

BBA FOUNDATION COURSE

**Foundation Courses for BBA/BBIS (16x3=48 and
15x3=45)**

Foundations

48 credits

1. English – I	3 credits
2. English – II	3 credits
3. Mathematics –I	3 credits
4. Mathematics –II	3 credits
5. Statistics-I	3 credits
6. Statistics-II	3 credits
7. Quantitative Techniques	3 credits
8. Microeconomics	3 credits
9. Macroeconomics	3 credits
<u>10.Economic Development-Not in BBIS</u>	3 credits
11.Sociology	3 credits
12.Political Science	3 credits
13.Psychology	3 credits
14.Logic	3 credits
15.Information Systems Technology	3 credits
16.Research Methodology	3 credits

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ENGLISH- I						
Course Code Number	ENG 101						
Credit Hours	3						
Course Objective							
Main Objective	The course aims to widen the horizon of students by exposing them to different discourses and at the same time develop their analytical skills and ability to evaluate writings to help them consolidate their understanding and knowledge of the issues.						
Learning Unit							
Learning Unit One Net Contact Hours-10 hrs.	Unit A-Intercultural Communication <i>Core Reading</i> -American Values and Assumptions, Where do we stand? Time talks, with an Accent. <i>Making connections</i> -Polite but Thirsty, Friends and Strangers, A Coward, The Blind man and the Elephant.						
Learning Unit Two Net Contact Hours-10 hrs.	Unit B: Education <i>Core Reading</i> - School Is Bad for Children, How the Web destroys the Quality of students' Research Papers, An Opposing View, Multiple Intelligences and Emotional Intelligence. <i>Making connections</i> - The Teacher Who Changed My Life, Lets Tell the Story of All America's Cultures, Coyote and the Crying Song, First Grade-Standing in the Hall, Humor.						
Learning Unit Three Net Contact Hours-10 hrs.	Unit C:Mass Media and Technology <i>Core Reading</i> - Computers and the Pursuit of Happiness, An Opposing View, We've Got Mail, Propaganda Techniques in Today's Advertising. <i>Making connections</i> - Students shall not Download. Yeah, Sure. Don't Touch That Dial, Conceptual Fruit, All Watched Over by Machines of Loving Grace, Humor.						
Learning Unit Four Net Contact Hours-9 hrs.	Unit D : Gender Roles <i>Core Reading</i> -Sex Roles, Boys will be Boys, Sex, Sighs, and Conversation. <i>Making connections</i> -Women Have What It Takes, An Opposing View, An Androgynous Male, The Princess and the Admiral, The Greater God, Humor.						
Learning Unit Five Net Contact Hours-9 hrs.	Unit E: Work <i>Core Reading</i> -The New American Dreamers, Someone Is Stealing Your Life, Our Schedules, Our Selves. <i>Making connections</i> -The Rage to Know, Los Pobres, Action will be Taken, To be of Use, Humor.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Gardner, P.S. (2009). <i>New directions: Reading, writing, and critical thinking (2nd ed)</i> . New Delhi: Cambridge University Press.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td> <td>50%</td> </tr> <tr> <td>End-Semester evaluation</td> <td>50%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ENGLISH- II
Course Code Number	ENG 102
Credit Hours	3
Course Objective	
Main Objective	The course aims to widen the horizon of students by exposing them to different discourses of different genres and develop their analytical skills and ability to evaluate writings.
Learning Unit	
Learning Unit One Net Contact Hours-22 hrs.	Unit A – Essays Philosophy Plato- <i>The Allegory of the Cave</i> , Karl Marx- <i>The Communist Manifesto</i> , Fredric Nietzsche- <i>Apollonianism and Dionysianism</i> , Albert Camus- <i>The Myth of Sisyphus</i> Psychology Sigmund Freud- <i>Case 4: Katharina</i> Science Albert Einstein- $E = MC^2$ Environment Paul and Anne Enrich- <i>The Rivet Poppers</i> Work and Class James Curry- <i>Speech of January 1840</i>
Learning Unit Two Net Contact Hours-16 hrs.	Unit B – Fiction Race Relations Jan Rabie- <i>Drought</i> Work and Class Gish Jen- <i>His Own Society</i> Social Dimension of Class Gloria Naylor- <i>Kiswana Browne</i> Art and Class The Diamond as Big as the Ritz Class Conflict Michael Winerip- <i>The Blue Collar Millionaire</i> Individual and Society B.P. Koirala- <i>A Tale</i> ParashuPradhan- <i>The Telegram on the Table</i> Logic Max Schulman- <i>Love is a Fallacy</i> Entertainment Roald Dahl- <i>The Hitch-Hiker</i> Richard Connel- <i>The Most Dangerous Game</i>

Learning Unit Three Net Contact Hours-6 hrs.	Unit C - Poetry <i>Society and Politics</i> L.P Devkota- <i>The Lunatic</i> <i>Social Dimensions of Class</i> Lawrence Kearney- <i>K Mart</i> <i>Class Conflict</i> David Ignatow- <i>The Boss</i> <i>Art and Class</i> Michael L. Johnson- <i>Cowboy Poem</i> <i>Love</i> W.B. Yeats- <i>Leda and the Swan</i>
Learning Unit Four Net Contact Hours-3hrs.	Unit D - Drama The Family Edward Albee- <i>The Sandbox</i>
Learning Unit Five Net Contact Hours-1hr.	Unit – E: Song Work and Class Merle Travis- <i>Sixteen Tons</i>
Text Book	Compilation from books
Total Contact Hours	48 hrs (excluding assessment and final examination)
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MATHEMATICS-I
Course Code Number	MAS 101
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide a sound mathematical foundation especially in non-calculus area to the participants.
Learning Unit	
Learning Unit One Net Contact Hours -7 hrs	1. Application of Equations and Inequalities Algebra Refresher (Including Elementary Set Theory), Liner, Quadratic Equations, Application of Equation, Linear Inequalities, Application of Inequalities, Absolute Value.
Learning Unit Two Net Contact Hours - 7 hrs	2. Functions and Graphs Functions, Special Functions, Combinations of Functions, Inverse Functions, Graphs in Rectangle Coordinates, Symmetry, Translations and Reflections.
Learning Unit Three Net Contact Hours - 8 hrs	3. Lines, Parabolas, and Systems Lines, Applications and Linear Functions, Quadratic Function, System of Linear Equations, Nonlinear Systems, Application of System of Equations.
Learning Unit Four Net Contact Hours - 5 hrs	4. Exponential and Logarithmic Function Exponential Functions, Logarithmic Functions, Properties of Logarithms, Logarithmic and Exponential Equations.
Learning Unit Five Net Contact Hours - 6 hrs	5. Mathematics of Finance Compound Interest, Present Value, Annuities, Amortization of Loans.
Learning Unit Six Net Contact Hours -10 hrs	6. Matrix Algebra Matrices, Matrix Addition and Scalar Multiplication, Matrix Multiplication, Solving Systems by Reducing Matrices, Inverses, Leontief's Input-Output Analysis.
Learning Unit Seven Net Contact Hours - 5 hrs	7. Liner Programming Linear Inequalities in Two Variables, Linear Programming for problems with two variables (graphical method).
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Ernest F. Haeussler, Jr., Richard S. Paul, and Richard Wood (2005), <i>Introductory Mathematical Analysis</i> , USA: Pearson Prentice Hall
Evaluation Scheme	In-Semester evaluation 50%
	End-Semester evaluation 50%
	Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MATHEMATICS-II
Course Code Number	MAS 102
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide the students with basic knowledge of calculus that is applicable in various areas of management.
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	1. Limits And Continuity Properties of Limits, Limits at infinity, Continuity, Locating Discontinuities.
Learning Unit Two Net Contact Hours - 12 hrs	2. Differentiation Derivative, Rules for Differentiation, Derivative as a Rate of Change, Differentiability and Continuity, Product and Quotient Rules, Chain Rule and Power Rule, Derivatives of Logarithmic Functions, Derivatives of Exponential Functions, Elasticity of Demand, Implicit Differentiation, Logarithmic Differentiation, Higher-Order Derivatives.
Learning Unit Three Net Contact Hours - 8 hrs	3. Curve Sketching Relative extrema, First derivative test, curve sketching using first derivative test, Absolute extrema on a Closed Interval, Concavity and inflection points, Second Derivative Test, Asymptotes, Applied Maxima and Minima.
Learning Unit Four Net Contact Hours - 7 hrs	4. Integration Indefinite Integral, Integration with Initial Conditions, More Integration Formulas, Techniques of Integration, Summation, Definite Integral, Fundamental Theorem of Integral Calculus, Area between Curves, Consumers' and Producers' Surplus.
Learning Unit Five Net Contact Hours - 6 hrs	5. Methods and Applications of Integration Integration by Parts, Integration by Partial Fraction, Differential Equations, Applications of Differential Equations.
Learning Unit Six Net Contact Hours - 9 hrs	6. Multivariable Calculus Functions of Several Variables, Partial Derivatives, Application of Partial Derivatives, Implicit Partial Differentiation, Higher-order Partial Derivatives, Chain Rule, Maxima and Minima for Functions of Two Variables, Lagrange Multipliers, and Multiple Integrals.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Haeussler, E. F., Richard S. P., & Wood R. J. (2010). <i>Introductory Mathematical Analysis (13th ed.)</i> , USA: Pearson Prentice Hall.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management

BBA/ BBIS Course Syllabus

Course Title	STATISTICS I						
Course Code Number	MAS 131						
Credit Hours	3						
Course Objective							
Main Objective	The objective of the course is to provide participants with a clear understanding of the basic statistical concepts, techniques, and tools on describing data, numerical measures, probability, probability distribution, sampling and sampling distribution, and index numbers and to enable them in using these techniques for analyzing business decision problems.						
Enabling Objectives	<p>After completion of all the learning units and the requirement of the course, students will be able to:</p> <ul style="list-style-type: none"> • Describe and present the data in different form of diagrams and tables. • State, calculate and interpret the measures of central values and dispersions. • Explain, calculate and interpret the basic probability problems. • Explain, calculate and interpret the problems of probability distribution – Binomial, Poisson and normal. • State and use of sampling in the sample survey and calculate sample size and its relations with standard error. • Explain types of index number and calculate the index numbers. 						
Learning Unit							
Learning Unit One Net Contact Hours -8 hrs	1. Introduction Statistics and its subdivision, Statistics and Data, Arranging data using the Data Array and Frequency Distribution, Constructing a Frequency Distribution, Graphing Frequency Distributions: Stem -and -Leaf Display, Histogram, Frequency Polygon, Ogives.						
Learning Unit Two Net Contact Hours - 10 hrs	2. Measures of central tendency and dispersion in frequency distribution Summary Statistics, Arithmetic Mean, Weighted Mean, Geometric Mean, Median, Mode, Dispersion, Ranges, Average Deviation Measures, Standard Deviation, Relative Dispersion: Coefficient of Variation.						
Learning Unit Three Net Contact Hours - 10 hrs	3. Probability Basic terminology in probability, Probabilities Rules, Probabilities under conditions of Statistical Independence, Probabilities under conditions of statistical dependence, Bayes' theorem.						
Learning Unit Four Net Contact Hours - 8 hrs	4. Probability distributions Introduction to Probability Distributions, Random Variables, Use of Expected Value in decision making, Binomial Distribution, Poisson Distribution, Normal Distribution, choosing the correct probability distribution.						
Learning Unit Five Net Contact Hours - 6 hrs	5. Sampling and sampling distribution Introduction to Sampling and types of sampling, sample versus census survey, Sampling Distributions, Central Limit Theorem, Relationship between Sample size and Standard error.						
Learning Unit Six Net Contact Hours 6 hrs	6. Index Numbers Introduction, Un-weighted aggregates index, Weighted aggregates index: Laspeyres method, Paasche method, Fisher method, fixed weight aggregate method, and average of relative method- for price, quantity and value indices. Issues in constructing and using index numbers.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Richard I. Levin and David S. Rubin (1997), <i>Statistics for Management</i> , 7 th Edition, New Delhi: Prentice Hall of India.						
Reference Text	David M. Levine, Timothy C. Krehbiel, Mark L. Berenson, and P.K. Viswanathan ((2010), <i>Business statistics A FIRST COURSE</i> , 5 th Edition, New Delhi: Prentice Hall of India.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
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Total	100%						

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KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/ BBIS
Course Syllabus

Course Title	STATISTICS II
Course Code Number	MAS 132
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide participants with a clear understanding of the basic inferential statistical concepts and tools on estimation, hypothesis testing, relationship between variables using correlation and regression techniques, and forecasting models and to enable them in using the tools for analyzing business decision problems.
Enabling Objectives	<p>After completion of all the learning units and the requirement of the course, students will be able to:</p> <ul style="list-style-type: none"> • Explain, calculate and interpret the estimation of mean and proportion. • State and setting the null and alternative hypothesis in terms of mean, and proportion and test it using data for one sample using statistical test: t-test, z-test. • State and setting the null and alternative hypothesis in terms of mean and proportion and test it using data for two samples using statistical test: t-test and z-test. • Explain, calculate, and interpret the chi-square test and one way ANOVA. • Explain, calculate and interpret the relationship between and among variables using simple correlation and regression analysis. • Interpret the SPSS output for regression model. • Explain, calculate and analyze the time series data for forecasting.
Learning Unit	
Learning Unit One Net Contact Hours -5 hrs	<p>1. Estimation</p> <p>Introduction, Point estimates, Interval estimates, Interval estimates and confidence intervals, Calculating interval estimates of the mean from large samples, Calculating interval estimates of the proportion from large samples, Interval estimates using the t-distribution, Determining the sample size in estimation.</p>
Learning Unit Two Net Contact Hours - 8 hrs	<p>2. Testing Hypotheses: One Sample Tests</p> <p>Introduction, concepts basic to hypothesis testing procedure, testing hypothesis, hypothesis testing of mean when the population standard deviation is known, measuring the power of a hypothesis test, hypothesis testing of proportion of large samples, hypothesis testing of means when the population standard deviation is not known.</p>
Learning Unit Three Net Contact Hours - 6hrs	<p>3. Testing Hypotheses: Two Sample Tests</p> <p>Hypothesis testing for differences between means and proportions, Tests for differences between means: Large sample sizes, Tests for differences between means: Small sample sizes, Testing differences between means with dependent samples, Tests for differences between proportions :Large sample sizes</p>
Learning Unit Four Net Contact Hours - 7 hrs	<p>4. Chi-Square and Analysis of Variance</p> <p>Introduction, Chi-square as a test of independence, Chi-square as a test of goodness of fit, Chi square as a test of single population variance. Analysis of variance, F-test as a test of two population variances.</p>
Learning Unit Five Net Contact Hours – 8 hrs	<p>5. Simple regression and correlation</p> <p>Introduction, correlation analysis, regression equation using least squares method, prediction using regression equation- interpolation versus extrapolation, measures of variation - computing the sum of squares, the coefficient of determination, standard error of the estimate, Inference about the population slope, correlation coefficients, and regression equation using t-test and F-test, confidence interval for the slope, estimation of mean values and prediction of individual values, and Limitations and errors, interpreting SPSS output for regression model.</p>
Learning Unit Six Net Contact Hours - 7 hrs	<p>6. Multiple Regression</p> <p>Introduction, multiple regression models, interpreting the regression coefficient, prediction using regression model, quadratic model, multiple regressions with dummy variables, Inference about the population slope, and regression equation by t-test and F-test, confidence interval for the slope, estimation of mean values and prediction of individual values, interpreting SPSS output for regression model</p>
Learning Unit Seven Net Contact Hours - 7hrs	<p>7. Time Series and Forecasting</p> <p>Introduction, Variations in time series, Trend analysis, Cyclic variation, Seasonal variation, Irregular</p>

	variation, Time series analysis in forecasting using trend projection method, moving average method and simple exponential smoothing method. Accuracy measures of forecast values.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Richard I. Levin and David S. Rubin (1997), <i>Statistics for Management</i> , 7 th Edition, New Delhi: Prentice Hall of India.						
Reference Text	David M. Levine, Timothy C. Krehbiel, Mark L. Berenson, and P.K. Viswanathan ((2010), <i>Business statistics A FIRST COURSE</i> , 5 th Edition, New Delhi: Prentice Hall of India.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MICROECONOMICS
Course Code Number	ECO 201
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to acquaint students with the basic concepts of Microeconomic Theory. The course intends to enable participants understand and analyze economic behavior of individual decision-making entities or units such as markets, firms/enterprises and households, thereby facilitating them understand the use of Microeconomics in managerial decision-making.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Introduction to Microeconomics and Basic Concepts Introduction; Basic issues in Economics: Scarcity, Efficiency and Alternatives; Basic Division/Classification of Economic Studies; Introduction to Microeconomics; Scope and Purpose of Microeconomics and its Significance in Business Decision Making; Microeconomics and Macroeconomics - basic differences; Need for Economic Models, Assumptions, Theories, Laws and Hypotheses in Microeconomics.
Learning Unit Two Net Contact Hours - 10 hrs	2. Basics of Demand and Supply Analysis Concepts of Demand and Supply: Individual and Market Demand and Supply; Demand and Supply Curves, Schedules and Factors affecting Demand and Supply; Movements along Demand/Supply Curves and their shifts; Concepts, Types and Measurements of and Factors affecting Elasticities of Demand and Supply (point and arc elasticity); Market Mechanism as an Interplay of Demand and Supply; Producer Surplus; Consumer Surplus; Effects of Government Intervention, Effects of Price Ceiling and Price Floor and Dead Weight Loss; Concepts of Externalities.
Learning Unit Three Net Contact Hours - 6 hrs	3. Consumer Behavior Concepts of Utility: Cardinal and Ordinal; Basic Understanding of the Law of Diminishing Marginal Utility; Indifference Curves Analysis: Concept, Properties, MRS; Consumer's Equilibrium: Interplay of the Budget Line and Indifference Curves, Price Effect, Income Effect, Substitution Effect and Effects of changes in Income and Prices.
Learning Unit Four <i>Net Contact Hours - 6 hrs</i>	4. Theory of Production Concepts of Production, Factors of Production and Introduction to Production Functions; Production with One variable Input - Law of Variable Proportions; Concepts of Total, Average and Marginal products; Production with two variable inputs: Production Isoquants, Isocost Lines, Least cost combination of factors, MRTS and two special cases of Production Functions - Perfect Substitutes and Perfect Complements; Introduction to the Laws of Returns to Scale.
Learning Unit Five Net Contact Hours - 8 hrs	5. Costs and Revenues Concepts of Costs: Economic Costs, Accounting Costs, Sunk Costs; Short-run and Long-run costs: Total, Average and Marginal Costs; Schedules, Curves, Characteristics and their interrelationships; Economies and Diseconomies of Scale; Concepts of Revenues: Total, Average and Marginal Revenues under conditions of Perfect and Imperfect Competition; Concepts of and conditions for Profit Maximization by Firms.
Learning Unit Six Net Contact Hours – 10 hrs	6. Market Forms and Product Pricing Concept of Markets and Introduction to Market Forms, Important features of different Market Forms and basic concept of degrees of Market Power exercised; Perfect Competition: Features, Pricing and Production Decisions in the Short and Long-run Time periods; Monopoly: Features, Pricing and Production Decisions in the Short and Long-run Time periods, Social Costs of Monopoly, Sources of Monopoly Power, Monopoly and Consumer's Surplus and First, Second and Third Degree Price Discrimination; Monopolistic Competition: Features, Pricing and Production Decisions in the Short and Long-run Time Periods; Oligopolistic Competition: Features and Basic Distinction from Monopolistic Competition.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Markets for Factor Inputs and Factor Pricing Concept of Factor Markets: Demand for and Supply of Factors of Production; Preliminary notion of the Determination of Rent, Wages, Interest and Profit.

Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	<ol style="list-style-type: none"> 1. Pindyck, Robert S. Daniel L. Rubinfeld, Metha, Prem L. (2009) <i>Microeconomics</i> (7th Edition, Impression 2012) India: Pearson Education Inc. 2. Salvatore, Dominick (2003), <i>Microeconomics Theory and Applications</i>, 4th Edition, Impression 2007, Oxford University Press, New York
Other References	<ol style="list-style-type: none"> 1. Lipsey, Richard G. and K. Alec Chrystal (2011), <i>Economics</i>, 12th Edition, Great Britain: Oxford University Press. 2. Mankiw, N. Gregory (2012), <i>Principles of Microeconomics</i>, 6th Edition, First Indian Reprint, Akash Press, New Delhi.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/ BBIS

Course Title	MACROECONOMICS
Course Code Number	ECO 210
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide exposure to the basic concepts, tools and theories of macroeconomics with the intention of enabling the students in identifying and analyzing fundamental national and international macroeconomic issues useful to business management decision-making.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Basic Concepts Introduction; Basic Economic Problem/Issue: Resource Scarcity and Efficiency; Macroeconomics' objectives: Growth, Employment and Price stability; Opportunity cost; Stocks and Flows; Society's Technological Possibility; Economic Organizations: Market, Command, Mixed Economies (Market and Government); Black or Underground Economy; Economic Models; Equilibrium and Disequilibrium; Resources/ Inputs and Outputs/Value added.
Learning Unit Two Net Contact Hours - 6 hrs	2. Measuring National Economic Activity The Concept of National Accounts; Essence of Economic Flows: Sectors of the Economy: Household, Firm/Enterprise, Government, Financial, Foreign/External; Circular Flow of Macroeconomic Activity/National Income: Flow-of-Product (Final Goods) and Earnings or Cost/Expenditure Approaches; Gross Domestic Product (GDP) and Gross National Product (GNP) and Capital Consumption/Depreciation; Nominal and Real GDP, and GDP Deflator; Actual and Potential/Full Employment GDP/Output; Disposable Income and Saving; National Income Aggregates: Components of GDP and GNP.
Learning Unit Three Net Contact Hours - 5 hrs	3. Consumption and Investment 3.1 Consumption Budgetary Expenditure Patterns; Consumption, Income and Saving; Consumption Function; Savings Function; Marginal Propensity to Consume; Marginal Propensity to Save; National Consumption Behavior; Determinants of Consumption; National Consumption Function; Multiplier Model. 3.2 Investment Constituents of Investment; Determinants of Investment; Investment Demand Curve; Accelerator Principle.
Learning Unit Four Net Contact Hours - 5 hrs	4. Aggregate Demand and Supply Concepts of Aggregate Demand and Aggregate Supply, and their Schedules; Output and Employment Determination; Demand side (Level of aggregate demand) and Supply-side (Productivity and production costs) Economics. Concept of Inflationary and Deflationary Gap
Learning Unit Five Net Contact Hours - 6 hrs	5. Money and Banking Definition and Functions of Money; Demand for Money and the Quantity Theory of Money; Banking System and the Economy; Credit Creation by Commercial Banks; Financial Intermediaries (depository and non-depository institutions).
Learning Unit Six Net Contact Hours - 7 hrs	6. Monetary Policy along with Open Economy The Concept of Money Supply; (theories and application) Narrow and Broad Money Supplies; Central Banking; Objectives and Instruments of Monetary Policy; Targeting Money Supply; Managing Money Supply: use of instrument to manage money supply; Types of Exchange Rates (including Nominal and Real Exchange Rates, Determinants, Net Exports, and Balance of Payments.
Learning Unit Seven Net Contact Hours - 5 hrs	7. Inflation Unemployment and underemployment Concepts of Inflation, Unemployment and Underemployment; Concept of Consumer Price Index (CPI) and its calculation, Concept of Wholesale Price Index (WPI); Inflation Targeting; Inflation and Unemployment Trade-off.

