysis and validations, and experimental design. The emphasis is on developing computer models to solve complex business problems in operations, finance, marketing and MIS. Various managerial issues, such as production planning and control, will be investigated to improve the operational efficiency by using computer simulation.

RES 611 Business Research Methodology (2)

This course is devoted to develop an understanding and skills of research in students. The course deals with the tools, techniques, and the changing paradigms of social science research, and their application to business research. The topics covered are" the research process, management research methods, literature review, formulation of the problem and related hypothesis, theoretical framework, research designs, qualitative research, sampling techniques, measurement and scaling, use of primary and secondary data sources, construction of questionnaires, interviewing techniques, sources of qualitative data, observation and

participative research, data preparation and analysis, writing research reports, citation and referencing styles, and writing research proposals.

RJES 612 Graduate Research Project (3)

The GRP component of the MBA program involves the preparation and presentation of a research project of approximately 20,000 words in length directed toward the identification of significant business problem of a company or industry, analysis of the evidences collected, and recommendations for policy making and action based upon a thorough examination of evidence and information relevant to the problem. The MRP will also contain an examination of the published literature and will select a methodology appropriate to the problems investigated. Students will be required to make oral presentation of findings and conclusion of their research work.

STT 501 Business Statistics (3)

This course is designed to familiarize students with basic concepts in statistics. The contents include the data analysis techniques, the study of probability and measures of uncertainty, discrete and continuous distribution, estimation, hypothesis testing, correlation and regression analysis, and the application of statistical methods for decision-making with emphasis on business application. Throughout the course students will utilize the technology to gather, organize, and summarize the data into meaningful information. Further, students will apply the software to draw inferences from the data so that appropriate decisions can be recommended.

STT 502 Data Analysis for Decision Modeling (2)

This course has two components: data analysis and decision modeling. Data analysis focuses on exploratory data analysis and multiple regression models to support management decisions. Topics in this component of the course include regression analysis and models, time series analysis, and forecasting. Decision modeling of organizational systems uses mathematical and computer models to provide quantitative perspective on identifying, analyzing and solving complex decision problems. Topics in this component of the course include linear programming models and applications, sensitivity analysis, integer programming models, and network models with emphasis on business application.