

ACC 221 Basics of Managerial Accounting
BBA, 5th Semester

Course Objectives

This course aims to provide an understanding of cost and cost behavior and develop an ability to use cost information for planning and control decision. It also emphasizes the use of accounting information for internal planning and control purposes.

Course Description

Management accounting course aids to understand the concepts, tools and techniques of management accounting functions; measuring income under different techniques for analyzing, decision-making, planning and controlling activities of an organization. It covers cost behavior, cost-volume-profit analysis, decision regarding alternative choices, pricing products and services, planning profit through budgets, controlling direct material, direct labor and factory overhead, and responsibility accounting.

Course Outcomes

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

- describe management accounting system and uses of accounting information;
- illustrate the cost –benefit and behavioral issues involved in designing an accounting system;
- construct an income statement using variable and absorption costing approach;
- demonstrate the function of budgets and performance reports in planning and control;
- apply the decision process to make business decisions;
- describe the relationship of management control systems to organizational goals.

Course Contents

Unit I: Management Accounting and Its Environment

4 hours

Concept, scope and objectives of management accounting; Changing role of management accounting in a dynamic business environment; The management process and accounting; Managerial versus financial accounting; Role of management accountant in an organization; Management accounting as a career; Ethical codes of conduct for management accountants.

Unit II: Basic Cost Management and Cost Behavior

6 hours

Concept of cost; Product and period costs; Manufacturing costs and flows; Product costing in nonmanufacturing organizations; Controllable and uncontrollable costs; Opportunity costs; Differential costs; Cost drivers and cost behavior patterns, Variable cost and fixed costs; Segregation of semi-variable cost into variable and fixed cost using high low and least square method; Cost functions; Concept of cost allocation; Introduction to activity-based costing.

Unit III: Cost-Volume Relationship

9 hours

The relationship among cost, volume and profit; Break-even-point; Assumptions behind breakeven analysis; Breakeven formula derivation and significance, Profit volume graph and its usefulness, contribution margin and its interpretations; Goal setting and breakeven analysis; Multiple products and breakeven rules, cost structure and operating leverage; Use of break-even analysis in decision making.

Unit IV: Income Recognition, Measurement and Reporting

5 hours

Inventory valuation under variable and absorption-costing method; Income measurement under variable and absorption methods; Reconciliation of income under absorption and variable costing.

Unit V: Accounting for Planning and Control

12 hours

Budget and organization; Potential problems in implementation of budgets; Types of budget; Preparing the master budget; Flexible budgeting; Concept of material, labor and overhead variances.

Unit VI: Decision Making Process and Pricing

9 hours

The concept of relevant information; Make or buy, drop or continue, accept or reject a special offer and replacement of assets decision; The concept of pricing; Basic principles for pricing decision; General influences on pricing in practices; Cost plus pricing and target costing.

Unit VII: Management Control Systems and Responsibility Accounting

3 hours

Management control systems and organizational goals; Responsibility accounting and centers; Developing performance measures and monitoring and reporting results.

Basic Text

Hornngren, Charles T., Gary I. Sundem, & William, O. Stratton. *Introduction to Management Accountancy*. New Delhi: Prentice- Hall of India.

References

1. Hilton, Ronald W. *Managerial Accounting*. New Delhi: Tata McGraw- Hill.
2. Jiambalvo, James. *Managerial Accounting*. Delhi: Wiley Publication.

RCH 311 Business Research Methods BBA, 5th Semester

Course Objectives

The objective of this course is to provide students with the opportunity to learn the process of collecting, analyzing, and interpreting quantitative and qualitative data to aid managerial decision making. Students develop and practice the knowledge and skills necessary to review, apply and conduct organizational research.

Course Description

This course introduces students to a number of research methods useful for academic and professional investigations of information practices, texts and technologies. By examining the applications, strengths and major criticisms of methodologies drawn from both the qualitative and quantitative traditions, this course permits an understanding of the various decisions and steps involved in conducting research, as well as a critically informed assessment of published research. The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, and data analysis. Emphasis will also be placed on conducting and using research in an ethical manner.

Course Outcomes

At the conclusion of the course, students should be able to:

- describe the concept, process, significance, and value of scientific research;
- explain the nature of different types/methods used in management research;
- explain the research process in terms of problem statement, theoretical framework, research questions and hypothesis formulation;
- demonstrate understanding of research design: how research methodology is selected given a problem, how the data are analyzed and interpreted; how research is reported; and the implications of the findings to theory, research and practice;
- compare and contrast quantitative and qualitative research methods;
- demonstrate skill in using the library and internet resources to identify and synthesize research literature by writing a review of literature;
- demonstrate skill in describing and interpreting various statistical techniques using descriptive and inferential statistics;
- describe data collection and analysis techniques in qualitative research;
- prepare research proposals and communicate research results through writing acceptable reports which follow formatting requirements.

Course Contents

Unit I: Introduction to Research

8 hours

The meaning of research; the nature and types of research; application of scientific thinking in research, scientific research - scientific research process, characteristics of scientific research; Emerging paradigms in research; quantitative and qualitative approaches to research; Business research – role, types and value for decision making; Ethical considerations in business research.