Learning Unit Eight Net Contact Hours - 4 hrs	8. Business/Trade Cycle The Concept of the Business Cycle; Business Cycle Theories; Business Cycles and Business Decision making.
Learning Unit Nine Net Contact Hours - 6 hrs	9. Public Finance Concept of Public Finance; Role of Government in the Economy; Government Budgeting; Fiscal Policy: Objectives and Instruments; Taxation Policy and Investment Decisions; Fiscal – Monetary Mix; Deficit Financing; Government or Public Debt Management.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Samuelson, P. A. & Nordhaus, W.D. (2010). <i>Economics (19th ed.)</i> . New Delhi: Tata McGraw-Hill. (Indian Adaptation by Sudip Chaudari and Anindya Sen)
Other References	Lipsey, R. G. & Crystal, K. A. (2010). <i>Economics (12th ed.)</i> . Noida: Oxford University Press. Mankiw, N. G. (2011). <i>Macroeconomics, (6th Ed.)</i> . Worth Publisher.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ECONOMIC DEVELOPMENT
Course Code Number	ECO 230
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding of the fundamental concepts and issues of economic development in the context of developing countries. The basic intent of the course is to strengthen the students in better business decision-making for their own wellbeing as well as for their contribution for the development of the society.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Basic concepts of economic development The meaning of economic development: Traditional view versus Modern view; Per capita income and Human development index (HDI); Core values of development; Objectives of development; The role of values in economic development.
Learning Unit Two Net Contact Hours - 2 hrs	2. Characteristics of development and underdevelopment Structural diversities and common characteristics of developing economies.
Learning Unit Three Net Contact Hours - 5 hrs	3. Leading theories of economic development Rostow's doctrine of economic development; Lewis' theory of structural transformation; The dualistic-development thesis; Free markets; Public choice and Market-friendly thesis; The new growth theory.
Learning Unit Four Net Contact Hours - 8 hrs	4. Contemporary development issues Kuznet's six characteristics of modern economic growth; The growth controversy: relationship between economic growth, income distribution and poverty, rural poverty, women and poverty, ethnic minorities and poverty; Redistribution from growth: areas of intervention and policy options; Problem of unemployment/underemployment, poverty, and income distribution; Rural-urban gap; Impact of environmental pollution on development.
Learning Unit Five Net Contact Hours - 5 hrs	5. Human resource development Labor force and its composition; Health and nutrition; Education of women; Fertility and child health; Education: public education expenditure, enrolments and literacy; Linkage of education with internal migration and brain drain; The gender gap in education.
Learning Unit Six Net Contact Hours - 5 hrs	6. Capital, natural resources and infrastructure Meaning of capital; Formation/accumulation and sources of capital; Capital-output ratio and its importance; Exhaustible/non-renewable and renewable natural resources and their importance; Infrastructure and economic development interconnection.
Learning Unit Seven Net Contact Hours - 5 hrs	7. Foreign aid and technology Foreign aid: Types (bilateral and multilateral), Forms (loans and grants), Contents (manpower, material and technology); Foreign finance: pros and cons of foreign direct investment and portfolio investment; Importance and limitations of foreign aid and finance; Technology and economic development; Technology choice: Labor-intensive versus Capital intensive; Total factor productivity and Marginal factor productivity.
Learning Unit Eight Net Contact Hours - 4 hrs	8. The economics of agricultural development Economics of agricultural development; Evolution of the agricultural system from subsistence to commercial enterprise phase; Role of women in LDC agrarian systems; Strategic requirements for agricultural and rural development.
Learning Unit Nine Net Contact Hours - 5 hrs	9. The major facets of economic development in Nepal Composition and distribution of land and population among the various regions; Major types of sectors of the economy and their share of contribution to the national economic development; Types and pattern of distribution of predominant economic activities/enterprises by regions/locations; Major constraints and challenges in attaining economic development.

Learning Unit Ten Net Contact Hours - 5 hrs	10. Planning, institutions, and the role of the state Meaning and rationale for development planning; Nature of the planning in mixed economies; Basic stage-wise models of planning; Reasons for plan failures; Concept of decentralization in planning; the role of institutions, including NGOs and INGOs, and of the state in economic development.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Todaro, M.P. & Smith, S.C. (2010). <i>Economic Development</i> (10 th Ed). Delhi: Pearson Education.
Other References	Higgins, B. (1996). <i>Economic development problems, principles and policies</i> . New Delhi: Universal Bookstall. LDTA (Local Development Training Academy). <i>Poverty reduction and decentralization: A linkage assessment</i> . Kathmandu. Meier, G.M. (2000). <i>Leading issues in economic development</i> . New York: Oxford University Press. Thirlwall, A.P. (2003). <i>Growth and Development with special reference to developing countries</i> . New Delhi: Macmillan.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SOCIOLOGY
Course Code Number	SOS 121
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to familiarize students with the concepts of dealing with the society in relation to management. The course intends to enable participants to understand society, social system functioning, individual and institution interaction, and conflict management; individual perception about his or her role as a socioeconomic being, personality shaping as a member of a society, individual participation in the entire developmental process of a society.
Learning Unit	
Learning Unit One Net Contact Hours - 8 hrs	1. Introduction of Sociology and Perspectives on Study of Sociology Concept, Origin, Definition, Subject matters, Relationship with other subjects, Major three perspectives of Sociology: Functionalism, Conflict and Symbolic interactions
Learning Unit Two Net Contact Hours - 6 hrs	2. Society and Individual Society: Characteristics and elements of society, Types of society (Primitive, agrarian and industrial), Nature of society (based on relationship with human-social contract theory and organic theory), Relationship between society and individual (impact of society on human and vice versa), Concept of social system. Community: Concept, Elements and characteristics, Difference between rural and urban community, Difference between community and society. Social Group: Concept and definitions, Types of group (primary and secondary) and their characteristics. Institutions: Concept and definition, Types of institutions and their functions/needs, Class and caste system (advantages and disadvantages of caste system). Norms and Values: Concept, definition and characteristics.
Learning Unit Three Net Contact Hours - 6 hrs	3. Culture and Society Culture: Concept and definition, Nature and characteristics of culture, Changes in culture (Factors, acculturation, assimilation and enculturation), Cultural ethnocentrism and relativity, Norms and values. Socialization: Definition of socialization and stages, Agents of socialization, Socialization and personality development, Nature vs. Nurture, Freudian concept of socialization. Role and Status: Role strain and role conflict, Types of status (ascribed and achieved).
Learning Unit Four Net Contact Hours - 11 hrs	4. Social Structure Social Structure: Concept and definition, Bases and foundation of social structure, Social order and hierarchy. Social Stratification: Concept and definition, Caste, class and social mobility, life chance, Social stratification is universal, Stratification in rural and industrial society, Bases and factors of stratification, Theories of social stratification (Functionalism, Symbolic interactions, Conflict (FIC)). Social Institutions: Marriage (Concept and definition, Importance and functions, Types), Family (Concept and definition, Functions and importance, Variation in family structure in Nepal, Perspectives on the family (FIC). Education: Role of education in society. Religion and Morality: Concept and definition, Functions, Forms of religious organization. Politics: Nature of politics and political institutions, Politics, power and authority, Types political systems in modern societies. Economics: Concept, Types of economies.
Learning Unit Five Net Contact Hours - 8 hrs	5. Social Change and Social Movement Social change: Concept and definition of social change, Characteristics and nature of social change, Forces and factors of social change, Consequences of social change, Conflict and its causes. Modernization: Concept and definition, Characteristics of modernization, Factors of modernization. Industrialization: Concept and definition, Characteristics, Factors of industrialization. Urbanization: Concept and definition, Characteristics, Factors of urbanization.

	Social Movement: Concept and definition, Types of social movement, Causes of social movement. Changing status of women in Nepal.
Learning Unit Six Net Contact Hours - 3 hrs	6. Social Processes Concept and characteristics of cooperation, accommodation and assimilation.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Social Control Concept, objectives, need/importance, types, elements, agencies of social control.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	<ol style="list-style-type: none"> 1. R. M. Maciver and Charls H. Page (1985), <i>Society: An Introductory Analysis</i>, Macmillan India Ltd. 2. James W. Vander Zanden (1990), <i>The Social Experience</i>, New York: McGraw-Hill. 3. William Kornblum, Holt, Rinehart and Winston (1988), <i>Sociology in a Changing World</i>, New York: The Dryden Press. 4. James M. Henslin (1993) <i>Sociology: A Down to Earth Approach</i>, Boston: Allyn and Bacon. 5. Rishikeshab Raj Regmi (----), <i>The Essentials of Sociology</i>, Buddha Academic Publishers and Distributors Pvt. Ltd, Kathmandu, Nepal.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	POLITICAL SCIENCE
Course Code Number	SOS 131
Credit hours	Three (3)
Course Objective	
Main Objective	The key objective of this course is to introduce the basic concepts of politics and political science to students to enable them to understand the day-to-day dynamics of politics. This course intends to link the basic concepts of Political Science to Nepalese context.
Structure of the Course	
Learning Unit One Net contact hours –3 hrs	1. Introduction Concept, meaning, nature, scope and importance of politics; Politics as the art of government, politics as public affairs, politics as compromise and consensus, and politics as power; approaches to the study of politics (philosophical, empirical, and scientific); study of politics as a scientific discipline.
Learning Unit Two Net contact hours-4.5 hrs	2. Government, Systems and Regimes Concepts of governments, systems and regimes; classification of political systems; importance of classifying political systems; traditional systems of classification (classical typologies, and ‘three worlds’ typology), and regimes of the modern world (western polyarchies, new democracies, East Asian regimes, Islamic regimes and military regimes).
Learning Unit Three Net contact hours-4.5 hrs	3. Democracy Concept of democracy Models of democracy (classical democracy, protective democracy, developmental democracy, people’s democracy); democracy in practice: rival views (pluralist, elitist, corporatist, new right and Marxist).
Learning Unit Four Net contact hours -4.5 hrs	4. The State and Nation Concept and elements of the state; rival theories of the state (pluralist, capitalist, leviathan, patriarchal); the role of the state (minimal, developmental, socio-democratic, collectivized, totalitarian; ‘hollow’); concept of the nation; nations as cultural communities, and nations as political communities.
Learning Unit Five Net contact hours-4.5 hrs	5. Political Culture, Communication and Legitimacy Concept of political culture; civic culture or ideological hegemony, legitimacy and political stability; and mass media and political communication.
Learning Unit Six Net contact hours-4.5 hrs	6. Political Parties and Party System Concept of political party; types of political party; functions of political parties (representation, elite formation and recruitment, goal formulation, interest articulation and aggregation, socialization and mobilization, and organization of government); party organization: location of power in the political party; party systems (one party, two party, dominant party, and multiparty); the decline of political parties: political parties in Nepal, their evolution, working and role.
Learning Unit Seven Net contact hours-4.5 hrs	7. Constitutions, the Law and Judiciaries Concept of constitution and constitutionalism; importance of constitution; classification of constitutions (written and unwritten, codified and un-codified, rigid and flexible, effective and nominal, monarchical and republican, unitary and federal, the purpose of a constitution (empowering states, establishing values and goals, providing government stability, protecting freedom, and legitimizing regimes). The Law Law, morality and politics, The Judiciary Concept of the judiciary: Are judges political?: Do judges make policy?: Composition, powers and functions of the Supreme Court of Nepal Nepalese constitutions Salient features of the Interim Constitution of Nepal, 2007.

Learning Unit Eight Net contact hours-4.5 hrs	8. Assemblies Concept and importance of assemblies: parliamentary and presidential systems; functions of assemblies (legislation, representation, scrutiny and oversight, recruitment and training, and legitimacy); structure of assemblies: one chamber or two chambers: committee systems: performance of assemblies: a brief survey of the composition and functions of the Constituent Assembly under the Interim Constitution of Nepal, 2007.						
Learning Unit Nine Net contact hours-4.5 hrs	9. Political Executives Concept of the executive; organization of the executive; functions of political executives (ceremonial leadership, policy-making leadership, popular leadership, bureaucratic leadership, crisis leadership); power structure in the presidential and parliamentary executive; the politics of leadership; theories of leadership: styles of leadership; the role, powers and functions of the Nepalese Prime minister.						
Learning Unit Ten Net contact hours - 4.5 hrs	10. Bureaucracies Concept of bureaucracy; theories of bureaucracy (rational- administrative model, power-bloc model, bureaucratic, and oversupply model); role of bureaucracies: functions of bureaucracies; organization of bureaucracies, bureaucratic power and need to control bureaucrats: Public administration in Nepal; and problems of Nepalese public administration.						
Learning Unit Eleven Net contact hours-4.5 hrs	11. Nepal and the World Concept of foreign policy; foundations of Nepal's foreign Policy; Nepal's relations with India and China, Nepal and SAARC, and Nepal in the United Nations.						
Total Contact Hours	48 hrs						
Text book	<ul style="list-style-type: none"> • Heywood, Andrew (2007). Politics. Third Edition. New York: Palgrave Macmillan. • Pradhan, Bishwa (1996). <i>Behaviour Of Nepalese Foreign Policy</i>. Kathmandu: Mrs. Durga Devi Pradhan, 1996. • <i>The Interim Constitution of Nepal, 2063 B.S.</i> [2007] (With amendments), Kathmandu: UNDP, 2010. 						
Reference Book	<ul style="list-style-type: none"> • Ball, Alan R. and B. Guy Peters. <i>Modern Politics and Government</i>. Sixth Edition. London: Macmillan. Latest Edition. • Hague, Rod, Martin Harrop and Shaun Breslin. <i>Comparative Government And Politics</i>. London: Macmillan. Latest Edition. • Mahler, Gregory S. (2008). <i>Comparative Politics: An Institutional and Cross-National Approach</i>, Fifth Edition. Englewood Cliffs, NJ: Prentice-Hall). (Rpt. New Delhi: Dorling Kindersley (India), 2008). 						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td> <td>50%</td> </tr> <tr> <td>End-Semester evaluation</td> <td>50%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	PSYCHOLOGY
Course Code Number	PSY 141
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to enable the participants understand the basic processes and structures underlying human behavior as a basis for managing people in an organizational setting.
Learning Unit	
Learning Unit One Net Contact Hours -4.5 hrs	1. Conceptual and Methodological frameworks Understanding Psychology - Concepts and Development; Major areas or sub-fields of Psychology; Major perspectives of Psychology; Psychology and Scientific methods; Research methods in Psychology.
Learning Unit Two Net Contact Hours -4.5 hrs	2. Perception Concepts and Importance; Perceptual Organization; Constancies and Illusions; Key perceptual processes; Perception - Innate or Learned?; Extrasensory Perception.
Learning Unit Three Net Contact Hours - 6 hrs	3. Learning Concepts and Importance; Learning Theories; Behaviouristic Perspectives (Classical and Operant Conditioning), Cognitive perspectives Social/Observational learning perspectives, their applications.
Learning Unit Four Net Contact Hours - 4.5 hrs	4. Memory Concepts and Importance; Models of Human Memory, Types of memory, Forgetting, Memory Distortion and Memory Construction; Improving Memory.
Learning Unit Five Net Contact Hours - 6 hrs	5. Cognition Concepts and Importance; Thinking - Elements of thoughts; Reasoning, Decision making - Heuristics, Decision strategy, Escalation of commitment, Emotion and decision making, Naturalistic decision making; Problem solving - methods, factors affecting effective problem solving, Artificial intelligence.
Learning Unit Six Net Contact Hours - 4.5 hrs	6. Motivation Concepts and Importance; Motivational Theories - drive, arousal, expectancy, goal-setting, equity; Motivational sources - hunger, sex, aggression, achievement, intrinsic.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Emotion and Intelligence Concepts and Importance; Nature of emotion; Biological basis of emotions; Expression of emotions; Emotion and cognition; Subjective well being; Theories of intelligence; Measuring intelligence; Role of heredity and environment; Emotional intelligence; Practical intelligence; Creativity.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Personality Concepts and Importance; Personality Theories - Psychoanalytical, Humanistic, Trait, Social Cognitive; Measuring Personality.
Learning Unit Nine Net Contact Hours - 6 hrs	9. Social Thought and Behaviours Concepts and Importance; Social Perceptions (impression, attribution, attitudes, prejudices) and Interactions (influences and relationships).
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Baron, Robert A. (2003), <i>Psychology</i> , 6 th Edition, India: Prentice Hall of India Pvt. Ltd.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	LOGIC
Course Code Number	PSY 370
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop participants' ability and skills in logical reasoning by familiarizing them with the principles and methods of correct reasoning. The course also intends to enable the participants to test and evaluate good/ bad arguments, and reach to defensible conclusions.
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	1. Basic Logical Concepts Introduction, Propositions and Sentences, Arguments, Premises, and Conclusions, Analyzing Arguments, Recognizing Arguments, Arguments and Explanations, Deduction and Validity, Induction and Probability, Validity and Truth, Complex Argumentative Passages, Reasoning.
Learning Unit Two Net Contact Hours - 5 hrs	2. The Uses of Language Basic Functions of Language, Discourse Serving Multiple Functions, The Forms of Discourse, Emotive Words, Kinds of Agreement and Disagreement.
Learning Unit Three Net Contact Hours - 5 hrs	3. Definition Disputes, Verbal Disputes, and Definitions, Kinds of Definition and the Resolution of Disputes, Extension and Intension, Extensional and Intentional Definitions.
Learning Unit Four Net Contact Hours - 4 hrs	4. Fallacies Introduction, Fallacies of Relevance, Fallacies of Presumption, Fallacies of Ambiguity.
Learning Unit Five Net Contact Hours - 14 hrs	5. Deduction Theory of Deduction, Categorical Propositions and Classes, Quality, Quantity, and Distribution, Traditional Square of Opposition, Categorical Syllogisms, Formal Nature of Syllogistic Argument, Venn Diagram Technique for Testing Syllogisms, Syllogistic Rules and Syllogistic Fallacies, Syllogistic Arguments in Ordinary Language (Syllogistic Arguments in Ordinary Language, Reducing the Number of Terms and Translating Categorical Propositions into Standard Form), Symbolic Language of Modern Logic, Symbols for Conjunction, Negation, and Disjunction, Conditional Statements and Material Implication, Argument Forms and Arguments, Statement Forms and Material Equivalence, Logical Equivalence, Methods of Deduction (Formal proof of validity and Proof of invalidity), Proving Validity and Invalidity using Quantification Theory.
Learning Unit Six Net Contact Hours - 8hrs	6. Induction Argument by Analogy, Appraising Analogical Arguments, Refutation by Logical Analogy, Casual Connection: Cause and Effect, Mill's Methods, Critique of Mill's Methods.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Science and Hypothesis Value of Science, Explanations: Scientific and Unscientific, Evaluating Scientific Explanations, Stages of Scientific Investigation, Pattern of Scientific Investigation, Crucial Experiments and Ad Hoc Hypotheses.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Irving M. Copi and Carl Cohen (2004), <i>Introduction to Logic</i> , 13 th Edition, New Delhi: Prentice Hall of India Private Limited.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/BBIS
Course Syllabus

Course Title		INFORMATION SYSTEMS TECHNOLOGY
Course Code Number		COM 240
Credit Hours		3
Course Objective		
Main Objective		The objective of the course is to develop understanding on the basic concepts and applications of Information Technology in organizations.
Course Outcomes		<p>After completion of all the learning units and the requirements of the course, students will be able to:</p> <ul style="list-style-type: none"> • Develop understanding of information technology used in business; • Build knowledge about different computer hardware used in business; • Build the concept of different software used in business; • Build the concept of how organizational data is managed; • Develop understanding of how computer network works and how it is beneficial to business. • Develop understanding of emerging technology which produces organizational benefit. • Understand how information systems are prone to risk and how it can be safeguarded. • Develop hands on experience of basic IT application used in business.
Learning Unit		
Learning Unit One Net Contact Hours -6 hrs		1. Information Technology and Business Business in the information age; Information systems; Organization structure and IT support; Evolution and types of information systems; IT for business, IT for individuals. Computers in past and present, computers for every need.
Learning Unit Two Net Contact Hours – 16 hrs		2. IT Infrastructure
Learning Unit 2	2.1 Net Contact Hours – 2 hrs	2.1 Computer Hardware Hardware; Input/output - for business and for individuals, Processing- CPU, Memory, Storage-types of storage devices, Strategic hardware issues.
Learning Unit 2	2.2 Net Contact Hours – 4 hrs	2.2 Computer Software Software for business; Open source vs. Close source; Systems and utility software; Application software; Software issues; Programming languages; new trends in software , software for mobile devices, software on the web, utility programs.
Learning Unit 2	2.3 Net Contact Hours – 4 hrs	2.3 Database concept Basics of data arrangement and access; Traditional file environment; Databases: Modern approach; Database management systems, Logical data models; approaches to manage data.
Learning Unit 2	2.4 Net Contact Hours - 6 hrs	2.4 Telecommunication and Networks Telecommunications systems; Networks; Network communications software; data transmission characteristics, networking media, communication protocols, Network processing strategies; Telecommunications applications.

Learning Unit Three Net Contact Hours - 4 hrs	3. Web and emerging technology Internet and its evolution; Operation of the internet; World wide web; Internet; Intranets, extranet, web 2.0, cloud computing, green computing, virtual computing,
Learning Unit Four Net Contact Hours - 6 hrs	4. Computer security and privacy Information security and control, Unauthorized Access and Unauthorized Use, Protecting Against Unauthorized Access and Unauthorized Use, Computer Sabotage and protection, Cyberbullying, Cyberstalking, and Other Personal Safety Concerns,
Learning Unit Five Net Contact Hours - 16 hrs	Practicum session for Application software for business. 1. Advance feature of Word Processor 2. Spreadsheet, 3. PowerPoint, 4. Database management system, 5. Internet and web
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Morley, D., & Parker, C. S. (2014). <i>Understanding Computers Today & Tomorrow</i> 14th ed. Cengage Learning.
Other References	1. Efraim Turban, R. Kelly Rainer, Jr. Richard E. Potter, <i>Introduction to Information Technology</i> , 2005, John Wiley & Sons (Asia) Pte Ltd. 2. Steven Alter (2001), <i>Information Systems: A Management Perspective</i> , 3 rd edition, Pearson Education Asia.
Evaluation Scheme	In-Semester evaluation 50% including lab work End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	RESEARCH METHODOLOGY
Course Code	RES 410
Credit hours	3
Course Objective	
Main Objective	The objective of this course is to equip students with the knowledge and skills on applied business research so that they will be able to independently design and conduct business research using scientific inquiry method to address the problems of an organization after the completion of this course.
Learning Unit	
Learning Unit One Net contact hours – 4. hrs	1. Introduction to Business Research: Meaning of Research, Information and competitive advantage, Hierarchy of information based decision makers, Types of Research: applied and basic (pure) research, good research. Overview of research industry work, Ethics in business research: participants, the sponsor and team members. Language of research: Concepts, constructs, Definitions, Variables, Propositions and hypotheses, Theory, Models, Scientific methods, Sound reasoning for useful answers.
Learning Unit Two Net contact hours – 2 hrs	2. The Research Process: Six stage research process. Research process issues, Clarifying the research question.
Learning Unit Three Net contact hours –6 hrs	3. Clarifying The Research Questions A search strategy for exploration, Mining internal sources, The management research question hierarchy: Management dilemma, management questions, research questions, investigative questions, measurement questions, Management decision. Note: Exercises through case studies and field study are required for identifying research problems.
Learning Unit Four Net contact hours – 10 hrs	4. Research Design Overview of Research Design, Qualitative research, Observation studies, Experiments, Surveys.
Learning Unit Five Net contact hours –6 hrs	5. The Sources And Collection Of Data Measurement scales and good measurement: validity, reliability and practicality, The nature of attitudes, selection of a measurement scales, rating scales, questionnaires and instruments and its phases of development.
Learning Unit Six Net contact hours –4 hrs	6. Sampling Design The nature of sampling, Sampling design, The Sampling Process, Probability and Non-probability Sampling, Determining the Sample Size
Learning Unit Seven Net contact hours –10 hrs	7. Analysis of Data Data preparation and description: editing, coding, data entry. Exploring, displaying and examining data: exploratory data analysis: tables and diagrams, cross tabulation, Hypothesis testing: statistical significance, tests of significance, runs tests for randomness, Wilcoxon matched pair test, Measures of association: bivariate correlation analysis, simple linear regression, nonparametric measurement of association, An overview of multivariate analysis. Note: Analysis of Data using Spreadsheet or any statistical tool like Excel and SPSS is necessary.
Learning Unit Eight Net contact hours –6 hrs	8. Presentation of Data The written research proposal and report, research proposal and report components, writing the proposal and report, presentation of statistics. Oral presentation: Principles, plan, organize, support, visualize, deliver and practice and arrange. Note: Submission of written proposal and reports and oral presentation are necessary.
Total contact hours	48 hrs (excluding assessment and final examination)
Basic Texts	<u>Cooper, D.R., Schindler, P.S. & Sharma, J.K. (2012). Business Research Methods, 11th Edition, Tata McGraw Hill Ltd.</u>
Other References	1. <u>Sekaran, U. & Bougie, R. (2010). Research Methods for Business: A Skill Building Approach, 5th Edition, John Wiley & Sons, Inc.</u>

	2. Kerlinger, F. N. (2011). Foundations of Behavioral Research. 2 nd Edition. Surjeet Publications. 3. Saunders, M., Lewis, P. & Thornhill, A. (2003) Research Methods for Business Students, 3 rd Edition, Pearson Education Ltd.
Evaluation Scheme	1. In-Semester evaluation 50% 2. End-Semester evaluation 50% 3. Total 100%

Updated February 2017

BBA CORE MANAGEMENT COURSE

Core Courses BBA/BBIS (16x3=48 and 15x3=45 credits)

Core Management Courses

1. Business Management
2. Organizational Behavior
3. Managerial Communication
4. Business Law
5. Financial Accounting-I
6. Financial Accounting-II
7. **Management Accounting – Not in BBIS**
8. Managerial Finance - I
9. Managerial Finance - II
10. Marketing
11. Operations Management
12. Human Resource Management
13. Management Information Systems
14. International Business
15. Entrepreneurship and New Business Formation
16. Strategic Management

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	BUSINESS MANAGEMENT
Course Code Number	GEM 231
Credit Hours	Three (3)
Course Objective	This is an introductory course on management with focus on business context. The course familiarizes students with the fundamentals of management so that they can understand, analyze, and practice basic concepts, processes, functions, and skills of management as they start career in management. This course also prepares students for advance courses in functional management during the rest of their undergraduate study program in management.
Learning Unit	
Learning Unit One Net contact hrs- 10 hrs	1. Understanding management and managerial roles 1.1 Organization: concept, characteristics, types, and importance for business 1.2 Management: concept, functions and process, basic principles, and importance for business 1.3 Manager: concept, roles, and competencies; changing job of managers 1.4 Evolution of management thoughts: classical, behavioral, quantitative, and contemporary approaches; comparative analysis and their applications in managing modern organizations 1.5 Social responsibility of management 1.6 Ethical behaviors of managers: determinants of ethical behaviors, encouraging ethical behaviors
Learning Unit Two Net contact hrs- 6 hrs	2. Managerial decision-making 2.1 Decision making as a management process: concept and importance 2.2 Types of decisions: programmed and non-programmed decisions; criteria for effective decisions; decision making conditions 2.3 Rational decision making process; other kinds of decision rationality: bounded rationality and decision heuristics (intuitive decision making) 2.4 Decision making styles
Learning Unit Three Net contact hrs- 6 hrs	3. Managerial planning 3.1 Planning as a managerial function: concept, importance; planning and performance 3.2 Goals and plans: types of goals and plans; setting goals; planning process and techniques 3.3 Planning under uncertainty: criticisms of planning
Learning Unit Four Net contact hrs- 6 hrs	4. Organizing function of management 4.1 Organizing as a managerial function: concept, importance; organizing principles and process 4.2 Design elements of organizational structure (specialization, departmentalization, chain of command, span of control, authority, formalization) 4.3 Models of organizational design: mechanistic and organic 4.4 Types of organizational structures: traditional and contemporary structures 4.5 Contingency factors for organizational design
Learning Unit Five Net contact hrs-14 hrs	5. Managerial processes for effective performance 5.1 Managerial communication: concept and functions of communication 5.2 Interpersonal communication: methods, making interpersonal communication effective 5.3 Organizational communication: types, direction and networks 5.4 Supervision – concepts, importance, types, processes and methods; effectiveness in supervision 5.5 Delegation- concepts, principles and techniques 5.6 Leadership as a managerial process: concept and importance; leadership styles
Learning Unit Six Net contact hrs- 6 hrs	6. Managerial control 6.1 Controlling as a management function: concept and importance; controlling for organizational performance 6.2 The control process 6.3 Tools for measuring organizational performance 6.4 Contemporary issues in control
Total contact hrs	48 hrs (excluding assessment and final examinations)
Basic Text	Robbins, S.P., Coutler, M. & Bohara, N. (2010). <i>Management (10 th ed.)</i> New Delhi: Prentice Hall.
Evaluation Scheme	In-semester evaluation 50 % End-semester evaluation 50 % Total 100 %

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ORGANIZATIONAL BEHAVIOR
Course Code Number	HRM 320
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide basic essentials, concepts and applications of organizational behavior so as to enable the participants explain, predict and control human behavior at work and prepare them in pursuing advanced management courses.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Introduction to Organizational Behavior Meaning of OB; Objectives of Systematic Study of OB; Primary Disciplines Contributing to OB; <i>Challenges and Opportunity for OB</i> ; Models of Organizational Behavior.
Learning Unit Two Net Contact Hours – 18 hrs	2. The Individual in the Organization 2.1 Key Variables Affecting Individual Behavior Biographical Characteristics; Ability; Learning; Perception and Individual Decision Making; Personality and Values, Attitudes and Job Satisfaction; Implications of individual Behavior in Performance and Satisfaction. 2.2 Motivation Concepts and Applications Basic motivation process; Early theories of motivation; Contemporary theories of motivation; Application of Motivational Concepts: Employee involvement programs, Using rewards to motivate employees, Motivating by Job Design.
Learning Unit Three Net Contact Hours - 15 hrs	3. Groups in the Organization 3.1 Understanding Groups and Teams Basic group concepts and classification; Stages of group development; Group Decision Making; Team versus groups; Types of teams; Developing and managing effective teams; Turning individuals into team players. 3.2 Communication Meaning and functions of communication; The communication process; Methods of communicating; Communication networks; Barriers to effective communication; Cross-cultural communication. 3.3 Leadership Concepts of leadership; Managers versus leaders; Leadership traits and skills; Leadership behavioral-tasks vs. people orientation; Charismatic leadership, Situational theory of leadership: Transactional and Transformational leadership behaviors. 3.4 Power and Influence Concepts of power and influence; Bases and sources of power; Dependency: The key to power; Influencing tactics and outcomes. 3.5 Stress and conflict management Concepts of stress and conflict; Intention and outcomes of conflict; Consequences of stress; Managing stress and conflict.
Learning Unit Four Net Contact Hours - 12 hrs	4. The Organization System 4.1 Foundations of Organization Structure Meaning of structure; Key elements of the organization structure. 4.2 Organization Design Common organizational design: The simple structure, The bureaucracy, The matrix structure, The contingency variables affecting organization design; New options in organization design: The team-based structures, The virtual organization, The boundaryless organization, Organization structure and employee behavior. 4.3 Organizational Culture Defining organizational culture, Functions of culture; Creating and sustaining culture, How employees learn culture.

	4.4 Organizational Change and Development Meaning of change, Forces for change; Resistance to change; Approaches to managing change: Changing structure, Changing technology, Changing people; Managing change through organizational development; Contemporary issues in organizational change: Stimulating innovation, Changing organizational culture.	
Total Contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	Robbins, S. P., Judge, T. A. (2012). <i>Organizational behavior</i> (13 ^h ed.). New Delhi: PHL Learning.	
Other References	Pareek, U. (2007). <i>Understanding of Organization Behavior</i> (2 nd ed.). New Delhi: Oxford University Press	
Evaluation Scheme	In-Semester evaluation	50%
	End-Semester evaluation	50%
	Total	100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course title	MANAGERIAL COMMUNICATION
Course Code	GEM201
Credit Hours	3
Main Objectives	The objective of the course is to enable the students to understand the importance of communication in any business, to use modern technology in communication, to prepare effective PowerPoint slides for presentation, to conduct productive meeting, to deliver oral and online presentations, to understand non-verbal signals and use them appropriately, to develop business etiquette, to conduct effective presentations by using right visual tools, to improve cross-cultural communication in diverse and global business world, to develop effective message by using three-step process, to be able to write effective persuasive and negative messages, and to understand the elements of reports and proposals.
Learning Unit-1 Net contact Hours-4.5	Achieving Success Through Effective Business Communication Achieving success in today's competitive environment, and using technology to improve business communication
Learning Unit-2 Net contact Hours-6	Enhancing Presentations with Slides and Other Visuals Planning your presentation visuals, creating effective slides, completing slides and support materials, and giving presentations online
Learning Unit-3 Net contact Hours-4.5	Mastering team and interpersonal communication Social networks and virtual communities, making your meetings more productive, conducting and contributing to efficient meetings, improving your nonverbal communication skills, and developing your business etiquette
Learning Unit-4 Net contact Hours-4.5	Designing visual communication Understanding visual communication, identifying points to illustrate, selecting the right type of visual, and producing and integrating visuals
Learning Unit-5 Net contact Hours-3	Delivering Oral and Online Presentations Building your career with oral presentations, planning your presentation, writing your presentation, and completing your presentation
Learning Unit-6 Net contact Hours-4.5	Communicating in a world of diversity Understanding the opportunities and challenges of communication in a diverse world, and improving intercultural communication skills
Learning Unit-7 Net contact Hours-6	Understanding three-step writing process 1. Planning Understanding the three-step writing process, analyzing your situation, gathering information, selecting the right medium, organizing your information 2. Writing Adapting to your audience, building strong relationships with your audience, controlling your style and tone, composing your message, choosing strong words, creating effective sentences, crafting unified, coherent paragraph, using technology to compose and shape your message 3. Completing Revising message, evaluating your content, organization, style, and tone, reviewing the readability, editing for clarity and conciseness, evaluating, editing, and revising the work of others. using technology to revise your message, producing your message, designing multimedia

	documents, using technology to produce your message, formatting formal letters and memos, proof-reading, distributing your message								
Learning Unit-8 Net contact Hours-4.5	Crafting brief messages Creating effective email messages using three-step writing process, using the three-step writing process for routine and positive messages, making routine requests sending routine replies and positive messages, strategy for routine replies and positive messages, and common examples of routine replies and positive messages.								
Learning Unit-9 Net contact Hours-3	Developing Negative Messages Choosing the best approach, adapting to your audience, and maintaining high standards of ethics and etiquette								
Learning Unit-10 Net contact Hours-3	Applying AIDA model in persuasive message Developing marketing and sales messages: assessing audience needs, analyzing your competition, determining key selling points and benefits, anticipating purchase objections, and applying AIDA or similar model								
Learning Unit-11 Net contact Hours-4.5	Completing Reports and Proposals Putting the final touches on reports and proposals, revising your reports and proposals, producing your reports and proposals, distributing your reports and proposals, and writing requests for proposals.								
Total	48 hrs (excluding assessment and final examination)								
Basic Text	Courtland L. Bovee, John V. Thill, and Mukesh Chaturvedi (2011), Business Communication Today, 10th Edition, Pearson Education.								
Reference Book	Lehman, C. M., Dufrene, D. D. and Sinha, M. (2011), BCOM - An Innovative Approach to Learning and Teaching Business Communication - A South-Asian Perspective. Cengage Learning, Delhi.								
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>25%</td></tr> <tr> <td>Practical</td><td>25%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	25%	Practical	25%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	25%								
Practical	25%								
End-Semester evaluation	50%								
Total	100%								
Practical	<ol style="list-style-type: none"> 1. Demonstration on use of modern technology in communication. 2. Demonstration of how to prepare effective PowerPoint slides and how to use the visuals. 3. Demonstration of how to conduct meeting and prepare minutes. 4. Demonstration of non-verbal signals and their use. 5. Demonstration of business etiquettes. 6. Demonstration of oral presentations. 								

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	BUSINESS LAW
Course Code	GEM 230
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide participants with the understanding of business laws and legal environment for business in Nepal. The course intends to familiarize participants with the business organizations; their transactions and resources. The course also assists participants gain basic idea about different laws that govern formation, operations and liquidation of business organizations, particularly of a company, with special emphasis on company law and contract law.
Learning Unit	
Learning Unit One Net Contact Hours - 7 hrs	1. Introduction to Business Law Nature and Sources of law, Classification of Major Legal Systems of the world, Characteristics of Nepalese Legal System, Business law as a separate branch of law and its characteristics and sources.
Learning Unit Two Net Contact Hours - 10 hrs	2. Business Transactions 2.1 Law of contract Meaning of contract and its Elements, Offer and Acceptance, Void and Voidable contract, Consideration, Capacity to conclude a contract, Principle of Party Autonomy, Quasi-contracts, Performance of contracts, Discharge of contract, Termination of contract, Remedy for breach of contract, the Contract Act of Nepal, 2000. 2.2 Law of agency Meaning and Creation of Agency, Kinds of agents, Liabilities of agent and principal, Termination of agency.
Learning Unit Three Net Contact Hours - 20 hrs	3. Business Organizations Classification of business organizations in Public and Private Sectors, Concept of Natural and Juristic persons; Introduction to Private firm and Partnership firm; Meaning and Characteristics, Types and Essential elements of Partnership; Companies Meaning and Nature of company, its Benefits, Concept of Corporate Veil, Types of Companies, Incorporation of a company, Memorandum and Articles of Association, Prospectus, Shares and Debentures, Allotment and Transfer of shares, Organizational Structure of the company, Annual General Meeting, Board of Directors, Status and Powers of Managing Director, Liquidation and Deregistration of a Company; Insolvency; Meaning, Necessity and Procedures of Insolvency.
Learning Unit Four Net Contact Hours - 7 hrs	4. Business Resources Intellectual property; Industrial property – patent, design, trademark, copyright - concept and their protection under Nepalese laws.
Learning Unit Five Net Contact Hours - 4 hrs	5. Settlement of Disputes Judicial settlement of disputes - Court system in Nepal and jurisdiction of different courts; Alternative Dispute Resolution (ADR) and Arbitral Settlement of Disputes - Meaning of ADR and their benefits, Arbitration, Advantages and

	Disadvantages, Arbitral award and its enforcement, Enforcement of foreign arbitral awards.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
References	<ol style="list-style-type: none"> 1. Private Firm Registration Act 2014 2. Partnership Act 2020, 3. Contract Act 2056 4. Patent Design and Trademark Act 2022 5. Judicial Administration Act 2048 6. Arbitration Act 2055, 7. 7. Copyright Act 2059 8. Companies Act 2062 BS. 9. Insolvency Act 2062 BS 						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester</td><td>50%</td></tr> <tr> <td>evaluation Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester	50%	evaluation Total	100%
In-Semester evaluation	50%						
End-Semester	50%						
evaluation Total	100%						

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	FINANCIAL ACCOUNTING I
Course Code Number	ACC 201
Credit Hours:	3
Course Objective	
Main Objective	The objective of the course is to provide the participant with the basic theoretical and technical knowledge in financial accounting; both from users' and preparers' perspective. The course also intends to make the participants thoroughly conversant with the processing of accounting information leading to the preparation of trial balance, financial statements, annual report, balance sheet, income statement and statement of cash flows.
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	1. Accounting as a Form of Communication What is accounting? Users of accounting information and their needs, financial statements; the conceptual framework, ethics in accounting, the accounting profession.
Learning Unit Two Net Contact Hours - 12 hrs	2. Financial Statements and the Annual Report Objectives of financial reporting, qualitative characteristics, international perspective of financial reporting, classified balance sheet, income statement, statement of retained earnings and the statement of cash flows.
Learning Unit Three Net Contact Hours - 12 hrs	3. Processing Accounting Information Economic events, an Account, chart of Accounts, Ledger, double-entry system, journal And the Trial balance.
Learning Unit Four Net Contact Hours - 12 hrs	4. Income Measurement and Accrual Accounting Recognition and measurement in financial statements, accrual basis of accounting and Adjusting entries, the accounting cycle, and integrative problem.
Learning Unit Five Net Contact Hours – 6 hrs	5. The Statement of Cash Flows Cash flows and accrual accounting, purpose of statement of cash flows, reporting requirements for a statement of cash flows, preparation of cash flow statement and use of cash flow statement.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Gary A. Porter and Curtis L. Norton (2007), <i>Financial Accounting: The Impact on Decision Makers</i> , 5 th Edition, Thomson South-Western
Other References	<i>Anthony, Robert N. and Reece, James S (2004), Accounting Principles, 6th Edition, USA: Richard D. Irwin Inc.</i>
Evaluation Scheme	<p><i>In-Semester evaluation 50%</i></p> <p><i>End-Semester evaluation 50%</i></p> <p><i>Total 100%</i></p>