Unit II: Literature Review and Theoretical Framework**5 hours**

Literature review - purpose and steps; searching, obtaining, and evaluating the literature, literature search through the Internet, format and guidelines for presenting the literature review; Theoretical framework – concept and format; Research and theory – deduction and induction.

Unit III: Problem Definition and Hypothesis Formulation**3 hours**

Problem definition – concept and steps in problem formulation; Research questions; Hypothesis - functions and types; criteria of good hypothesis statement.

Unit IV: Research Design**10 hours**

Definition; elements of a research design; Types of research design – exploratory; descriptive (developmental and case study); correlational; causal-comparative and experimental research designs; Qualitative research – concept, basic assumptions, features and design.

Unit V: Measurement, Scaling and Sampling**5 hours**

Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in business research; Validity and reliability of measurement; Sampling – concept, probability and non-probability sampling; sampling and non-sampling errors.

Unit VI: Data Collection and Analysis**12 hours**

Data and its types; sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews – principles and types; Sources of qualitative data – observation, participant observation, focus groups; E-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys; Getting data ready for analysis; Data processing; Presenting data in graphs and tables; Statistical analysis of data – descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data.

Unit VII: Writing Proposals and Project Reports**5 hours**

Project work – concept, purpose and methods; Research proposals – functions, types and components; features of research proposal; Research report – concept, process, types and procedure for writing research reports; conventions of academic writing; components of the project report; body of the project report; Documenting sources - APA style of citation and referencing; Essentials of good research report.

Basic Texts

1. Bryman, A. and Bell, E. *Business Research Methods*. New Delhi: Oxford University Press.
2. Zikmund, W. G. *Business Research Methods*. New Delhi: Thompson.

References

1. Cooper, D. R. and Schindler, P. S. *Business Research Methods*. New Delhi: Tata McGraw Hill.
2. Pant, P. R. *Business Research Methods*. Kathmandu: Buddha Academic Enterprises.
3. Flick, U. *An Introduction to Qualitative Research*. New Delhi: Sage South Asia Edition.

4. Sekaran, U. *Research Methods for Business: A Skill Building Approach*. New Delhi: Wiley India.

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MGT 314 Management of Human Resources **BBA, 5th Semester**

Course Objectives

This course serves as an introduction to Human Resources Management (HRM) and its contributions to the workplace. Today's organization faces a variety of complex issues, such as globalization, demands for increased productivity, strategic planning and compliance with government legislation. In today's world, "people" provide the competitive advantage, and HR policies and practices have a significant impact on the bottom line and overall performance of an organization.

Course Description

The course will examine the evolution of HR from a primarily administrative function to a strategic partner and decision maker in the organization. Among other things, the course will look at the effective management of human capital, the importance of attracting and retaining employees, managing a diverse workforce, recognizing employee rights, and legislative requirements. The course specifically deals with the concepts and issues relating to recruitment, selection, and retention practices, evaluating performance, employee development, compensation regulations, employee relations as well as related areas.

Course Outcomes

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

- Discuss the relationship between human resource management, the organization and its internal and external environment;
- Explain the concepts and principles of HR planning, job analysis and job design and define the related terms like job description and job specification;
- Explain the recruitment and selection processes and methods;
- Explain the concept, purpose and techniques of employee training, training needs identification, management development, and career development;
- Demonstrate understanding of the performance appraisal concept and examine the techniques of measuring individual performance;
- Discuss the conceptual framework of job evaluation, compensation and rewards management and their application in organizational context;
- Explain the nature of occupational disease, health and safety programs, and responses that ensure legal compliance;
- Explain the concept of labour relations system, collective bargaining, grievance handling, disciplinary actions and industrial actions.

Course Contents

Unit I: Human Resources Management: Concept and Context

5 hours

The concept of HRM; Functions of HRM; Changing dimensions of HRM; Changing role and challenges of HRM managers; Essential skills for HR managers; Purpose and structure of HR department; HRM as a shared function; External and internal context of HRM; HRM in the Nepalese context.

Unit II: Human Resources Planning and Recruitment**10 hours**

Job requirements - the role and importance of jobs; Relationship of job requirements to HRM functions; Job analysis and Job design – concepts, methods and outcomes; Human resources planning – importance, purpose and major elements of HR planning; HR inventory; Replacement and succession planning; Recruiting from within and outside the organization; Recruitment of protected classes; Electronic recruitment; Selection process; Matching people and jobs; Sources of information about job candidates; Employment interview; Employment tests; Reaching a selection decision; Issues of gender in recruitment and selection; Induction and placement.

Unit III: Training and Career Development**8 hours**

Training as a system; Training as a tool for developing work culture; Designing training programs; Training needs assessment – concept and methods; Training non-managerial employees; Training managers and supervisors; Training methods; Psychological principles of learning; Evaluation of training programs; Career development - phases and objectives of career development; Management development techniques; Emerging concepts of HRD – leadership development, talent management, empowerment, mentoring; HRD practices in Nepalese organizations - career management and employee retention issues.