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	FINANCIAL ACCOUNTING II						
Course Code Number	ACC 202						
Credit Hours:	3						
Course Objective							
Main Objective	The objective of the course is to provide the students with the theoretical and practical knowledge in financial accounting. The course also intends to develop understanding of accounting principles and make the students conversant with the relevant accounting standards.						
Learning Unit							
Learning Unit One Net Contact Hours -6 hrs	1. Cash and Internal Control Cash and cash equivalents, Control over cash, Internal control, Bank reconciliation						
Learning Unit Two Net Contact Hours - 8 hrs	2. Investments and Receivables Investments in highly Liquid Financial Instruments, Accounting for Investments in Stocks and Bonds, Accounts Receivables and Notes Receivables						
Learning Unit Three Net Contact Hours -6 hrs	3. Inventories and Cost of Goods Sold The nature of Inventory, Income statement for a merchandiser, Inventory systems, Inventory costing methods, Valuing inventory at lower of cost or market, Methods for estimating inventory value, Analyzing the management of inventory.						
Learning Unit Four Net Contact Hours -6 hrs	4. Operating Assets Property, Plant and Equipment; Natural Resources, Intangible Assets, Amortization of Intangible Assets.						
Learning Unit Five Net Contact Hours – 5 hrs	5. Current Liabilities, Contingencies and the Time Value of Money Current Liabilities & Contingent Liabilities.						
Learning Unit Six Net Contact Hours – 5 hrs	6. Long-Term Liabilities Bonds Payable, Liability for Leases, Long-term Liabilities and Statement of Cash Flows, Deferred Tax, Pensions.						
Learning Unit Seven Net Contact Hours – 6 hrs	7. Stockholders' Equity Common Stock, Preferred Stock, Treasury Stock, Retirement of Stock, Distribution of Income to Shareholders, Statement of Stockholders' Equity, Comprehensive Income, Book Value per share, Stockholders' Equity and Statement of Cash Flows.						
Learning Unit Eight Net Contact Hours – 6 hrs	8. Financial Statement Analysis Precautions in Statement Analysis, Analysis of Comparative and Common-size Statements, Liquidity Analysis and Management of Working Capital, Solvency Analysis, Profitability Analysis, Reporting and Analyzing other Income Statement Items, Understanding Annual Report of Company.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	<i>Gary A. Porter and Curtis L. Norton (2007), Financial Accounting: The Impact on Decision Makers, 5th Edition, Thomson South-Western.</i>						
Other References	Anthony, Robert N. and Reece, James S (2004), <i>Accounting Principles</i> , 6 th Edition, USA: Richard D., Irwin Inc.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MANAGEMENT ACCOUNTING
Course Code Number	ACC 210
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to enable the participants understand concepts of management accounting and relationship between financial accounting and cost accounting.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Management Accounting Concepts Accounting and Decision Making, Management Accounting in Service and Non-profit Organizations, Cost-Benefit and Behavioural Considerations, Management Process and Accounting.
Learning Unit Two Net Contact Hours - 6 hrs	2. Cost behaviour and Cost - Volume Relation Activities, Costs and Cost Drivers, Comparisons of Variable and Fixed Costs, Cost-Volume Analysis and their uses.
Learning Unit Three Net Contact Hours - 6 hrs	3. Measurement of Cost behaviour Cost Drivers and Cost Behaviour, Management Influence on Cost Behaviour; Cost Functions, Methods of measuring cost functions.
Learning Unit Four Net Contact Hours - 6 hrs	4. Cost Management System and Activity-Based Costing Cost Management System, Different Costs for different decisions, Activity Based Costing, Activity Based Management.
Learning Unit Five Net Contact Hours - 6 hrs	5. Relevant information and Decision making: Marketing Decisions The concept of Relevance; Special Sales Order, Deletion or Addition of Products, Services or Departments; Pricing Decisions, Role of Costs in Pricing Decisions, Target Costing.
Learning Unit Six Net Contact Hours - 6 hrs	6. Relevant information and Decision making: production decisions Opportunity, Outlay and Differential Costs; Make or Buy decisions, Joint Product Costs, Conflicts between Decision making and Performance evaluation, how Income statement influence decision making.
Learning Unit Seven Net Contact Hours - 7 hrs	7. The Master Budget Budgets and the organization, preparing the Master Budget.
Learning Unit Eight Net Contact Hours - 7 hrs	8. The flexible budget and Variance analysis Flexible Budgets, Isolating the Causes of Variances, Flexible Budget Variances, Overhead Variances.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Horngren, Sundem and Stratton (2002), <i>Introduction to Management Accounting</i> , 13 th Edition, India: Pearson Education.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MANAGERIAL FINANCE-I
Course Code	FIN 202
Credit hours	3
Course Objective	The main objective of this course is to provide the students an understanding of and ability to use basic financial management concepts, tools, and techniques for making well reasoned financial decisions.
Enabling objectives	<p>After completion of all the learning units and the requirements of the course, students will be able to:</p> <ul style="list-style-type: none"> - Describe and explain basic concepts of financial management decisions; - Explain the financial market and Nepalese financial system; - Analyze the financial statements using standard financial ratios of liquidity, activity, debt, profitability, and market value. - Prepare loan amortization schedule by applying time value of money concepts; - Apply the techniques to project financial statements for forecasting long-term financial needs; - Estimate the value of bond and stock using different valuation models; - Manage a firm's working capital efficiently.
Learning Unit	
Learning Unit One Net Contact Hours-4 hrs	Introduction to Managerial Finance Meaning and Nature of Managerial finance, Emerging role of financial manager, Financial management decisions, Goals of Financial Management: Profit maximization and Shareholders' wealth maximization goal, Organization of Financial management function.
Learning Unit Two Net Contact Hours 4-hrs	Financial Environment: Financial Markets and Institutions Financial environment, Financial markets: Money market and Capital market, Primary market and Secondary market, Financial institutions, Nepalese financial system.
Learning Unit Three Net Contact Hours-8 hrs	Financial Analysis Meaning of financial statements, Forms of financial statements: Income statement, Balance sheet, Statement of retained earnings, and Statement of cash flows, Notes to the financial statements, Methods of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, and Ratio Analysis, Rationale of ratio analysis, Types of ratios: Liquidity or Short term solvency ratios, Activity or Turnover ratios, Debt or Leverage ratios, Profitability ratios, and

	Market ratios, DuPont system of analysis, Uses and Limitations of Ratio Analysis.
Learning Unit Four Net Contact Hours-6 hrs	Time Value of Money Concepts, Future value and compounding, Present value and discounting, Annuities and Perpetuities, Loan types and Loan amortization.
Learning Unit Five Net Contact Hours 8-hrs	Financial Planning and Forecasting Meaning and nature of financial plan, Break-even analysis, Sales forecast, Financial statement forecasting, Percent of sales method: Projected financial statement method, External financing and Growth (additional funds needed), Percentage external fund requirement (PEFR).
Learning Unit Six Net Contact Hours-8 hrs	Bond and Stock Valuation Meaning and Features of bond, Bond indenture, Types of bond, Bond yield: Current yield, Yield to maturity (YTM), and Yield to call (YTC), Bond valuation, Features of Common stock and Preferred stock, Common stock valuation: Zero growth model, Constant growth model, and Variable growth model, Preferred stock valuation.
Learning Unit Seven Net Contact Hours-10 hrs	Working Capital Management Concepts, Working capital policies, Cash conversion cycle, Inventory management: Types of inventory, Inventory management technique: Economic order quantity (EOQ) model, Receivable management: Credit policy, Five C's system, Monitoring accounts receivable, Cash management: Facets of cash management, Rationale for holding cash, Managing cash collections and disbursements.
Total contact hours	48 hrs (excluding assessment and final examination)
Evaluation Scheme	In-Semester evaluation:50% End-Semester evaluation:50%
Basic Test Book	Stephen A. Ross, Randolph W. Westerfield, and Bradford D. Jordon (2012). <i>Fundamentals of Corporate Finance</i> , 9 th Edition. New Delhi: Tata McGraw-Hill Publishing Company.
References	Richard A. Brealey and Stewart C. Myers (2012). <i>Fundamentals of Corporate Finance</i> , 10 th Edition. New Delhi: Tata McGraw-Hill Publishing Company. Gitman J. Lawrence (2007). <i>Principles of Managerial Finance</i> , 11 th Edition. New Delhi: Dorling Kindersley (India) Private Limited Eugene F. Brigham and Michael C. Ehrhardt (2012). <i>Financial Management: Theory and Practice</i> , 12 th Edition. New Delhi: Cenange Learning India Private Ltd. Pandey, I.M. (2010). <i>Financial Management</i> , 10 th Edition. New Delhi: VikasPublishing House Pvt. Ltd.

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MANAGERIAL FINANCE-II
Course Code	FIN 203
Credit hours	3
Course Objective	The main objective of this course is to provide an understanding of basic concepts and the skills necessary to raise capital and manage financial assets of a firm. The course will further familiarize the students with the theories of capital structure and dividend policy relevant for making financial decisions.
Enabling objectives	<p>After completion of all the learning units and the requirements of the course, students will be able to:</p> <ul style="list-style-type: none"> - Diversify the firm's risk through the application of portfolio theory; - Compute the Weighted average cost of capital (WACC) and identify the factors affecting cost of capital; - Use the various techniques of appraising investment potentials; - Classify the different sources of short term financing; - Identify the various long-term sources of funds for a firm; - Explain the concept of leverage and describe the theories of capital structure; and - Discuss various dimensions of dividend policy.
Learning Unit	
Learning Unit One Net Contact Hours-10 hrs	Risk and Return Meaning of risk and return, Inflation and return, Expected return and variance, Risk and return in a portfolio context: Portfolio risk and return, Importance of covariance and correlation, Optimum portfolio/Minimum variance portfolio, Risk diversification: Systematic and unsystematic risk, Capital Asset Pricing Model (CAPM).
Learning Unit Two Net Contact Hours-6 hrs	Cost of Capital Specific sources of capital, Weighted average cost of capital (WACC): Cost of equity, Cost of retained earnings, Cost of debt and preferred stock, Factors affecting firm's cost of capital.
Learning Unit Three Net Contact Hours-8hrs	Capital Budgeting Meaning and Nature of capital investment decisions, Capital budgeting process, Key motives for making capital expenditures, Project classifications: Independent projects, Dependent projects,, Mutually exclusive projects, Techniques of capital budgeting: Net present value (NPV), Payback period (PBP), Discounted payback period, Average accounting rate of return (AAR), Internal rate of return (IRR), Profitability Index (PI), Modified internal rate of return (MIRR), Ranking of mutually exclusive projects.

Learning Unit Four Net Contact Hours-4hrs	Short-Term Financing Decisions Meaning and nature of short term financing decisions, Alternative current asset policies, Advantages and disadvantages of short-term financing, Sources of short-term financing: Unsecured sources- accruals and trade credit, bank loan, and commercial paper, Secured sources-accounts receivable and Inventory financing.
Learning Unit Five Net Contact Hours-6 hrs	Long-Term Financing Decisions Sources of Long-term financing with their comparative advantages and disadvantages: Equity capital, Preference capital, Term loans, Debentures, Raising of long term finance-Venture capital, Initial Public Offering (IPO), Secondary public offer, Right issue, Private placements.
Learning Unit Six Net Contact Hours-8 hrs	Financial leverage and Capital Structure Policy Meaning and measures of financial leverage, Operating, Financial and total leverage, Factors affecting capital structure of a firm, Optimal capital structure, Theories of capital structure:Net Income(NI) Approach: Net Operating Income (NOI) Approach,Traditional Approach, and Modigliani and Miller (MM) Approach, Bankruptcy costs.
Learning Unit Seven Net Contact Hours-6 hrs	Dividend Policy Meaning and nature of dividend decision, Relevance and Irrelevance of dividend, Factors influencing dividend policy, Dividend stability, Stock dividend and Stock splits, Stock repurchase.
Total contact hours	48 hrs (excluding assessment and final examination)
Evaluation Scheme	In-Semester evaluation:50% End-Semester evaluation:50%
Basic Test Books	Stephen A. Ross, Randolph W. Westerfield, and Bradford D. Jordon (2012). <i>Fundamentals of Corporate Finance</i> , 9 th Edition. New Delhi: Tata McGraw-Hill Publishing Company.
References	Richard A. Brealey and Stewart C. Myers (2012). <i>Fundamentals of Corporate Finance</i> , 10 th Edition. New Delhi: Tata McGraw-Hill Publishing Company. Gitman J. Lawrence (2007). <i>Principles of Managerial Finance</i> , 11 th Edition. New Delhi: Dorling Kindersley (India) Private Limited. Eugene F. Brigham and Michael C. Ehrhardt (2012). <i>Financial Management: Theory and Practice</i> , 12 th Edition. New Delhi: Cenange Learning India Private Ltd. Pandey, I.M. (2010). <i>Financial Management</i> , 10 th Edition. New Delhi: VikasPubvlishing House Pvt. Ltd.

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MARKETING
Course Code Number	MKT 201
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to help the participants learn about and apply the basic concepts and practices of modern marketing.
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	1. Marketing in a Changing World What is Marketing? Core Concepts, Marketing Management, Marketing Management Philosophies: Production Concept, Product Concept, Selling Concept, Marketing Concept and Societal Marketing Concept.
Learning Unit Two Net Contact Hours - 6 hrs	2. The Marketing Environment Company's Microenvironment: Company, Suppliers, Marketing Intermediaries, Customers, Competitors and Publics, Company's Macroenvironment: Demographic, Economic, Natural, Technological, Political and Cultural environments, Responding to the marketing environment.
Learning Unit Three Net Contact Hours - 6 hrs	3. Consumer Markets and Consumer Buyer Behavior Model of Consumer Behavior, Characteristics affecting Consumer Behavior, Types of Buying Decision Behavior, Buyer Decision Process, Buyer Decision Process for new products, Consumer Behavior across International Borders, Business Markets and Business Buyer Behavior: Business Markets, Business Buyer Behavior, Institutional and Government Markets.
Learning Unit Four Net Contact Hours - 6 hrs	4. Market Segmentation, Targeting and Positioning for Competitive Advantage Market Segmentation, Market Targeting, Positioning for Competitive Advantage, Marketing Mix: Concepts of 4 Ps and 4 Cs.
Learning Unit Five Net Contact Hours - 6 hrs	5. Product and Services Strategy What is a Product? Product Classifications, Individual Product Decisions, Product Line Decisions, Product Mix Decisions, Services Marketing, International Product and Services Marketing, Product Life-cycle Strategies.
Learning Unit Six Net Contact Hours - 6 hrs	6. Pricing Products Pricing considerations and approaches: Factors to consider when setting prices, General Pricing A Approaches, Pricing Strategies: New - Product Pricing Strategies, Product Mix Pricing Strategies, Price – Adjustment Strategies, Price Changes, Public Policy and Pricing.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Distribution Channels and Logistics Management Nature of Distribution Channels, Channel Behavior and Organization, Channel Design Decisions, Channel Management Decisions, Public Policy and Distribution Decisions, Nature and Importance of Physical Distribution and Marketing Logistics, Retailing and Wholesaling: Retailer Marketing Decisions, Wholesaler Marketing Decisions.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Integrated Marketing Communications Strategy Marketing Communications Mix, Integrated Marketing Communications, View of the Communication process, Steps in Developing Effective Communication, Setting the total Promotional Budget and Mix, Socially Responsible Marketing Communication.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Philip Kotler and Gary Armstrong (2001), <i>Principles of Marketing</i> , 11 th Edition, India: Prentice Hall.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	OPERATIONS MANAGEMENT
Course Code Number	MAS 310
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to introduce the students the basic concepts, tools and techniques in managing operations functions of manufacturing and service organizations.
Learning Unit	
Learning Unit One Net Contact Hours - 3 hrs	1. Operations and Productivity Operations management and its functions, Operations in the service sector, Productivity challenge: productivity measurement, productivity variables, productivity and the service sector, Competitive advantage through operations: competing on differentiation, cost, response, strategic OM decisions.
Learning Unit Two Net Contact Hours – 4hrs	2. Design of Goods and Services Goods and services selection, Product development, Issues for product design, Time based competition, Defining the product, Documents for production, Service design.
Learning Unit Three Net Contact Hours – 8 hrs	3. Managing Quality Quality and Strategy, Defining quality, International quality standards, Total quality management, Tools of TQM, Role of inspection, TQM in services.
Learning Unit Four Net Contact Hours – 4hrs	4. Process Strategy Four process strategies, Process analysis and design, Service process design, Process Reengineering, Environment friendly processes, Selection of equipment and technology.
Learning Unit Five Net Contact Hours – 3hrs	5. Capacity Planning Capacity, Design and effective capacity, Capacity and strategy, Capacity Considerations, Managing demand, Demand and capacity management in the service sector, Capacity planning, Applying break-even analysis and decision trees to capacity decisions
Learning Unit Five Net Contact Hours – 3 hrs	6. Location Strategies Strategic importance of Location, Factors that affect location decisions, Methods of evaluating location alternatives, Service location strategy.
Learning Unit Six Net Contact Hours - 3 hrs	7. Layout Strategies Strategic importance of Layout Decisions, Types of layout, Fixed position layout, Process-oriented layout, Office layout, Retail layout, Warehousing and Storage layouts, and Repetitive and Product- oriented layout.
Learning Unit Eight Net Contact Hours - 3 hrs	8. Supply – Chain Management Strategic importance of the Supply - Chain, Purchasing, Supply-chain strategies, Vendor selection.
Learning Unit Nine Net Contact Hours - 6 hrs	9. Inventory Management Functions of Inventory, Inventory Management, Inventory Models, Inventory Models for Independent Demand.
Learning Unit Ten Net Contact Hours - 8 hrs	10. Aggregate Planning Planning Process, Nature of Aggregate Planning, Aggregate Planning Strategies, Methods for Aggregate Planning, Aggregate Planning in services, Material requirements planning (MRP): Dependent Inventory Model requirements, MRP structure, MRP management, Lot sizing techniques, MRP in services.
Learning Unit Eleven Net Contact Hours - 3 hrs	11. Short-Term Scheduling The strategic importance of short term scheduling, scheduling issues, sequencing method.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Jay Heizer, Barry Render, and JagadeeshRajashekar (2009), <i>Operations Management</i> , 9 th Edition, authorized adaptation from the US edition, Prentice Hall Inc.
Other References	Roberta S. Russell and Bernard W. Taylor III (2003), <i>Operations Managements</i> , 4 th Edition, Pearson Education. William J. Stevenson (2009) <i>Operations Management</i> , 9 th Edition, Tata McGraw-Hill Edition
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	HUMAN RESOURCE MANAGEMENT		
Course Code Number	HRM 201		
Credit Hours	3		
Course Objective			
Main Objective	The objective of the course is to provide participants with the basic concepts and techniques of human resource management.		
Learning Unit			
Learning Unit One Net Contact Hours -3 hrs	1. Overview of the Field Concept and importance of Human Resource Management; Line and staff aspects of HRM; Contemporary environmental context of HRM; Changing Roles of HRM.		
Learning Unit Two Net Contact Hours - 6 hrs	2. Personnel Planning and Recruitment Forecasting and planning of workforce requirements; Analysis of jobs and preparation of job descriptions and specifications; Recruitment: concept, process and sources/ methods; Preparation and use of application blanks.		
Learning Unit Three Net Contact Hours - 6 hrs	3. Employee Selection Selection: concept and process; Issues in employee selection; Uses and procedures of major selection tests and methods: references, paper and pencil tests, psychometric tests, work sample test, interviews.		
Learning Unit Four Net Contact Hours - 6 hrs	4. Employee Training and Development Concept and importance of employee training and development; Training and development process – need assessment, instructional design, delivery, and evaluation; Various training and development methods: orientation training, on the job training, off the job training; Specific training techniques.		
Learning Unit Five Net Contact Hours – 6 hrs	5. Performance Management and Appraisal Concept of performance management; Performance goal setting; Performance appraisal: concept, purposes, importance, and responsibility; Basic appraisal methods; Appraisal feedback interviews; Making appraisals effective.		
Learning Unit Six Net Contact Hours - 6 hrs	6. Employee Compensation Concept and types of employee compensation; Qualities and determinants of employee compensation; Process of establishing pay rates; Incentives Plans; Employee benefits.		
Learning Unit Seven Net Contact Hours – 6 hrs	7. Labor Relations and Collective Bargaining The Labor Movement – global and Nepali contexts; Labor <i>Union related laws in Nepal</i> ; Collective bargaining process.		
Learning Unit Eight Net Contact Hours - 6 hrs	8. Ethics and Fair Treatment in Human Resource Management Concept and importance of workplace ethics and fair treatment; Factors affecting ethical behaviors at workplace; Role of HRM in fair treatment and workplace ethics; Employee discipline and privacy; Managing dismissal.		
Learning Unit Nine Net Contact Hours - 3hrs	9. Employee Safety and Health Employee safety and health: concept and regulatory framework; Workplace accidents: causes and prevention; Employee health: problems and remedies.		
Total Contact Hours	48 hrs (excluding assessment and final examination)		
Basic Text	Dessler, Gary (2006). <i>A framework for human resource management (4th Ed.)</i> . New Delhi: Pearson.		
Other References	Dessler, G. &Varkkey, B.(2011). <i>Human resource management, (12thed.)</i> New Delhi: Prentice-Ha		
Evaluation Scheme	In-Semester evaluation	50%	
	End-Semester evaluation	50%	
	Total	100%	

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MANAGEMENT INFORMATION SYSTEMS
Course Code Number	MAS-122
Credit Hours	3 (Three)
Course Objective	The objective of the course is to acquaint students with the knowledge of information systems essential for creating competitive firms, managing global corporations, adding business value, and providing useful products and services to customers and to introduce them to computer technology and information processing in organizations.
Learning Unit	
Learning Unit One Net contact hrs- 6 hrs	1. Information Systems in Global Business Today Role of Information Systems in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems
Learning Unit Two Net contact hrs- 6 hrs	2. E-Business: How Businesses Use Information Systems Business Processes and Information Systems, Types of Information Systems, Systems That Span the Enterprise, Information Systems Function in Business
Learning Unit Three Net contact hrs- 6 hrs	3. Information Systems, Organizations, and Strategy Organizations and Information Systems, How Information Systems Impact Organizations and Business Firms, Using Information Systems to Achieve Competitive Advantage, Using Systems for Competitive Advantage
Learning Unit Four Net contact hrs- 6 hrs	4. Ethical and Social Issues in Information Systems and Securing Information Systems Understanding Ethical and Social Issues Related to Systems, Ethics in an Information Society, The Moral Dimensions of Information Systems System Vulnerability and Abuse, Business Value of Security and Control, Establishing a Framework for Security and Control, Technologies and Tools for Protecting Information Resources
Learning Unit Five Net contact hrs-6 hrs	5. Telecommunications, the Internet, and Wireless Technology Telecommunications and Networking in today's Business World, Communications Networks, The Global Network, The Wireless Evolution
Learning Unit Six Net contact hrs- 6 hrs	6. E-Commerce: Digital Markets, Digital Goods Electronic Commerce and the Internet, Types of Electronic Commerce, M-Commerce Services and Applications, Electronic Commerce Payment Systems
Learning Unit Seven Net contact hrs- 6 hrs	7. Building Information Systems Systems as Planned Organizational Change, Overview of Systems Development, Alternative Systems-Building Approaches
Learning Unit Eight Net contact hrs- 6 hrs	8. Enterprise System, Managing Knowledge and Collaboration Enterprise Systems, Supply Chain Management Systems, Customer Relationship Management Systems, The Knowledge Management Landscape, Knowledge Work Systems.
Total contact hrs	48 hrs (excluding assessment and final examination)
Basic Text	Loudon K.C., Loudon J.P. & Dass R. (2011). <i>Management Information Systems: Managing Digital firm (11thed)</i> Pearson
Evaluation Scheme	In-semester evaluation 50 % End-semester evaluation 50 % Total 100 %

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	INTERNATIONAL BUSINESS
Course Code	GEM 470
Credit hours	Three (3)
Courseobjective:	The objective of the course is to build the conceptual and analytical skills of the learners in understanding the context and issues of the international business system
Enabling Objectives:	<p>After the completion of all the learning units and the requirements of the course, participants will be able to:</p> <ul style="list-style-type: none"> a) Understand and explain different mode of entry used in international business b) Explain in detail about international trade theory and its implications in international business. c) Relate the importance of international investment theory and its application in attracting FDI. d) Understand the pattern and trend in international trade and predict the direction of international trade flow. e) Explain how tariff, non-tariff barriers effect international trade. f) Discuss how Nepal can use bilateral, regional and multilateral trade agreements for trade enhancement. g) Understand the functioning of international monetary system and describe how it is used in international business operation.
Learning Units	
Learning Unit one Net Contact Hours - 9 hours	1. Introduction Introduction to International Business; Distinguishing aspects of International Business; Brief history of International Business; Globalization and its Forces, Impacts, and Debates; Multinational Companies (MNCs) or Trans-national Companies (TNCs) and their Impacts on Host Countries; Entry into Foreign Markets- Entry Strategies and Modes of International Business (Direct Export, Licensing and Franchising, Contract Manufacturing, Foreign Assembly, Strategic Alliances and Joint Ventures, Merger and Acquisition, Greenfield Investment); Challenges and Complexities of International Business.
Learning Unit two Net Contact Hours- 6 hours	2. Theories of International Trade Mercantilism; Absolute Cost Advantage Theory; Comparative Cost Advantage Theory; Factor Endowment Theory; International Product Life Cycle Theory; and Theory of National Competitive Advantage.
Learning Unit three Net Contact Hours- 3hours	3.Theories of International Investment Theories of International Investment: Monopolistic Advantage; Cross Investment, Internalization, and Dunning's Eclectic Theory.
Learning Unit four	4. Domestic & International Trade International Trade: Volume, Direction, Pattern, and Trends; Brief Assessment of

Net Contact Hours- 6 hours	Nepalese Trade - Volume, Direction, Pattern, and Trends and FDI Flow; Nepal's Trade Policy and Export & Import Procedures; Nepal's FDI Policy and Procedures; Foreign Direct Investment (FDI) – its Pattern, Inflows and Outflows, and Recent Trends; Portfolio Investment; Impact of International Trade and FDI on Economic and Social Development of Host Countries.
Learning Unit five Net Contact Hours- 6 hours	5. International Business System National Government's Influence on the Trade and Investment: Trade Restrictions, Arguments for Trade Restrictions, Instruments of Trade Control – Tariffs, Para-Tariffs, and Non-Tariff Barriers; Investment Policy Measures – Trade and Non-Trade related.
Learning Unit six Net Contact Hours- 9 hours	6. Hierarchy of International Institutions in Global Business System – Preferential Trading Arrangement for LDC's Bilateral Trade and Investment Treaties; Concepts The Regional Economic Integration (REI) or Trade Blocs: Introduction, Reasons to join REI, Different levels or types of REI; The effects of REI – Dynamic, Static, Trade Creation, Trade Diversion; Brief Assessment: SAFTA, BIMSTEC, ASEAN-FTA, EU and NAFTA; and Multilateral Integration or International Arrangement: Introduction, Principle, Functions, Opportunities and Challenges of WTO, UNCTAD
Learning Unit seven Net Contact Hours- 9 hours	7. International Monetary System and Exchange Rates Gold Standard System; Brettonwoods Agreement and formation of IMF; roles of IMF in International Monetary System; Emergence of floating exchange; Foreign Exchange Markets – Introduction and Functions (Currency Conversion and Currency Speculation); Exchange Rates (Spot and Forward) and Causes of Exchange Rate Fluctuations – (Purchasing Power Parity, Supply and Demand of a Currency, Fisher Effect, Monetary and Fiscal Policies); Understanding the Risk of Currency Fluctuation: Transaction, Translation and Economic Exposure; Exchange Instruments: Managing Exchange Rate Risks (Forward Contract, Currency Swaps, Futures, and Options); Foreign Exchange Control.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Donald A. Ball, Wendell H. McCulloch and others, <i>International Business: the challenges of global business</i> , McGraw-Hill Irwin, Eleventh Edition (2008).
References Books	John D. Daniels, Lee H. Radebaugh and Daniel P. Sullivan (2007), <i>International Business: Environments and Operations</i> , Pearson Education, Eleventh Edition.
References for Nepalese trade and investment context	Procedural Manual for Foreign Direct Investment published by DOI Relevant Publications by Trade and Export Promotion Centre, Ministry of Commerce and Supplies
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total evaluation 100%

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ENTREPRENEURSHIP AND NEW BUSINESS FORMATION
Course Code Number	GEM 310
Credit Hours	3
Course Objective	
Main Objective	The objective of this course is to provide students with the basic concepts of entrepreneurship and process of establishing and operating new businesses so as to enable them in planning for new business formation. The course also intends to enable the students understand the importance of entrepreneurship and small business formation, steps of selecting suitable businesses and prepare the business plan of the selected businesses.
Learning Unit	
Learning Unit One Net Contact Hours – 3 hrs	1. Introduction to Entrepreneurship What is entrepreneurship? Why become an entrepreneur? Characteristics of successful entrepreneurs, Changing demographics of entrepreneurs, entrepreneurship's importance, entrepreneurial process
Learning Unit Two Net Contact Hours – 18 hrs	2. Developing successful business idea 2.1 Recognizing opportunities and generating ideas Identifying and recognizing opportunities, finding gaps in the market place, techniques for generating ideas, encouraging and protecting ideas 2.2 Feasibility Analysis Product/service feasibility analysis, Industry/Target Market feasibility analysis, Organizational feasibility analysis, financial feasibility analysis 2.3 Writing a Business Plan Reasons for writing a business plan, Who reads it? What are they looking for? Guidelines for writing a business plan, Presenting the business plan to investors 2.4 Industry and Competitors Analysis Industry analysis, Studying Industry Trends, Competitors analysis 2.5 Developing an Effective Business Model Business models, Components of an effective Business Model
Learning Unit Three Net Contact Hours – 12 hrs	3. Moving from an idea to an Entrepreneurial Firm 3.1 Preparing the proper Ethical and Legal Foundation Initial ethical and legal issues facing a new firm, Obtaining business licenses and permit, Choosing a form of business organization (In context of Nepal) 3.2 Assessing a New Venture's Financial Strength Financial Management, Financial Statements and forecasts, Pro-forma Financial Statements 3.3 Building a New Venture Team Creating a New-Venture Team, Recruiting and Selecting Key Employees, Role of Board of Directors, Board of Advisers, Lenders and Investors, Other professionals 3.4 Getting Financing or Funding Importance of getting Financing and Funding, Sources of Equity Funding, Sources of Debt Financing, Creative Sources of Financing and Funding
Learning Unit Four Net Contact Hours – 15 hrs	4. Managing and growing an Entrepreneurial Firm 4.1 Marketing Issues Selecting a market and establishing a position, Key Marketing Issues for a New Ventures, The 4Ps of Marketing for New Ventures 4.2 Importance of Intellectual Property Importance of IP, Patents, Trademarks, Copyright, Trade Secrets 4.3 Preparing for and Evaluating the Challenges of Growth Preparing for growth, Reasons for Growth, Managing Growth, Challenges of Growth 4.4 Strategies for Firm Growth Internal growth strategies, External growth strategies

Total Contact Hours	48 hours (excluding assessment and final examination)						
Basic Text	Bruce R. Barringer& R. Duane Ireland (2011), <i>Entrepreneurship: Successfully Launching New Ventures</i> , India: Pearson.						
Other References	<ol style="list-style-type: none"> 1. David H. Holt (1992), <i>Entrepreneurship: New Venture Creation</i>, India: Prentice Hall. 2. Kuratko, D.F., &Hodgetts, R.M. (2004), <i>Entrepreneurship: Theory, Process, Practice</i> (7th ed.). Mason, OH: Southwestern 						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table> <p>Note: Project work is compulsory part of the syllabus. Students shall prepare a business plan for any business idea they have chosen.</p>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/ BBIS
Course Syllabus

Course Title	STRATEGIC MANAGEMENT
Course Code Number	GEM 490
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to introduce the learners with basic concepts, elements and process of strategic management by providing thorough understanding of the integration of all functional areas within the organization, and its interaction with external environment, to enable them to formulate the strategies at different level of the organization
Enabling Objectives	<p>After fulfillment of all the requirements of this course the learners will be able to :</p> <ul style="list-style-type: none"> - Understand and explain the strategic management process, the role of top management in the strategic management process and social responsibility of the strategic decision makers - Analyze the external environmental factors and synthesize the strategic external factors - Analyze the internal organizational factors and synthesize the strategic internal factors - Formulate the strategic alternatives at different levels of management and initiate the choice of the best alternative - Develop the program, policies and structure for implementation of the strategies by designing appropriate control measures
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	<p>1. Introduction to Strategic Management</p> <p>1.1 Concept of strategic management, Benefits and risks of strategic management, Characteristics of strategic decisions, Elements of strategic management, and Strategic decision making process,</p> <p>1.2 Role of Board of Directors and role of top management,</p> <p>1.3 Social responsibility and ethics of strategic decision makers</p> <p>1.3.1 Responsibility of business firm</p> <p>1.3.2 Stakeholder Analysis</p> <p>1.3.3 Corporate ethics and guidelines for ethical behavior</p>
Learning Unit Two Net Contact Hours - 9 hrs	<p>2. Environmental Scanning and Industry Analysis</p> <p>2.1 Identifying external environmental variables: Economic, Technological, Political-Legal, and Socio-Cultural Forces, Identifying external strategic factors,</p> <p>2.2 Industry analysis: Analyzing the task environment with special reference to Michael Porters Model Industry Evolution: Fragmented vs. consolidated Industry Categorizing International Industry Strategic Grouping Strategic Types Hyper competition Competitive Intelligence Forecasting</p> <p>2.3 Synthesis of External Factors EFAS (External factors Analysis Summary)</p>
Learning Unit Three Net Contact Hours – 7.5 hrs	<p>3. Internal Scanning: Organizational Analysis</p> <p>3.1 Concept of core and distinctive competencies' framework, <u>using</u> resources to gain competitive advantage, sustainability of advantage</p> <p>3.2 Value chain analysis(<i>Industry & Corporate</i>)</p> <p>3.3 Scanning functional resource and capability: Issues related to Structure, Culture, Strategic Marketing, Financial, Research and Development, Operations, Human resources and Information system</p> <p>3.4 Synthesis of Internal Factor Analysis Summary.(IFAS)</p>
Learning Unit Four Net Contact Hours - 18 hrs	<p>4. Strategy Formulation</p> <p>4.1 Situation analysis: SWOT analysis, generating strategic factor analysis Summary_(SFAS) and TOWS matrix, Setting Mission and Objectives; Business strategies: Competitive and Collaborative strategies: Lower Cost strategy and Differentiation strategy, Competitive Tactics Cooperative strategies: Collusion and Strategic Alliances: Mutual Service Consortia, Joint Venture,</p>

	<p>Licensing Agreement, Value Chain Partnership; Corporate strategies: Growth, Stability and Retrenchment Strategies; Portfolio Analysis: BCG Growth Matrix , GE Business Screen Functional strategies: Marketing strategy, Financial strategy, Research and Development strategy, Operations strategy, Purchasing strategy, Logistic strategy, Human Resources strategy, Information Technology strategy, Selection of the Best Strategy: Constructing Scenario, Attitude towards risk, Pressure from stake folders, Pressure from corporate culture, Need and desire of key managers</p>
Learning Unit Five Net Contact Hours – 7.5 hrs	5. Strategy Implementation and Control 5.1 Developing Programs, Budgets, and Procedures, Structure vs Strategy, Stages of Corporate Development Staffing Leading and Directing for strategy implementation 5.2 Evaluation and Control in Strategic Management: Measuring performance and types of control, Enterprise risk management Primary measures of corporate performance Primary measures of divisional and functional performance Problems in measuring performance
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Wheelen, T. L., and Hunger, J. D. (2010), <i>Concepts in Strategic Management and Business Policy</i> , 13 th Edition, Pearson Prentice Hall.
Other References	Arthur A. Thompson, A. A. Jr. , A. J. Strickland III, A. J. Gamble, J. E., and Jain, A. K. (2010), <i>Crafting and Executing Strategy, Concepts and Cases</i> , 16 th Edition, Tata McGraw-Hill.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

BBA CONCENTRATION

Accounting Specialization Course

- Advanced Accounting
- Advanced Management Accounting
- Managerial Cost Accounting
- Taxation In Nepal
- Auditing

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ADVANCED ACCOUNTING
Course Code Number	ACC 301
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide theoretical and technical proficiency in advanced areas of financial accounting, enabling the participants to prepare and interpret consolidated financial statements including foreign currency translation. The course also intends to enhance knowledge of specific accounting and reporting issues relating to different organizations.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. The Equity Method of Accounting for Investments Reporting Investments in Corporate Equity Securities, Applying Equity Method, Accounting Procedures used in Applying the Equity Method, Excess of Investment Cost over Book Value Acquired, and Elimination of Unrealized Gains in Inventory.
Learning Unit Two Net Contact Hours - 6 hrs	2. Consolidation of Financial Information Expansion through Corporate Takeovers, Consolidation Process, Financial Reporting for Business Combinations, Procedures for Consolidating Financial Information, Purchase Price Allocations – Additional Issues, Unconsolidated Subsidiaries, Pooling of Interest Method.
Learning Unit Three Net Contact Hours - 6 hrs	3. Consolidation – Subsequent to the Date of Acquisition Goodwill and Intangible Assets, Subsequent Consolidations- Investment Recorded on other than Equity Method, Intangibles acquired in Business Combinations and Related Amortizations, Push-Down Accounting.
Learning Unit Four Net Contact Hours - 4 hrs	4. Consolidated Financial Statements and Outside Ownership Consolidation Involving a Non-controlling Interest, Step Acquisition, Pre-acquisition Income, Sales of Subsidiary Stock.
Learning Unit Five Net Contact Hours - 4 hrs	5. Consolidated Financial Statements – Inter-company Asset Transactions Inter-company Inventory Transactions, Inter-company Land Transfer, Inter-company Transfer of Depreciable Assets, Transfers Alternative Approaches.
Learning Unit Six Net Contact Hours - 4 hrs	6. Variable Interest Entities, Inter-company Debt, Consolidated Statement of Cash Flows Consolidation of Variable Interest Entities, Inter-company Debt Transactions, Subsidiary Preferred Stock, Consolidated Statement of Cash Flows, Consolidated Earnings per share, Subsidiary Stock Transactions.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Translation of Foreign Currency Financial Statements Exchange Rates used in Translation, Translation Methods, Complicating aspects of Temporal Method, Disposition of Translation Adjustment, Current Rate Method, Re measurement of Financial Statements – Temporal Method, Comparison of the results from applying the two methods, Hedging Balance sheet Exposure, Disclosure related to Translation, Consolidation of a Foreign Subsidiary.
Learning Unit Eight Net Contact Hours - 4 hrs	8. Worldwide Accounting Diversity and International Standards Evidence of Accounting Diversity, Reasons for Accounting Diversity, Problems caused by Diverse Accounting Practices, Accounting Clusters, International Harmonization of Financial Reporting, Accounting Principles around the world, Accounting Profession and Financial Statement Presentation, Handling of specific Accounting Programs around the world.
Learning Unit Nine Net Contact Hours - 4 hrs	9. Accounting for Legal Reorganizations and Liquidations Accounting for Legal Reorganizations and Liquidations, Liquidation – Bankruptcy, Reorganization.
Learning Unit Ten Net Contact Hours - 2 hrs	10. Partnerships: Formation and Operation Partnership – Advantages and Disadvantages, Alternative Legal Forms, Partnership Accounting – Capital Accounts, Accounting for Partnership Dissolution.

Learning Unit Eleven Net Contact Hours - 6 hrs	11. Accounting and Reporting for Private Not-for-Profit Organization Financial Reporting, Accounting for Contributions, Reporting Transactions on Statement of Activities, Accounting for Health Care Organizations.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Joe B. Hoyle, Thomas F. Schafer, Timothy S. Douppnik (2004), <i>Advanced Accounting</i> , 7 th Edition, McGraw Hills Irwin.
Other References	US GAAP IFRS/IAS (particularly IAS 22, IAS 27, IAS 28 and IAS 31)
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ADVANCED MANAGEMENT ACCOUNTING
Course Code Number	ACC 310
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide knowledge and skills to assign resource costs to cost centers and understand application of different components of Balanced Score Card in measuring performance. The course also intends to make the participants conversant with the practical aspects of financial control including variance analysis, incentive and compensation systems, and formal models of budgeting.
Learning Unit	
Learning Unit One Net Contact Hours - 8 hrs	1. Assigning Resource Costs to Production Cost Centers Why assign Service Department Costs? Measuring Costs of using Service Department, Avoid Estimates and Allocations for Cost Control, Fundamental Cost Accounting Equation, Assigning Service Department Costs, Service Departments not directly supporting Production Output, Primary and Secondary Activities, Nature and Problems of Reciprocal Services, Special case for Arbitrary Allocations, Reciprocal Cost Procedure.
Learning Unit Two Net Contact Hours - 4 hrs	2. Decentralization Why Decentralize? Organization of Decentralized Units, Developing a Performance Measure for Decentralized Operating Units.
Learning Unit Three Net Contact Hours - 4 hrs	3. The Balanced Scorecard: Measuring Total Business Unit Performance The Balanced Scorecard, Linking Multiple Scorecard Measures to a Single Strategy, and Diagnostic versus Strategic Measures, Four Perspective: Are they sufficient?
Learning Unit Four Net Contact Hours - 7 hrs	4. Financial Measures of Performance Nature of Financial Control, Control in Aggregate using Financial Measures, Control in the Small using Non-Financial Measures, Operations Control and Management by Exception using Variance Analysis, Productivity Measures.
Learning Unit Five Net Contact Hours - 4 hrs	5. Financial Measures of Performance: ROI and EVA Relating Profits to Assets Employed, Historical Perspective, Matsushita Internal Capital System, Danger of ROI Control, and Technical shortcomings of the ROI Measure, EVA (Residual Income), Expenses vs. Capitalize, Price Level Adjustments, Depreciation Method, and Linking ABC to EVA.
Learning Unit Six Net Contact Hours - 4 hrs	6. Measuring Customer, Internal Business Process, and Employee Performance Customer Perspective, Internal Business Perspective, Employees Capabilities.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Investing to Develop Future Capabilities Technology Is a new Theory Needed, Measuring all the Benefits from the new Process, Investing in Organizational Capabilities.
Learning Unit Eight Net Contact Hours - 7 hrs	8. Incentive and Compensation Systems Expectancy view of Behavior, Intrinsic and Extrinsic Rewards, Tying Rewards to Performance, Important Attributes of Compensation Systems, Rewarding other Organization Members.
Learning Unit Nine Net Contact Hours - 6 hrs	9. Formal Models in Budgeting and Incentive Contracts Issues and Terms in Formal Incentive Models, Problems of obtaining Information for Standards and Budgets, Agency Model, Eliciting Honest Revelation of Privately held beliefs, Role of Insurance.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Robert S. Kaplan, Anthony A. Atkinsonsone (2007), Advanced Management Accounting , 3 rd Edition, Prentice Hall, India.
Other References	Horngren, Sundem and Stratton (2002), Introduction to Management Accounting , 12 th Edition, Pearson Education, India.

Evaluation Scheme	In-Semester evaluation	50%
	End-Semester evaluation	50%
	Total	100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MANAGERIAL COST ACCOUNTING
Course Code Number	ACC 320
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to enable the participants understand cost concepts, cost accumulation, techniques in cost analysis and prepare production cost report to support managerial planning and control.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Managerial Accounting Concepts Accounting and Decision Making, Management Accounting in Service and Non-profit Organization, Management Process and Accounting.
Learning Unit Two Net Contact Hours –7 hrs	2. Cost Behavior and Cost- Volume Relation Activities, Costs and Cost Drivers, Comparisons of Variable and Fixed Costs, Cost - Volume Analysis and their uses.
Learning Unit Three Net Contact Hours - 6 hrs	3. Cost Management Systems and Activity - Based Costing Cost Management System, Different Costs for Different Decisions, Activity Based Costing, Activity Based Management
Learning Unit Four Net Contact Hours - 7 hrs	4. The Master Budget Budgets and the organization, preparing the Master Budget
Learning Unit Five Net Contact Hours – 7 hrs	5. Flexible Budget and Variance Analysis Flexible Budgets, Isolating the Causes of Variances, Flexible Budget Variances, Overhead Variances.
Learning Unit Six Net Contact Hours -6 hrs	6. Cost Allocation Cost Allocation, Allocation of Costs to final Cost Objects, Allocation of Joint Costs and By Product Costs
Learning Unit Seven Net Contact Hours -7 hrs	7. Job Costing System Job Costing, Accounting of Factory Overhead, Product Costing in Service and Non Profit Organization.
Learning Unit Eight Net Contact Hours -5 hrs	8. Process Costing System Process Costing Basics, Application of Process Costing, Calculating the Product Costs under Process Costing.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Textbook	Hornngren, Sundem and Stratton (2002), <i>Introduction to Management Accounting</i> , 12 th Edition, India: Pearson Education Inc.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	TAXATION IN NEPAL
Course Code Number	ACC 340
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding of participants on direct and indirect taxation in Nepal. The course intends to develop understanding on relevant provisions on income tax, value addition tax in Nepal and their practical applications.
Learning Unit	
Nepalese Income Tax (Total 34 hrs)	
Learning Unit One Net Contact Hours -2 hrs	1. Introduction Meaning of Tax; Objectives of Tax; Types of Taxes in Nepal; Concept of Income; Meaning of Income Tax; History of Income Tax in Nepal; Relations between Constitutional Provisions, Tax Acts, Tax Rules and Finance Acts.
Learning Unit Two Net Contact Hours - 4 hrs	2. Income Tax Act 2058: Definitions, basis of tax and calculation of income
Learning Unit Three Net Contact Hours - 8 hrs	3. Exemptions, and Deductions Exemptions and Concessions on income; Deductions for Tax purpose; Quantifications, Allocation and Characterization of Amounts.
Learning Unit Four Net Contact Hours - 6 hrs	4. Special Provisions Special Provisions for Individuals, Special Provisions for Entities, Special Provisions for Insurance and Banks; Special Provisions for Retirement Savings.
Learning Unit Five Net Contact Hours - 6 hrs	5. International Taxation and Double Taxation Treaties International Taxation; Agreement between Government of Nepal and Government of PRC, Government of the Republic of India and The Kingdom of Norway for The Avoidance of Double taxation and Prevention of Fiscal Evasion with respect to tax on income and capital.
Learning Unit Six Net Contact Hours - 2 hrs	6. Tax Administration Structure of Tax Administration; Payment of Tax; Types of Assessment; Collection of Tax, Remission and Refund; Administrative Review and Appeal; Interest and Penalties; Offences.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Miscellaneous Tax Accounting and Timing; Determination of Net Gains from Assets & Liabilities; Withholdings.
Nepalese Value Added Tax (Total 14 hrs)	
Learning Unit One Net Contact Hours -2 hrs	1. Introduction Concept of VAT; Historical background of VAT (Around the world and Nepal); Defects of previous Sales Tax, Hotel Tax, Contract Tax and Entertainment tax in Nepal; Objectives of VAT; Features of VAT; Definition of different terms used in VAT Act and Rules; Purpose and use of various Schedules of VAT Rules.
Learning Unit Two Net Contact Hours -7 hrs	2. Coverage of VAT Taxable goods and Services (a) Standard rated areas (b) Zero rated areas; Exempted goods and services; Treatment in Negative value aid; Treatment of capital goods; Areas of special treatment in VAT.
Learning Unit Three Net Contact Hours -4 hrs	3. Tax Administration Structure of VAT Administration; VAT Registration; VAT Accounting; Return filing; Collection of Tax; Tax Credit (a) Full Credit (b) Partial Credit (c) Proportionate Credit; Tax Audit and Investigation; Determination of Market Price; Management Assessment; Refund; Rights of Taxpayer; Management Information System.
Learning Unit Four Net Contact Hours -1 hrs	4. Appeal and Penalty Administrative Revision; Appeal to Revenue; Additional Fees and Interest; Offences and Penalties.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	(i) Study Material (CA Inter): Income tax and Value Added Tax (Revised 2007) published by the Institute of Chartered Accountants of Nepal (ICAN). (ii) Income Tax Act 2058, Income Tax Rules 2059; VAT Act 2053; VAT Rules 2054.