Unit IV: Performance Appraisal**4 hours**

Concept, process and benefits of performance appraisal; Performance appraisal methods; Appraisal interviews; Factors affecting performance appraisal; PA practices in Nepalese organizations; Improving employee performance; Counseling employees with problems.

Unit V: Compensation Management**7 hours**

Concept, process, methods of employee compensation; Job evaluation systems – concept and methods; Compensation structure and components; Employee benefits – incentive system, gain sharing, employee benefits and services, types of employee benefit; Incentives for management employees; Governmental regulations of compensation in Nepal – minimum wages, welfare and incentive provisions, retirement benefits; Issues in compensation management in Nepal.

Unit VI: Safety and Health at Work**4 hours**

Legal requirements for safety and health; Accidents; Occupational diseases and other health issues; Sexual harassment at work; Drug and alcohol related problems; Creating a safe and healthy work environment; Emerging concepts and issues in OHS.

Unit VII: Industrial Relations and Disciplinary System**10 hours**

Disciplinary policies and procedures; Types of disciplinary actions; Grievance handling methods and mechanisms; Methods of reducing complaints; Industrial relations system – concept, process and issues; Trade unions - structures, functions, and leadership; Trade union issues in Nepal; Industrial disputes – nature and types; Government regulations of labor relations; Collective bargaining process and contract administration; Trends and issues in collective bargaining in Nepal.

Basic Texts

1. DeCenzo, D. A., & Robbins, S. P. *Fundamentals of Human Resources Management*. New Delhi: Wiley India.

2. Dessler, G., & Verkey, B. *Human Resource Management*. New Delhi: Prentice Hall of India.

References

1. Gilmore, S., & Williams, S. *Human Resource Management*. New Delhi: Oxford University Press.
2. Halder, U. K., & Sarkar, J. *Human Resource Management*. New Delhi: Oxford University Press.
3. Ivancevich, J. M. *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Adhikari, D. R. *Human Resource Management*. Kathmandu: Buddha Publications.
5. Acharya, B. S. *Introduction to Human Resource Management: Text, Cases and Applications*. Kathmandu: Asmita Books.
6. Agrawal, G. R. *Human Resource Management*. Kathmandu: K. K. Publications.
7. Jyothi, P., & Venkatesh, D. N. *Human Resource Management*. New Delhi: Oxford University Press.

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MGT 311 Fundamentals of Operations Management
BBA, 5th Semester

Course Objectives

The objective of this course is to introduce students to the field of Operations Management (OM). It will give a survey of the main OM issues and the key concepts and tools for dealing with them.

Course Description

This course provides an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations and productivity, operations strategy, forecasting, product and process design, quality assurance, location and layout strategies, supply chain management, inventory management, operations scheduling, JIT and lean operations. The topics are integrated using a systems model of the operations of an organization.

Course Outcomes

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

- Understand and appreciate the production and operations management functions in any organization;
- Understand the importance of productivity and competitiveness to organizations;
- Understand the various production and operations design decisions;
- Explain the importance of product and service design decisions and how they relate to the overall strategies of organizations;
- Explain the importance of quality management practices to attain organizational effectiveness;
- Describe the roles of inventories and basics of managing inventories in various demand settings;
- Analyze the contemporary operations and manufacturing organizational approaches and supply-chain management activities.

Course Contents

Unit I: Introductions to Operations Management

Operations and Productivity

5 hours

Introduction, organizing for transformation process, objectives, heritage of operations management, operations in service sector, Trends in operations management, productivity challenges, Ethics and social responsibility.

Operations Strategy

5 hours

Global view of operations, developing missions and strategies, achieving competitive advantages through operations, strategy development and implementation.

Unit II: Designing Operations

Product and Process Design

7 hours

Product selection, Generating new products, product development, issues for product design, service design, Process strategies, process analysis and design, product process matrix,

service process design, capacity planning, capacity considerations, demand and capacity management in services.

Quality Assurance

7 hours

Defining quality, International quality standards, Total quality management, Tools of TQM, TQM in services, statistical process control (Statistical Control Chart, \bar{X} chart, R-chart, p-chart)

Unit III: Managing Operations

Supply Chain Management

7 hours

Strategic importance, supply chain strategies, vendor selection, logistics management, measuring supply chain performance, outsourcing, risks in outsourcing, ethical issues in outsourcing.

Inventory Management

7 hours

Functions of inventory, types of inventory, inventory models for independent demand (deterministic model), material requirement planning, enterprise resource planning.

Operations Scheduling

6 hours

Strategic importance, scheduling issues, loading jobs, sequencing jobs, scheduling services.

JIT and Lean Operations

4 hours

Just-in-Time, JIT layout, JIT inventory, JIT scheduling, JIT quality, lean operations, lean operations in services.

Basic Text

Heizer J., Render, B., & Rajashekhar J. *Operations Management*. New Delhi: Pearson Education Inc.

References

1. Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., & Srivastava S. K. *Operations Management: Process and Supply Chain*. New Delhi: Pearson Education Inc.
2. Stevenson, W. *Operations Management*. New Delhi: Tata McGraw Hill Education.
3. Gaither, N., & Gaither, F. *Operations Management*. New Delhi: Cengage Learning.