	(iii) Revenue Tribunal Act, 2031 (iv) Revenue Leakage (Investigation and Control) Act, 2052 (v) Advance rulings and circulars issued by IRD (vi) Double taxation treaties
Other References	(i) Income Tax - Theory and Practice 2 nd Edition 2006 by JagdishAgrawal, Chartered Academics International Pvt Ltd. (ii) VAT by Babu Ram Subedi
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	AUDITING
Course Code Number	ACC 430
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop participants' understanding of the underlying theory and practices of auditing including auditing techniques and procedures, evidence, sampling and evaluation of internal control systems. The course also intends to make the participants thoroughly conversant of various types of audit reports, internal audit, management audit and investigations. The course aims to develop understanding of the special features of company audit and other statutory provisions relevant in the context of Nepal.
Learning Unit	
Learning Unit One Net Contact Hours -2 hrs	1. Nature of Auditing Evolution of Auditing, Major influences of Auditing, Field of Auditing, Basic concepts of Auditing, Evidence in Auditing.
Learning Unit Two Net Contact Hours - 5 hrs	2. Evaluation of Internal Control System Nature, Scope and Limitations of Internal Control; Objective and Structure of Accounting Controls; Need for Internal Control; Stages in Evaluation of Internal Control Systems; Documentation, Communication of Weaknesses in Internal Control System, Techniques for Evaluation of Internal Control System, Formulating Internal Control Schemes, Internal Controls on various Accounting Functions.
Learning Unit Three Net Contact Hours - 4 hrs	3. Audit Sampling Need for Sampling, Sampling Risk, Audit in Depth, Statistical vs. Judgmental Sampling, Stages in Audit Sampling, Test Checking, Approach to Statistical Sampling, Statistical Sampling in various Auditing situations, Attributes Sampling, Estimating Quantities through Sampling, Monetary unit Sampling, Variable Sampling, Discovery Sampling, Stratified Random Sampling.
Learning Unit Four Net Contact Hours - 2 hrs	4. Analytical Procedures Nature and Application of Analytical Procedures; Extent of Reliance on Analytical Procedures; use of Analytical Procedures for Substantive Testing; Ratio Analysis as an Analytical Procedure, Interpretation of Cash Flow Statements; Trend Analysis and Inter-firm Comparisons; Regression Analysis.
Learning Unit Five Net Contact Hours - 4 hrs	5. Auditing in Computerized Environment Approach to Computer Auditing; Types of Computer Systems; Characteristics of a CIS Environment; Internal Controls in a CIS Environment; Computer Assisted Audit Techniques; Approach to Auditing in a CIS Environment; Special Considerations in the case of Stand-alone Personal Computers, On-line Systems/Data Communication Networks, Electronic Data Interchange, Audit of E-commerce Transactions and Data processed through Computer Service Centers.
Learning Unit Six Net Contact Hours - 4 hrs	6. Improving Audit Effectiveness Integrating Audit Techniques, Risk Based Auditing, Audit Approach of International Firm, In-depth Knowledge of Auditee's Business Model.
Learning Unit Seven Net Contact Hours - 5 hrs	7. Audit Report Distinction between Reports and Certificates; Contents of Audit Report; Modified Reports, Qualifications in Auditor's Report; Signing of Audit Report, Report on Review of Accounts, Audit of Consolidated Financial Statements, Reports on Profit/Financial Forecasts.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Internal Audit and Management Audit Nature, Scope and Need for Internal Auditing; Independence of Internal Auditors; Organizing an Internal Audit Department, Code of Ethics for Internal Auditors, Approach to Internal Auditing; Behavioral Implications of Internal Audit, Internal Audit Reports, Internal Auditor and Fraud; Relationship between Internal Auditor and Statutory Auditor; Management Audit, Propriety Audit.

Finance Specialization Course

- Working Capital Management
- Financial Markets And Institutions
- Investment Decisions
- Corporate Financing Decisions
- Commercial Bank Management
- Risk Management And Insurance
- Financial Management

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	WORKING CAPITAL MANAGEMENT
Course Code Number	FIN 424
Credit Hours	3
Course Objective	
Main Objective	The course aims to familiarize the participants with the basic concepts, tools and techniques of working capital management for decision making. It extends their knowledge in the areas of asset and liability management, cash management of the company with emphasis on possibilities of gaining both trade and bank credit.
Learning Unit One- 4 hours	Capital needs of business and sources of capital, balance sheet aspects, operating cycles, concepts of fixed and variable capital and definitions of current assets and liabilities, break up of current assets and liabilities and their significance. Importance of liquidity management in business.
Learning Unit Two Net Contact Hours -8 hrs	Concept, Components, Significance and Policy of Working Capital; Net Working Capital and Gross Working Capital; Alternative Net Working Capital Policies; Alternative Short Term Financing Policies; Working Capital Cycle; Issues in Working Capital; Projection and Characteristics of Working Capital; Practice of Working Capital Management in Nepal.
Learning Unit Three Net Contact Hours – 10 hrs	Goal and Function of Account Receivable Management; Short Term Credit Policy; Long Term Credit Policy; Changing Credit Standards; Changing Credit Periods; Discount Policy; ; Sources of Credit Information; Credit Scoring, Collection Monitoring and Control of Account Receivable; Management of Bad Debts.
Learning Unit Four Net Contact Hours – 8 hrs	Concept of Inventory; Motives of Holding Inventory; Costs, Valuation and Goal of Inventory, Inventory Strategies and Techniques, Quantity Discounts, Ordering Intervals; Batch Production; Buffer Inventory; Stock-out Costs; Excess Inventory;; Just In Time.
Learning Unit Five Net Contact Hours – 6 hrs	Liquidity and Cash Management: Objectives and Motives of Holding Cash; Cash Budget; Speeding Up Cash Receipts; Slowing Down Cash Payment; Cash balance to Maintain; Investment in Marketable Securities.
Learning Unit Five Net Contact Hours – 2 hrs	Motives and Limitations of Providing Trade Credit; Element of Trade Credit Policy.
Learning Unit Six Net Contact Hours – 4 hrs	Management of Account Payable: Concept; Effect, Stretching Account Payable; Cost of Stretching; Effect of Cash Discount; Other Accruals.
Learning Unit Seven Net Contact Hours – 3 hrs	Financing Working Capital Gap: Concept; Methods of Lending; Assessment of Working Capital Requirement; Practice of Working Capital Lending in Nepal.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Hrishikesh Bhattacharya (2012) <i>Working Capital Management, Strategies</i>

	<i>and Techniques</i> (2 nd Edition) New Delhi: PHI Learning Private Limited.
Other References	James C Van Horne and John M. Wachowicz, Jr. (2010), <i>Fundamental of Financial Management</i> , 13 th Edition, PHI Learning Private Limited.
	Eugene F. Brigham and Michael C. Ehrhardt (2008), <i>Financial Management, Theory and Practice</i> 12 th Edition, Thomson South Western.
Evaluation Scheme	In-Semester evaluation 50%
	End-Semester evaluation 50%
	Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	FINANCIAL MARKETS AND INSTITUTIONS
Course Code Number	<i>FIN 310</i>
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding on financial markets and make them effective in working and interacting with the financial institutions. The course intends to develop understanding on the nature, function, importance and operation of financial institutions.
Learning Unit	
Learning Unit One Net Contact Hours -6 hrs	1. Introduction and Overview of Financial Markets Overview of Financial Markets: Primary markets Vs. Secondary Markets, Money Market Vs. Capital Market, Financial Market Regulation, Foreign Exchange Markets. Overview of Financial Institutions: Functions performed by financial institutions, Benefits of financial institutions, Risk incurred by financial institutions, Regulation of Financial Institutions, Globalization of Financial Institutions and Markets
Learning Unit Two Net Contact Hours - 3 hrs	2. Determinants of Interest rates and Exchange Rates Relationship among these Factors and Determinants of Interest Rates, Exchange Rates and Inflation. The term structure of Interest Rates.
Learning Unit Three New Contact Hours-6	3. Regulators in Financial System Need of Regulation in Financial System. Central Bank: Role and Functions; Organization and Management: Monetary Policy; Nepal Rastra Bank, Role of NRB for the development of Financial Institutions in Nepal. Regulation in Capital Market. Introduction to Securities Board of Nepal and its role and function. Regulation of Insurance Market.
Learning Unit Three Net Contact Hours - 6 hrs	4. Money Market Overview of Money Market, Money Market Securities. Money Market Participants. International Aspects of Money Market. Money Market in Nepal. Process of Issuing Money Market Securities in Nepal.
Learning Unit Five Net Contact Hours - 3 hrs	5. Bond Market Overview of Bond Markets. Bond market securities and its participants. Valuation of bond market securities. Problems and prospects of bond market in Nepal. International aspects of Bond Markets.
Learning Unit Six Net Contact Hours - 9 hrs	6. Stock Market Stock Market Overview, Common Stock and Preferred Stock. Primary and Secondary Stock Markets. Stock Market Participants. Stock Market Organization. The Primary Market: process of issuing securities. The secondary market: trading procedures and practices. Other Issues pertaining to Stock Market. Stock Market Index. International aspects of Stock Market.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Depository Institutions Commercial Banks as a sector of Financial Institution Industry. Balance Sheet and recent trend of commercial banks in Nepal. Size structure and composition of commercial banks in Nepal. Role of Commercial Banks for Liquidity Management. Wholesale banking services and retail banking services. Thrift Institutions and Credit Unions. Power of depository institutions.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Other Financial Institutions Insurance Companies: Life and Non-Life Insurance Companies, Size, structure and composition of the industry. Insurance Industry in Nepal. Investment Companies: Features and scope, Mutual Funds and its operation in Nepal. Finance Companies. Pension Funds.

Learning Unit Nine Net Contact Hours - 3 hrs	1. International Financial Institutions The World Bank: Role and Functions; International Monetary Fund (IMF): Role and Function; Asian Development Bank: Role and Function.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	1. Saunders, Cornett, <i>Financial Markets and Institutions A Modern Perspective</i> , Tata McGraw- Hill 2. Johnson, Hazel J., <i>Financial Institutes and Markets: A global Perspective</i> , Singapore: McGrawHill. 3. Edmister, Robert O., <i>Financial Institutions: Markets and Management</i> , Singapore: McGraw Hill.
Other References	1. Miskin, Frederic S., <i>The Economics of Money, Banking and Financial Markets</i> , Addison-Wesley. 2. Jeff Madura, <i>Financial Market and Institution</i> , South-Western College Publishing. 3. Michael Baye and Jansen, <i>Money, Banking and Financial Market</i> , A.I.T.B.S. 4. Relevant literatures related to Nepalese context
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	INVESTMENT DECISIONS
Course Code Number	FIN 423
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide participants with a sound understanding on investment opportunities, investment decision making, and investment problem recognition. The course also aims to enable participant value financial assets and portfolio of financial assets.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Investment Meaning of Investment, Financial and Economic Meaning of Investment, Characteristics of Investment, and Objectives of Investment, Investment vs. Speculation, and Investment vs. Gambling.
Learning Unit Two Net Contact Hours -5 hrs	2. Capital Market Concept, Primary and Secondary Market, Money Market, Bond Market, Equity Market, Stock Indexes. Development and issues of Capital Market in Nepal.
Learning Unit Two Net Contact Hours - 5 hrs	3. Risk and Return Probability Distribution of the Investment Returns, Expected Rate Value, Variance, Standard Deviation, Covariance, and Correlation Coefficient of Returns. Investors' Constraints: Risk Aversion, Liquidity, Time Horizon, etc. Appropriate risk measures for Individual Assets, and Portfolio of Assets.
Learning Unit Three Net Contact Hours - 8 hrs	4. Portfolio Theory and CAPM Markowitz Portfolio Selection Model; Tobin's Separation Theorem and Resulting Tangency Portfolio; Capital Allocation Line and Capital Market Line; Risk Aversion and Asset Allocation; Active vs Passive strategy for Asset Allocation. Systematic and Unsystematic Risk, Security Market Line, and Capital Asset Pricing Model (CAPM).
Learning Unit Four Net Contact Hours - 4 hrs	5. Interest Rates and Risk Premiums Interest Rates and their Determination, Term Structure of Interest Rates and Theories of Term Structures: Real and Nominal Interest Rates; Interest Rate Structures in Nepalese Financial Market.
Learning Unit Five Net Contact Hours - 7 hrs	6. Bond Valuation and Yields Price and Yield to Maturity (YTM) Relationship; Relationship among Coupon Rate, YTM, and Current Yield for Premium Bond, Discount Bond, and Bond at Par; Yield-to-Call, Holding Period Return, Promised Yield and Realized Yield, Interest Rate Risk and Reinvestment Rate Risks on Bond Investment; Maturity Effect and Coupon Effect on Interest Rate Risk, Basic concept of Macaulay's Duration, Relating the concepts learned to real life through observation of Nepal's Treasury Bills and Government Bond markets.
Learning Unit Six Net Contact Hours - 7 hrs	7. Valuation of Common Stocks Fundamental Analysis; Dividend Discount Model with Zero-growth, Constant Perpetual Growth, Two-staged Growth; Price Ratio Analysis: PIE, Price to Book, Price to sales, etc. Market Efficiency and Stock Price Behavior in Developed Market. Comparing and Contrasting the Stock Price behavior in

	Nepalese Market. Relating concepts learnt to value some of the stocks traded on Nepal Stock Exchange.
Learning Unit Seven Net Contact Hours - 6 hrs	8. Valuation of Options and derivatives Types of basic Option Contracts: Put and Call; Factors affecting Options Value; Pricing options with one period and two periods to expiry using Binomial Method.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	1. Bodie, Z., Kane A., Marcus A. J., & Mohanty P., (2009) Investments, 8 th edition, New Delhi, McGraw-Hill. 2. Brealey, R. A., Myers, S. C., Allen F., & Mohanty P., (2012) Principles of Corporate Finance, 10 th edition, New Delhi McGraw-Hill
Other References	Sharpe, W. F., Alexander, G. J., & Bailey, J. V., Investments, Prentice-Hall of India Pvt. Ltd.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	CORPORATE FINANCING DECISIONS
Course Code Number	FIN 422
Credit Hours	3
Course Objective	
Main Objective	The objective of a course is to develop understanding of basic concepts and skills in raising capital and managing financial assets of a firm.
Learning Unit	
Learning Unit One Net Contact Hours -5 hrs	1. Capital Structure and Cost of Capital Cost of Debt Capital, Cost of Equity Capital (Common equity & preferred stocks), Marginal Cost of Capital and Weighted Average Cost of Capital, Uses and Limitations, Measuring Capital Structure, Calculation of Required Return.
Learning Unit Two Net Contact Hours - 5 hrs	2. Theories of Capital Structure Factors affecting Capital Structure: MM Proposition under Perfect Market Assumption; Adjustment for Market Imperfections-Tax, Financial Distress, Agency Problem, Incentive effect of Debt, Information Asymmetry; Dividend Irrelevance Theory, Pecking Order Theory of Capital Structure. Application of Dividend Theories in Nepal.
Learning Unit Three Net Contact Hours - 5 hrs	3. Security Structure of Firm Common Stock, Preferred Stock, Convertible Debt, Warrants and Options, Review of Relevant components of Nepalese Laws and Regulations affecting Security Design.
Learning Unit Three Net Contact Hours - 6 hrs	4. Measuring and Evaluating Financial Performance Analysis of Financial Statements - Balance Sheets, Income Statement, and Cash Flows, Breakeven Analysis, Analysis of Financial Ratios, Economic Value Added (EVA) and Limitations of such analysis, Applications of the concepts learnt in analyzing Companies and Industries in the local market.
Learning Unit Four Net Contact Hours - 6 hrs	5. Operating and Financial Leverage Concept, Break Even Analysis, Degree of Operating Leverage (DOL), DOL and Break Even, Degree of Financial Leverage (DFL), DFL and Financial Risk, Degree of Total Leverage (DTL), DTL and Total Firm Risk, Cash Flow ability to Service Debt
Learning Unit Five Net Contact Hours - 10 hrs	6. Capital Raising Techniques Commercial Lending (by banks and financial institutions): Credit Analysis, Loan Covenants, Principles and Applications. Leasing: Significance, Types of Lease Operating Lease and Financing Lease, Accounting for Leases, Financing decision, Lease or Borrow Decision, Lessor's Point of View, Lessee's Point of View, Public issue of Debt and Equity: Merits and Demerits, Rights offering, Effect on the position of old and new shareholders; Venture capital: Its structure in the Developed Market; Prospects for adopting in Nepalese Environment
Learning Unit Six Net Contact Hours - 4 hrs	7. Liquidation or Turnaround of Distressed firm Financial Distress; Resolving Financial Distress; Private Workout and Liquidation; Legal and Regulatory Constraints.
Learning Unit Seven Net Contact Hours - 4 hrs	8. Harvesting Business Investment Planning Exit Strategy; Systematic Liquidation, Initial Public Offering, Selling to Acquiring Firm, and Current and Potential use of these techniques

	in Local Market.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	<ol style="list-style-type: none"> 1. Brealey, R. A., Myers, S. C., Allen F., & Mohanty P., (2012) Principles of Corporate Finance, 10th edition, New Delhi McGraw-Hill 2. Horne, J.C. & Wachowicz J.M (2010), Financial Management, 13th edition, PHI Learning, New Delhi
Other References	Ross S.A., Westerfield R., & Jaffe, J. (2005). (2012) Corporate Finance, 7 th edition, New Delhi McGraw-Hill
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	COMMERCIAL BANK MANAGEMENT
Course Code Number	FIN 412
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide the participants with an overview of commercial banks management, including concepts of commercial banking functions, lending procedures and policies, asset-liability management techniques and protective measures against interest rate risks.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. An Overview of Banks and Their Services Services offered by Banks; Role of Banks in the Economy; Overview of recent trends in Banking and Impact on Bank Manager's Decision Making.
Learning Unit Two Net Contact Hours - 3 hrs	3. The Organization and Structure of Banks and Their Industry Organization Chart for a typical Bank; Array of Organizational Structures in Banking; Impact of Banking Organization Type on Bank Performance.
Learning Unit Three Net Contact Hours - 3 hrs	3. Impact of Government Policy and Regulations on Banking Banking Regulations-in Nepalese Context; Impact of Deregulation on Bank Performance and Growth.
Learning Unit Four Net Contact Hours - 2 hrs	4. Financial Statement of a Bank An overview of Bank Balance Sheets and Income Statements.
Learning Unit Five Net Contact Hours - 6 hrs	5. Bank Lending: Policies and Procedures Types of Loans made by Banks; Regulation of Lending; Steps in the Lending Process; Credit Analysis: What makes a Good Loan? Sources of Information about Loan Customers.
Learning Unit Six Net Contact Hours - 6 hrs	6. Lending to Business Firms Types of Business Loans; Short-term Loans to Business Firms; Long-term Loans to Business Firms; Financial Ratio Analysis of a Customer's Financial Statements.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Consumer and Real Estate Lending Types of Loans granted to Individuals and Families; Credit Card Loans; Characteristics of Consumer Loans; Evaluating a Consumer Loan Application; Laws and Regulations applying to Consumer Loans; Interest Rates and Other Terms on Consumer Loans; Real Estate Loans.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Managing Deposit Services Types of Deposits offered by Banks; Interest Rates offered by Banks on the different types of Deposits; Composition of Bank Deposits; Methods for Pricing Bank Deposits; Innovations in the Deposit Market.
Learning Unit Nine Net Contact Hours - 4 hrs	9. Managing Non-deposit Liabilities and Other Sources of Bank Funds Alternatives Non-deposit sources of Bank Funds; Borrowing from Nepal Rastra Bank; Development and Sale of Large Negotiable CDs; Choosing among alternative Non-deposit Sources.
Learning Unit Ten Net Contact Hours - 6 hrs	10. The Management of a Bank's Equity Capital Position Many tasks performed by Bank Capital; Types of Bank Capital; Measuring the size of Bank Capital; How much Capital does a Bank need? Banks under pressure today to raise more Capital; Planning for meeting a Bank's Capital needs; Raising Capital Internally to fulfill the Bank's Plan; Raising Capital Externally to fulfill the Bank's Plan.
Learning Unit Eleven Net Contact Hours - 3 hrs	11. Asset-Liability Management Techniques and Hedging Against Interest Rate Risk Asset-Liability Management Strategies; Guidelines for Allocating Funds within Bank.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Rose, Peter S., Richard D., <i>Commercial Bank Management</i> , USA: Irwin Inc.
Other References	1. Johnson, Frank P., Richard D., <i>Commercial Bank Management</i> , USA: The Dryden Press. 2. Koch, T.W. and Macdonald, S.S., <i>Bank Management</i> , USA: The Dryden Press.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	RISK MANAGEMENT AND INSURANCE
Course Code Number	FIN 330
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding of the principles and process of insurance, risk management and their application in the Nepalese context.
Learning Unit	
Learning Unit One Net Contact Hours -5 hrs	1. Concepts of Risk and Insurance Definition of Risk; Degree of Risk; Risk vs. Profitability; Objective Risk and the law of large numbers; Hazards and Perils; State vs. Dynamic Risks; Pure Risk vs. Speculative Risk.
Learning Unit Two Net Contact Hours - 4 hrs	2. Concepts of Insurance Definition of Insurance; Growth of Insurance and conditions favoring growth; Requisites of Insurable Risks; Types of Risks.
Learning Unit Three Net Contact Hours - 6 hrs	3. Insurance and Risk Management Meaning of Risk Management; Development of Risk Management; Functions of Risk Management; Loss Retention Decision; Commercial Insurance Management; Administering the Risk Management Program.
Learning Unit Four Net Contact Hours -3 hrs	4. The Insurance Industry Field of Insurance; Size of Insurance Markets, Types of Private Insurance: Channels of Distribution in Insurance
Learning Unit Five Net Contact Hours – 4 hrs	5. Functions and Organization of Insurers Functions of Insurers: Organization of Insurers: The Merger Movement: Reinsurance.
Learning Unit Six Net Contact Hours - 6 hrs	6. Legal Principles of Insurance Contracts: Principle of Indemnity: Principle of Insurable Interest: Principle of Subrogation; Principle of Utmost Good Faith: Distinguishing Legal Characteristics of Insurance Contracts; Legal Powers of Insurance Agents.
Learning Unit Seven Net Contact Hours 8 hrs	7. Common Characteristics of Insurance Contracts Insuring Agreement; Defining the Insured; Exclusions; Common Policy Conditions; Definitions; Basis of Recovery; Clauses limiting Amount Payable, Third-party Coverage.
Learning Unit Eight Net Contact Hours – 6 hrs	8. Insurance and Annuities Meaning of Life Insurance: Major Types of Life Insurance, Size of Life Insurance Markets: Annuities; Rate making in Life Insurance; Reserves in Life Insurance; Group Life and Health Insurance.
Learning Unit Nine Net Contact Hours 6 hrs	9. Personal and Business Risk Management Health and Medical Insurance: Business Property Insurance; Marine Insurance; Fire Insurance.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Green, Mark R.&Trieschmann, James S., <i>Risk and Insurance</i> , Illinois: South Western Publishing Co.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	FINANCIAL MANAGEMENT
Course Code Number	FIN 301
Credit Hours	3
Course Objective	
Main Objective	The main objective of this course is to provide an understanding and ability to use basic financial management concepts, tools, and techniques of analysis for better financial decision making.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Overview of Financial Management Concept of financial management, Objectives of financial management, Corporate financial decisions, Emerging roles of finance manager, Relationship of financial management with other areas of management, Agency problems, Organization of Financial management functions.
Learning Unit One Net Contact Hours -4.5 hrs	2. Financial Statement Analysis Principal financial statements: Income statement, Balance sheet, Statement of retained earnings, and Statement of cash flows, Notes to the financial statements, Approaches of financial statement analysis: Horizontal analysis, Vertical analysis, Trend analysis, and Ratio analysis, Rationale of ratio analysis, Types of financial ratios: Liquidity ratios, Activity ratios, Debt ratios, Profitability ratios, and Market ratios, Du-Pont system of analysis, Predictive power of ratio analysis and Limitations of Ratio analysis.
Learning Unit Two Net Contact Hours – 4.5 hrs	3. Long-term Financial Planning and Growth Financial Ratios; Meaning of Financial Planning; Financial Planning Models; Percentage of Sales Approach; External Financing and Growth; Caveats of Financial Planning Models.
Learning Unit Three Net Contact Hours – 7.5 hrs	4. Valuation of Stocks and Bonds Time Value of Money; Different types of Bonds and their Valuation; Valuation of Preferred Stocks; Valuation of Common Stocks.
Learning Unit Four Net Contact Hours – 7.5 hrs	5. Risk and Return Meaning of Risk and Returns; Inflation and Returns; Expected Returns and Variances; Portfolios; Systematic and Unsystematic Risk; Diversification and Portfolio Risk; Systematic Risk and Beta; Capital Market Line; Security Market Line, Security Market Line and Cost of Capital.
Learning Unit Five Net Contact Hours - 6 hrs	6. Capital Investment Decisions Methods of Evaluating Capital Investments; Project Cash Flows; Incremental Cash Flows; Pro-forma Financial Statements and Project Cash Flows; Discounted Payback Period; Modified Internal Rate of Return, Capital Rationing.
Learning Unit Six Net Contact Hours - 9 hrs	7. Financing and Dividend Decisions Corporate Long term Debt; Types of Bonds; Preferred Stock; Common Stock; Patterns of Long term Financing; Issuing Securities in Nepal; Cost of Capital: Component Cost of Capital, Weighted Average Cost of Capital; Marginal Cost of Capital; Capital Structure Theories: M & M Propositions I & II; Bankruptcy Costs; Optimal Capital Structure; Dividend Theories and Policy; Does Dividend Policy Matter?; Factors favoring Low Payout and High Payouts; Resolution of real-world factors; Establishing a Dividend Policy; Stock Dividend, Stock Splits and Stock Repurchase.
Learning Unit Seven Net Contact Hours - 6 hrs	8. Working Capital Management Tracing Cash and Net Working Capital; Operating Cycle and Cash Cycle; Reasons for holding Cash; Determining Target Cash Balance; Managing Collection and Disbursement of Cash; Credit and Receivables; Terms of Sale; Analyzing Credit Policy; Optimal Credit Policy; Inventory Management: Economic Order Quality; ABC Analysis; Just in Time.

Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Stephen A. Ross, Randolph W. Westerfield, and Bradford D. Jordon (2012). Fundamentals of Corporate Finance, 9th Edition. New Delhi: Tata McGraw-Hill Publishing Company.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Human Resource Management Specialization Course

- Employee Recruitment and Selection
- Human Resource Information Systems
- Employee Training and Development
- Industrial Relations and Labor Laws

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	EMPLOYEE RECRUITMENT AND SELECTION
Course Code Number	HRM
Credit hours	Three (3)
Course Objective	
Main Objective	The course will develop general understanding of the context, principles, processes and methods of recruiting and selecting employees in organizations for better person – job fit. It will also build basic skills of managing the recruitment and selection function in the organization.
Structure of the Course	
Learning Unit One Net contact hours - 4.5 Hrs	1 Introduction to Recruitment and Selection <ul style="list-style-type: none"> - Context of recruitment and selection: job market, industry environment, statutory regulations, emerging challenges and constraints, employer brand image, human resource planning, - Basic concepts: recruitment, selection - Purposes, roles and strategies of recruitment and selection in organizations - Alternatives to recruitment and selection: outsourcing/off-shoring jobs, contingent workers, employment leasing, overtime/part-time, automation - Recruitment and selection planning
Learning Unit Two Net contact hours - 7.5 Hrs	2 Recruitment Sources and Methods <ul style="list-style-type: none"> - Pre-recruitment considerations - Proactive and reactive recruitment - Targeting special interest groups - Traditional vs innovative recruitment sources - Electronic recruiting - Internal recruitment methods - External recruitment methods
Learning Unit Three Net contact hours - 7.5 Hrs	3 Recruitment Process <ul style="list-style-type: none"> - Employee requisition - Job analysis, job description and person specifications - Job advertisement: concept, job ad design - Designing application blank - Applicant information documentation - Generation of pool of candidates and short listing
Learning Unit Four Net contact hours - 12 Hrs	4 Selection Predictors <ul style="list-style-type: none"> - Overview of selection predictors: types, effectiveness criteria, of selection predictors - Documentary predictors: weighted application blank, reference checks, biographical data, training and experience evaluations - Psychometric predictors: ability and aptitude tests, personality tests, attitude tests, motivation and interests tests - Performance tests: work sample test, assessment centre - Interviews: unstructured, structured and situational interviews
Learning Unit Five Net contact hours - 6 Hrs	5 Selection Process <ul style="list-style-type: none"> - Review of applications - Administration of selection tests - Documentation and calculation of test results - Selection of best suitable candidates and notification - Preparation of appointment and rejection letter - Orientation to appointed candidates
Learning Unit Six Net contact hours - 3 Hrs	6 Recruitment and Selection Issues and Challenges <ul style="list-style-type: none"> - Global hiring - Negligent hiring - Diversity - Legality

	<ul style="list-style-type: none"> - Effectiveness - Global competition - Attracting and competing for qualified applicants
Learning Unit Seven Net contact hours - 7.5 hrs	7 Policies, Regulations and Practices in Nepali Organizations <ul style="list-style-type: none"> - Examples of various industries: manufacturing, service, development, state-owned enterprises - Issues and improvement needs
Total contact hours	48 hrs including end-term examination
Basic Text	Roberts, Gareth (2010) Recruitment and Selection (6 th Impression), Jaico Publishing House
References	Arthur, Diane (2007) Recruiting, Interviewing, Selecting and Orienting New Employees (4 th Edition), Delhi: Prentice-Hall India publication
Evaluation Scheme	In-semester evaluation 50 percent End-semester evaluation 50 percent

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	HUMAN RESOURCE INFORMATION SYSTEMS
Course Code Number	HRM 450
Credit Hours	3
Course objective	The objective of the course is to give the students appropriate knowledge and skill to make human resource decisions within a frame work of an IT based human resource information system in an organization
Enabling Objectives	<p>The learners after completion of this course will be able to:</p> <ul style="list-style-type: none"> • Understand how evolving technology changed and improvised the traditional HR management systems. • Understand the database management system and use it in MS access/ My SQL • Determine HRIS requirements • Use HRIS in HR administration including talent management, recruitment and selection etc • Use HRIS for change management • Understand and apply the security issues in HRIS
Learning Units	
Learning Unit One (Contact Hrs.: 6)	<p>Introduction</p> <p>Introduction and evolution of HRIS/ How is it different from other IS</p> <p>HR and Technology / Types and variations of HRIS</p>
Learning Unit Two (Contact Hrs.: 6)	<p>Introduction – II</p> <p>Database concepts / DBMS / RDBMS / Key terminologies / Demo of a DB (MySQL or MS-Access)</p>
Learning Unit Three (Contact Hrs.: 8)	<p>Determining HRIS Requirements:</p> <ol style="list-style-type: none"> a. System Considerations / Understanding the elements/users/stakeholders concerning the HRIS implementation b. Understanding users' types, hardware platforms, etc. c. Design and Acquisition, HR Metrics
Learning Unit Four (Contact Hrs.: 8)	<p>HRIS Applications – I</p> <ol style="list-style-type: none"> a. HR Administration and HRIS (How administration can make best use of HRIS) b. Talent management c. Recruitment and selection in today's context
Learning Unit Five (Contact Hrs.: 8)	<p>HRIS Applications – II</p> <ol style="list-style-type: none"> d. Training and Development e. Performance management, Compensation, Benefits, Payroll and the HRIS f. International HRIS

Learning Unit Six (Contact Hrs.: 6)	HRIS Implementation and Acceptance a. Project Management and HRM's interaction with HRIS b. Change Management – Implementation/integration and maintenance of HRIS		
Learning Unit Seven (Contact Hrs.: 6)	Special Topics a. Information Security and privacy in HRIS b. Future of HRIS		
Total contact hours	48 hrs. (excluding assessment and final examination)		
Basic Text	Michael J. Kavanagh, Mohan Thite, Richard D. Johnson, (2012), <i>Human Resource Information Systems, Basics, Applications, and Future Directions (2nd Ed)</i> Sage Publications		
Evaluation Scheme	In-semester evaluations		50%
	End-semester evaluation	Final exam	50%
	Total		100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	Employee Training and Development
Course Code Number	HRM 440
Credit hours	Three (3)
Course Objective	
Main Objective	The course will develop general understanding of the context, principles, processes and methods of training employees in organizations for enhancing their performance effectiveness. It will also build basic skills of managing the training function in the organization and designing, implementing and evaluating training programs.
Enabling Objectives	<p>After completion of all the learning units and the requirements of the course, you will be able to:</p> <ol style="list-style-type: none"> 1. Describe the concepts, perspectives, functions, and process of Training and Development in the organizations; 2. Apply learning concepts and theories in maximizing the impact of training programs in the organizations; 3. Design and use training need assessment frameworks and support employees for identifying their training needs; 4. Develop training design for training programs in the organizations; 5. Describe training and delivery methods and identify appropriate training delivery methods and design/select them as per the requirement of different training programs 6. Develop and design training implementation plan using professional procedures and skills for different training programs; 7. Describes the importance of various training delivery skills and analyze its impact in the effectiveness of training programs; 8. Design and use training evaluation methods and follow-up mechanisms for training programs in organization 9. Explain the training context in Nepali organizations and key-areas training programs are being held and describe necessary importance of training in Nepali organizations;
Learning Unit	
Learning Unit One Net contact hours - 4.5 hrs	1. Overview of Employee Training and Development 1.1 Employee training and development in perspective: contemporary scenario, opportunities and challenges for training 1.2 Basic concepts: training, development, education, KSAs, competencies 1.3 Purposes, roles and strategies of training in organizations 1.4 Training as an organizational and HR subsystem 1.5 Levels, types and modes of training 1.6 Training process model
Learning Unit Two Net contact hours - 4.5 hrs	2. Conceptual Foundations of Training 2.1 Learning: concept, levels, components, outcomes and determinants 2.2 Learning principles: learner characteristics, learning design, motivation to learn, learning transfer, learning styles 2.3 Adult learning (andragogy): characteristics of adult learners, principles that motivate adults to learn 2.4 Learning theories and their application for training design: reinforcement theory, cognitive theory, social learning theory, experiential theory 2.5 Instruction: concept, taxonomy of learning, steps of instructional design
Learning Unit Three Net contact hours - 6 hrs	3. Training Needs Assessments 3.1 Training needs: concept, types, factors generating training needs 3.2 Training needs assessment: concept, levels, why and when to assess training needs, and process 3.3 Organization/strategic analysis: components and sources and methods of data collection 3.4 Operational analysis: components and sources and methods of data collection 3.5 Person/performance analysis: components and sources and methods of data collection 3.6 Outputs and approaches of training need assessment
Learning Unit Four Net contact hours - 6 hrs	4. Training Design 4.1 Rationale, goals and learning objectives 4.2 Participants selection and profiling 4.3 Learning contents design: focusing, sequencing, organizing 4.4 Delivery strategies and methods

	4.5 Materials identification, design and development 4.6 Implementation principles and plans 4.7 Monitoring, supervision, evaluation and follow-up plans
Learning Unit Five Net contact hours - 7.5 hrs	5. Training and Development Delivery Methods 5.1 Methods and outcomes matching, selection of methods 5.2 Off-site methods: presentational methods (lecture and discussion- seminar/conference, panel discussion, symposium, workshop, brainstorming, buzz group, syndicate, fish-bowl, tele/video-conferencing), observational methods (demonstration, field-visit, visual and film show), and experiential methods (critical incidents, case study, role play, simulation, management games, behavior modeling, project works, outdoor management development) 5.3 On-site methods (job instruction training, job-aids, coaching, mentoring, job rotation, secondment, apprenticeship, self-development group, action learning project) 5.4 Computer-based methods: programmed instructions, e-learning
Learning Unit Six Net contact hours - 4.5 hrs	6. Development and Implementation of Training 6.1 Instructional strategies 6.2 Material and equipment 6.3 Logistics and facilities 6.4 Trainer selection and development, trainer roles and competencies 6.5 Information management 6.6 Coordination
Learning Unit Seven Net contact hours - 6 hrs	7 Training Delivery Skills 7.1 Communication skills: verbal, nonverbal and active listening skills 7.2 Presentation skills 7.3 Motivation skills 7.4 Questioning and question-handling skills 7.5 Feedback giving and receiving skills 7.6 Group learning management skills 7.7 Interaction and involvement skills 7.8 Information processing skills 7.9 Learner observation and troubleshooting skills 7.10 Audio-visual handling skills
Learning Unit Eight Net contact hours - 4.5 hrs	8.Training Evaluation and Follow-Up 8.1 Training evaluation: concept, purposes and levels 8.2 Levels of evaluation: reaction learning, job behavior, and organizational results 8.3 Evaluation data: process data and outcome data, tools and techniques of data collection 8.4 Evaluation of costs of training 8.5 Evaluation design approaches: before-after design, with-without design, benchmarking design, self-supervisory rating design, observational design) 8.6 Training follow-up: concept, purposes and approaches
Learning Unit Eight Net contact hours - 4.5 hrs	9.Employee Training: Key Areas and Nepali Context 9.1 Diversity and inter-culture training 9.2 Training on raising awareness against Sexual harassment at the workplace 9.3 Team/interpersonal skills training 9.4 Safety, quality and equity training 9.5 Life skills training 9.6 Technical training 9.7 Employee training situations in Nepali organizations
Total contact hours	48 hrs(excluding external assessments)
Basic Text	1. Blanchard, P. Nick and James W. Thaker (2012) Effective Training: Systems, Strategies, and Practices (4th Edition) Delhi: Pearson Prentice Hall
References	1. Noe, Raymond. A (2010) Employee Training and Development (5 th Edition) Irwin. McGraw Hill 2. Agochiya, Devendra (2009) Every Trainer's Handbook (2 nd Edition) New Delhi: Sage Publications India Ltd. 3. Goldstein, Irwin L. and J. Kevin Ford (2007) Training in Organizations: Need Assessment, Development and Evaluation (4 th Edition) New Delhi: Cengage Learning India Pte Ltd
Evaluation Scheme	In-semester evaluation 50 percent End-semester evaluation 50 percent Total 100 percent

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	INDUSTRIAL RELATIONS AND LABOR LAWS
Course Code Number	HRM 410
Credit hours	Three (3)
Course Objective	
Main Objective	The course will develop general understanding of the context, principles, processes and methods of managing industrial relations in organizations for improving organizational productivity while protecting and promoting workers' interests, particularly in the current industrial setting of Nepal. It will also develop understanding of interpreting and applying labor related laws of Nepal for managing relations with organized labor and enhancing their overall welfare.
Structure of the Course	
Learning Unit One Net contact hours - 4.5 hrs	1 Overview of Industrial Relations (IR) <ul style="list-style-type: none"> - Meaning and scope of IR - Actors in IR: employees and trade unions, employers and their association, and government - Theoretical perspectives of IR: Dunlop's systems approach, unitary approach, pluralist approach, radical approach, trusteeship approach - Basic concepts: collective bargaining, strikes, lockout, union density and recognition of trade union - Fundamental values of IR: equity and fairness, power and authority, individualism and collectivism, integrity, trust and transparency - Historical evolution of IR - Characteristics of a sound IR systems - HRM and IR
Learning Unit Two Net contact hours - 3 hrs	2 Industrial Relations in Nepali Context <ul style="list-style-type: none"> - Industrial labor in Nepal: growth, current status, characteristics and problems - IR evolution, current scenario and basic issues in Nepal - Government and IR in Nepal - Labor administration system in Nepal
Learning Unit Three Net contact hours - 6 hrs	3 Trade Unions <ul style="list-style-type: none"> - Concept, origin and functional purposes - Theories and historical evolution of trade unionism; trade union movement in Nepal - Methods of trade unionism and their legitimacy - Legal framework of trade unions; trade unions recognition - Trade union structure: types and coverage, local units, national federations and international labor agencies - Management of trade unions: constitution, functions, leadership and organizational issues, internal and external challenges
Learning Unit Four Net contact hours - 3 hrs	4 Employers' Federation <ul style="list-style-type: none"> - Concept, origin, functional purposes and growth - Various types of employees organizations and their legal status in Nepal - Management, leadership and organizational issues
Learning Unit Five Net contact hours - 6 hrs	5 Industrial Conflicts and their Settlement <ul style="list-style-type: none"> - Nature of conflicts and their manifestations; causes and consequences of conflicts - Industrial unrests in Nepal - Non-statutory measures for settling conflicts: code of discipline, bipartite and tripartite machinery, labor administration machinery - Statutory measures: conciliation, court of enquiry, arbitration, adjudication
Learning Unit Six Net contact hours - 6 hrs	6 Collective Bargaining (CB) <ul style="list-style-type: none"> - Concept and nature - Legal framework of CB - CB process - Role of parties in CB - CB contracts/ agreements

	- Negotiation techniques and skills
Learning Unit Seven Net contact hours - 10.5 hrs	7 Labor Management Issues <ul style="list-style-type: none"> - Handling employee grievances: concepts, approaches to grievance machinery, the grievance procedure, grievance and IR - Handling discipline: concepts, types of disciplining behaviors, approaches to discipline, procedures and rules - Employees' wages: concepts, theories of wages, wage policies, wage structure, wage determination and administration, legal framework of wage - Labor welfare and education: concepts and components, social security measures, health and safety measures, worker education and training, workers' participation in management
Learning Unit Eight Net contact hours - 4.5 hrs	8 Labor Legislation in Nepal <ul style="list-style-type: none"> - History of labor legislation In Nepal - Labor Act 2048 with amendment - Labor laws and existing IR issues
Learning Unit Nine Net contact hours - 4.5 hrs	9 Major IR related issues <ul style="list-style-type: none"> - Technological change and IR - Globalization and IR - ILO's roles and contributions - Future trends and challenges for IR
Total contact hours	48 hrs including end-term examination
Basic Text	Monappa, Arun, RanjeetNambudiri and PatturajaSelvaraj (2012), Industrial Relations and Labor Laws (2 nd edition) New Delhi: Tata McGraw Hill Education Private Ltd
References	VenkataRatnam, C. S. (2006) Industrial Relations, New Delhi: Oxford University Press Nepal Labor Act – 1992 (with amendments) Nepal Labor Regulation Trade Union Act – 2055 (with amendments)
Evaluation Scheme	In-semester evaluation 50 percent End-semester evaluation 50 percent

Updated February 2017

Marketing Specialization Course

- Marketing Research
- Sales Management
- Advertising And Promotion Management
- Service Marketing
- Marketing Management
- Global Marketing
- Consumer Behavior

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MARKETING RESEARCH
Course Code Number	MKT 410
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding of basics of Marketing Research. The course aims to develop skills to conduct a Marketing Research; identify basic problem, procedural steps in conducting marketing research, writing professional report and design common data collection tools.
Learning Unit	
Learning Unit One Net Contact Hours -5 hrs	1. Marketing, Marketing Information System and Marketing Research Meaning, Nature and Interrelationship between Marketing, MIS and MR; Applications and Importance of MR; Responsibility and Involvement of Marketing Researcher and Manager in Decision-making and Implementation.
Learning Unit Two Net Contact Hours - 4 hrs	2. Marketing Research Design Research Design: Meaning, Nature and Importance of Research Design; MR Design Process: Steps in Research Design, Errors affecting Research Designs and Strategies for handling Potential Research Errors.
Learning Unit Three Net Contact Hours - 10 hrs	3. Data Collection <i>Data</i> : Meaning, Importance and Applications of Data; <i>Types of Data</i> : Primary and Secondary Data; <i>Sources of Data</i> : Internal records, Commercial and Public Surveys, Census, Audits and Panels; <i>Methods of Data Collection</i> : Census, Survey, Focus group observation, Experiments, Literature review and Interviews; <i>Data Collection Instruments/Tools</i> : Questionnaires; Unstructured, Semi-structured and Structured. Mechanical Instruments.
Learning Unit Four Net Contact Hours - 10 hrs	4. Sampling Procedures in Marketing Research Meaning, Significance and Managerial Objectives of Sampling; <i>Sampling Process</i> : Census Versus Sample, Steps in Sampling Process, Determination of Sample Size, Methods of Determining Sample Size, Sampling Distribution; <i>Types of Sampling</i> : Probability Sampling, Non-Probability Sampling and Socio-Economic Classifications.
Learning Unit Five Net Contact Hours - 8 hrs	5. Data Reduction and Analysis <i>Data Reduction</i> : Meaning, Field Controls, Editing, Coding, Transcribing, Generating New Variables, Calculating and Summarizing Statistics; <i>Analysis</i> : Brief Introduction to Statistical Estimation, Factor Analysis, Cluster Analysis and Conjoint Analysis.
Learning Unit Six Net Contact Hours - 6 hrs	6. Research Presentation <i>Organization of the Report</i> : Title Page, Signatory Page, Acknowledgement, Executive Summary, Table of Contents, Introduction, Hypothesis/ Research Issues/Research Problem Statement, Research Methodology, Research Delimitation, Findings, Recommendations and Conclusions and Appendixes; <i>Oral Presentation of the Report</i> : Addressing, Anticipation with Charts and Graphs, Relevant Data, Use of Audio Visuals, Flow of Information, Standard of Language, Time Management, Sitting Arrangement, Reading Materials, Reading out the Reports etc; <i>Ethical Issues in MR</i> : Identification of Ethical Issues Related to Research Function, Anticipating the Social Values and Norms, Understanding the Impact of Ethical Issues over the Study Process and its Implementation, Preservation of Social, Ethical and Historical Heritages.
Learning Unit Seven Net Contact Hours - 5 hrs	7. Selected Applications of MR Product Research, Advertising and Promotions Research, Sales and Market Analysis Research, Consumer Behavior Research.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Green, E. P., Tull, D. S. and Albaum, G. (2010), <i>Research for Marketing Decisions</i> , 5th Edition, New Delhi: Prentice Hall India
Other References	1. Tull, D. S. and Hawkins, D. I. (1993), <i>Marketing Research: Measurement and Method</i> ,

	6 th Edition, New Delhi: Prentice Hall of India. 2. Luck, D. J. and Rubin, R. S. (1998), <i>Marketing Research</i> , 7 th Edition, New Delhi: Prentice Hall India. 3. Chisnall, P. M. (1992), <i>Marketing Research</i> , 4 th Edition, London: McGraw Hill Book Company.	
Evaluation Scheme	In-Semester evaluation	50%
	End-Semester evaluation	50%
	Total	100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SALES MANAGEMENT
Course Code Number	MKT 330
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding of students on basic principles and techniques of personal selling, sales management.
Learning Unit	
Part One	<i>Sales Perspective</i>
Learning Unit One Net Contact Hours -4 hrs	1. Development and Role of Selling in Marketing Introduction, The nature and role of selling, Characteristics of modern selling, Success factors for professional salespeople, Type of selling, Image of selling, The nature and role of sales management, The marketing concept, Implementing the marketing concept, The relationship between sales and marketing
Learning Unit Two Net Contact Hours - 4 hrs	2. Sales Strategies Sales and marketing planning, The planning process, Establishing marketing plans, The place of selling in the marketing plan
Part Two	<i>Sales Environment</i>
Learning Unit Three Net Contact Hours - 4 hrs	3. Consumer and Organizational Buyer Behavior Differences between consumer and organizational buying, Consumer buyer behavior, Factor affecting the consumer decision-making process, Organizational buyer behavior, Factors affecting organizational buyer behavior, Developments in purchasing practice, Relationship management
Learning Unit Four Net Contact Hours - 4 hrs	4. Sales Settings Environmental and managerial forces impacting sales, Sales channels, Industrial/ commercial/public authority setting, Setting for resale, Selling services, Sales promotions, Exhibitions, Public relations
Learning Unit Five Net Contact Hours - 2 hrs	5. Law and Ethical Issues The contract, Terms and Conditions, Term of trade, Business practices and legal controls, Ethical issues
Part Three	<i>Sales Technique</i>
Learning Unit Six Net Contact Hours - 2 hrs	6. Sales Responsibilities and Preparation Sales responsibilities, Preparation
Learning Unit Seven Net Contact Hours - 4 hrs	7. Personal Selling Skills The opening, Need and problem identification, The presentations and demonstration, Dealing with objectives, Negotiation, Closing the sale, Follow-up
Learning Unit Eight Net Contact Hours - 6 hrs	8. Key Account Management What is key account management?, Advantages and dangers of key account management, Deciding whether to use key account management, Criteria for selecting key accounts, The task and skills of key account management, Key account management relational development model, Global account management, Building relationships with key accounts, Key account information and planning system, Key success factors for key account management.
Learning Unit Nine Net Contact Hours - 2 hrs	9. Relationship Selling From total quality management to customer care, From JIT to relationship marketing, Reverse marketing, From relationship marketing to relationship selling, Tactics of relationship selling.
Learning Unit Ten Net Contact Hours - 2 hrs	10. Direct Marketing What is direct marketing?, Database marketing, Managing a direct marketing campaign
Part Four	<i>Sales Management</i>
Learning Unit Eleven Net Contact Hours - 4 hrs	11. Recruitment and Selection The importance of selection, Preparation of the job descriptions and specification,

	Identification of source of recruitment and methods of communication, Designing an effective application form and preparing as shortlist, The interview, Supplementary selection aids						
Learning Unit Twelve Net Contact Hours - 2 hrs	12. Motivation and Training Motivation, Leadership, Training						
Learning Unit Thirteen Net Contact Hours - 5 hrs	13. Organization and Compensation Organizational structure, Determining the number of salespeople, Establishing sales territories, Compensation						
Part Five	<i>Sales Control</i>						
Learning Unit Fourteen Net Contact Hours - 4 hrs	14. Sales Forecasting and Budgeting Purpose, Planning, Levels of forecasting, Qualitative techniques, Quantitative techniques, Budgeting- purposes, Budget determination, The sales budget, Budget allocation						
Learning Unit Fifteen Net Contact Hours - 4 hrs	15. Salesforce Evaluation The sales force evaluation process, The purpose of evaluation, Setting standards of performance, Gathering information, Measures of performance, Appraisal interviewing						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Jobber, D., & Lancaster, G. (2011). <i>Selling and sales management</i> , 7 th Edition, Pearson Education India.						
Other References	<ol style="list-style-type: none"> 1. Gretz, K. F., Drozdeck, S. R., & Wiesenhutter, W. J. (1996). <i>Professional selling: A consultative approach</i>. Irwin. 2. Futrell, C. (1993), <i>Fundamentals of Selling</i>, 4th Edition, IRWIN. 3. Still, R. R., Cundiff, E. W., & Govani, N. A.P. (1999), <i>Sales Management: Decisions, Strategies and Cases</i>, 5th Edition, Prentice-Hall, India. 1. Gerald L. Manning and Barry L. Reece (2001), <i>Selling Today: Building Quality Partnerships</i>, 8th Edition, Pearson Education. 5. William J. Stanton and Rosann Spiro (1999), <i>Management of Sales Force</i>, 10th Edition, McGraw-Hill International Editions. 						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ADVERTISING AND PROMOTION MANAGEMENT	
Course Code No	MKT 332	
Credit Hours	3	
Course Objective		
Main Objective	The objective of the course is to familiarize the students with basic concepts and tools of advertising and promotion management. The course also aims at developing students’ advertising and promotion skills.	
Learning Unit		
Learning Unit One Net Contact Hours -6 hrs	1. Introduction Marketing and Integrated Marketing Communication, Marketing Communication Process, Communication/Promotion Mix, Promotional Management, Advertising as tool of Communication/Promotion Mix, Classification of Advertising, Functions of Advertising, Corporate Advertising.	
Learning Unit Two Net Contact Hours - 10 hrs	2. The Advertising Business: Agencies and Clients Advertisers (the clients), Advertising agency: Role of Advertising agency, Types of agencies: Local, Regional and National, and International agencies, Full Service agencies, Specialized Service agencies, Functions of Advertising agency: Account Management, Research and Account Planning, Creative concepts, Advertising Production, Media Planning and Buying, Traffic Management, Additional Services and Agency Administration, Organization/Structure of Advertising agency: Departmental system and Group system, Advertising agency Compensation: Media commission, Markups, Fees, Client Agency Relationship: Making the clients, Referrals, Presentations, Networking and Community relations, Soliciting and Advertising for new business, Factors affecting client- agency relationship: 4Cs, in-house agency, selection of an advertising agency.	
Learning Unit Three Net Contact Hours - 10 hrs	3. Crafting Marketing and Advertising Strategies Marketing and Advertising planning: Marketing plan: Situation analysis, Marketing objectives, Marketing strategy and Marketing tactics, Advertising plan: Reviewing Market plan, Setting Advertising objectives, Advertising strategy and Creative mix, Advertising strategies: Target audience, Product concepts, Communication media, Advertising message, Advertising budget and Methods of allocating budget: Percentage of Sales Method, Share of Market/ Share of Voice Method, Objective/Task Method.	
Learning Unit Four Net Contact Hours - 8 hrs	4. Creating Advertisements and Commercials Creative Copy Writing, Copy Platform, Elements of Message Strategy, Creativity, Creative Process, Principles of Design, Designing Print Advertising: Use of Layouts and Visuals, Headlines, Subheads, Body copy, Slogans, Seals, Logos and Signatures, Creative Arts, Layouts, Designs and Visuals.	
Learning Unit Five Net Contact Hours - 10 hrs	5. Planning Media Strategy Role of Media in Marketing Framework, Media planning framework: Defining media objectives: Audience objectives and Message distribution objectives, Developing a Media Strategy: Media Mix, Elements of Media Mix: 5Ms, factors influencing Media Strategy Decisions, Media tactics: Selecting and Scheduling media vehicles, Methods of scheduling media: Continuous, Flighting and Pulsing schedules, Pros and cons of print, television, radio, digital interactive, direct mail, out-of -home, exhibitive, and supplementary media.	
Learning Unit Six Net Contact Hours - 4 hrs	6. Evaluating Promotional Program Arguments for and against measuring Advertising Effectiveness, Brief concepts of pre-testing and post-testing	
Total Contact Hrs	48 hrs (excluding assessment and final examination)	
Basic Text	William F. Arens (2008), <i>Contemporary Advertising</i> , 10 th Edition, USA: Irwin McGraw Hill.	
Other References	George E. Belch and Michael A. Belch (1999), <i>Introduction to Advertising and Promotion: An Integrated Marketing Communication Perspective</i> ,4 th Edition, USA: Irwin McGraw Hill.	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SERVICE MARKETING
Course Code Number	MKT 471
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop students to deal with the challenges and management of service marketing in today's business environment.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Introduction to Services Marketing Importance of Services in Modern Economy, Distinctive Marketing challenges of Services, Important differences among Services, Integration of Marketing with other functions, Focus on both Customers and Competitive Markets.
Learning Unit Two Net Contact Hours - 4 hrs	2. Consumer Behavior in Service Encounters Customers Interaction with Service Operations, Multiple steps in Purchase Process of Services, Customer Needs and Expectations, Difficulties in Evaluating Services, Service Business as Systems.
Learning Unit Three Net Contact Hours - 4 hrs	3. Positioning Services in Competitive Markets Search for Competitive Advantages, Market Segmentation as the basis for Focused Strategies, Positioning a Brand, Conducting Internal, Market and Competitor Analysis, Use of Positioning Maps to plot Competitive Strategy.
Learning Unit Four Net Contact Hours - 4 hrs	4. Creating the Service Product Planning and Creating Services, Identifying and Classifying Supplementary Services, Planning and Branding Service Products, New Service Development.
Learning Unit Five Net Contact Hours - 4 hrs	5. Designing the Communications Mix for Services Key role of Communication in Marketing, Challenges and Opportunities in Communicating Services, Setting Objectives for Marketing Communications, Marketing Communication Mix, Branding of Services.
Learning Unit Six Net Contact Hours - 4 hrs	6. Pricing and Revenue Management Objectives and Foundations for Setting Prices, Cost-based Pricing, Value-based Pricing, Competition-based Pricing, Revenue Management, Ethical concerns and Perceived fairness of Pricing Policies, Putting Service Pricing into Practice.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Distributing Services Distribution in a Services Context, Type of Contact: Options for Service Delivery, Decisions about Place and Time, Service Delivery in Cyberspace, Role of Intermediaries, Internationally Distributed Services
Learning Unit Eight Net Contact Hours - 4 hrs	8. Designing and Managing Service Processes Blueprinting Services to create value Experiences and Productive Operations, Service Process Redesign, Customer as Co- producer, Problem of customer misbehavior.
Learning Unit Nine Net Contact Hours - 4 hrs	9. Balancing demand and capacity Fluctuations in Demand and Service Productivity, Capacity-Constraints, Patterns and Determinants of Demand, Management of Demand Levels, Inventory Demand through Waiting Lines and Reservations, Minimizing Perceptions of Waiting Time, Creating an effective Reservations System.
Learning Unit Ten Net Contact Hours - 4 hrs	10. Planning the Service Environment The purpose of Service Environments, Consumer responses to Service Environments, Dimensions of the Service Environment.
Learning Unit Eleven Net Contact Hours - 4 hrs	11. Managing People for Service Advantage Importance of Service Staff, Frontline Work, Cycles of Failure, Mediocrity and Success, Human Resources Management, Service Leadership and Culture.
Learning Unit Twelve Net Contact Hours - 4 hrs	12. Managing Relationships and Building Loyalty Search for Customer Loyalty, Understanding Customer/ Firm Relationship, Targeting the right customers, Analyzing and Managing the Customer Base, Building Customer Loyalty,

	Customer Relationship Management Systems.	
Total Contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	Christopher Lovelock and Jochen Wirtz (2011), <i>Services Marketing: People, Technology, Strategy</i> , 7 th Edition, Pearson Education.	
Other References	Valarie A. Zeithaml and Mary Jo Bitner (2005), <i>Services Marketing: Integrating Customer Focus Across The Firm</i> , 3 rd Edition, Tata McGraw-Hill Publishing Company Limited.	
Evaluation Scheme	In-Semester evaluation	50%
	End-Semester evaluation	50%
	Total	100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	MARKETING MANAGEMENT
Course Code Number	MKT 310
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding on basics of marketing for correct marketing decisions. The course aims to develop understanding on important marketing concepts, tools, frameworks, and issues.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Defining Marketing The Importance of Marketing, The Scope of Marketing, Company Orientations toward the Marketplace, Fundamental Marketing Concepts, Trends, and Tasks.
Learning Unit Two Net Contact Hours - 3 hrs	2. Developing Marketing Strategies and Plans Marketing and Customer Value, Corporate and Division Strategic Planning, Business Unit Strategic Planning, Product Planning: The Nature and Contents of a Marketing Plan.
Learning Unit Three Net Contact Hours - 3 hrs	3. Gathering Information and Scanning the Environment Components of a Modern Marketing Information System, Internal Records and Marketing Intelligence, Analyzing the Macro environment, The Demographic Environment, Other Major Macro environments
Learning Unit Four Net Contact Hours - 3 hrs	4. Creating Customer Value, Satisfaction and Loyalty Building Customer Value, Satisfaction and Loyalty, Maximizing Customer Lifetime Value, Cultivating Customer Relationships, Customer Databases and Database Marketing.
Learning Unit Five Net Contact Hours - 3 hrs	5. Analyzing Consumer Markets What Influences Consumer Behavior?, Key Psychological Processes, The Buying Decision Process: The Five-Stage Model.
Learning Unit Six Net Contact Hours - 3 hrs	6. Analyzing Business Markets What is Organizational Buying?, Participants in the Business Buying Process, The Purchasing/Procurement Process, Stages in the Buying Process, Managing Business-to-Business Customer Relationships, Institutional and Government Markets.
Learning Unit Seven Net Contact Hours - 3 hrs	7. Identifying Market Segments and Targets Levels of Market Segmentation, Segmenting Consumer Markets, Bases for Segmenting Business Markets, Market Targeting.
Learning Unit Eight Net Contact Hours - 5 hrs	8. Creating Brand Equity What is Brand Equity?, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity, Devising a Branding Strategy.
Learning Unit Nine Net Contact Hours - 3 hrs	9. Crafting the Brand Positioning Developing and Communicating a Positioning Strategy, Differentiation Strategies, Product Life-Cycle Marketing Strategies, Market Evolution.
Learning Unit Ten Net Contact Hours - 4 hrs	10. Dealing with Competition Competitive Forces, Identifying Competitors, Analyzing Competitors, Competitive Strategies for Market Leaders, Other Competitive Strategies, Balancing Customer and Competitor Orientations.
Learning Unit Eleven Net Contact Hours - 3 hrs	11. Setting Product Strategy Product Characteristics and Classifications, Differentiation, Product and Brand Relationships, Packaging, Labeling, Warranties, and Guarantees.
Learning Unit Twelve Net Contact Hours - 3 hrs	12. Developing Pricing Strategies and Programs Understanding Pricing, Setting the Price, Adapting the Price, Initiating and Responding to Price Changes.
Learning Unit Thirteen Net Contact Hours - 3 hrs	13. Designing and Managing Value Networks and Channels Marketing Channels and Value Networks, The Role of Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration and Systems, Conflict, Cooperation, and Competition, E-Commerce Marketing Practices.
Learning Unit Fourteen	14. Designing and Managing Integrated Marketing Communications

Net Contact Hours - 3 hrs	The Role of Marketing Communications, Developing Effective Communications, Deciding on the Marketing Communication Mix, Managing the Integrated Marketing Communications Process.						
Learning Unit Fifteen Net Contact Hours - 3 hrs	15. Managing a Holistic Marketing Organization Internal Marketing, Socially Responsible Marketing, Marketing Implementation, Evaluation and Control.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Philip Kotler and Kevin Lane Keller (2006), <i>Marketing Management</i> , 12 th Edition, Pearson Education.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	GLOBAL MARKETING
Course Code Number	MKT 470
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop participant knowledge and understanding of the global marketing environment; its concepts, tools and theory. The course aims to develop understanding of problems and perspective of marketing across national boundaries, consumer similarities and differences. The course also intends to develop analytical ability for making marketing decisions regarding product development, branding, promotion, pricing and distribution.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Introduction to Global Marketing Marketing: A Universal Discipline, The Three Principles of Marketing, Global Marketing: What It is and What it is Not, The Importance of Global Marketing, Management Orientations, Driving and Restraining Forces Affecting Global Integration and Global Marketing.
Learning Unit Two Net Contact Hours - 4 hrs	2. The Global Economic Environment Economic Systems, Stages of Market Development, Stages of Economic Development Income and Purchasing Power Parity around the Globe, The Location of Population, Marketing and Economic Development, Balance of Payments, Trade Patterns, International Trade Alliances, The World Trade Organization and GATT, Regional Economic Organizations.
Learning Unit Three Net Contact Hours - 4 hrs	3. Social and Cultural Environment Basic aspects of Society and Culture, Analytical Approaches to Cultural Factors, Social and Cultural Environments: Impact on Marketing Industrial Products, Social and Cultural Environments: Impact on Marketing Consumer Products, Cross – Cultural Complications and Suggested Solutions.
Learning Unit Four Net Contact Hours - 4 hrs	4. The Political, Legal, and Regulatory Environments of Global Marketing Political Environment, International Law, Sidestepping Legal Problems: Important Business Issues, Conflict Resolution, Dispute Settlement, and Litigation, Regulatory Environment, Ethical Issues.
Learning Unit Five Net Contact Hours - 3 hrs	5. Global Customers Regional Market Characteristics, Marketing in Transitional Economies and Less Developed Countries, Global Buyers, Global Marketing Plan.
Learning Unit Six Net Contact Hours - 3 hrs	6. Global Marketing Information Systems and Research Overview of Global Marketing Information Systems, Sources of Market Information, Current Issues in Global Marketing Research, An Integrated Approach to Information Collection.
Learning Unit Seven Net Contact Hours - 3 hrs	7. Segmentation, Targeting and Positioning Global Market Segmentation, Global Targeting, Global Product Positioning.
Learning Unit Eight Net Contact Hours - 4 hrs	8. Entry and Expansion Strategies: Marketing and Sourcing Decision Criteria for International Business, Entry and Expansion Decision Model, Exporting, Additional International Alternatives, Marketing Strategy Alternatives.
Learning Unit Nine Net Contact Hours - 3 hrs	9. Cooperative Strategies and Global Strategic Partnerships The Nature of Global Strategic Partnerships, Success Factors, Alliances Between Manufacturers and Marketers, International Partnerships in Developing Countries.
Learning Unit Ten Net Contact Hours - 4 hrs	10. Competitive Analysis and Strategy Industry Analysis Forces Influencing Competition, Global Competition and National Competitive Advantage, Competitive Advantage and Strategic Models, Strategic Positions.
Learning Unit Eleven Net Contact Hours - 3 hrs	11. Product Decisions Basic Concepts, Product Positioning, Product Saturation Levels In Global Markets, Product Design Considerations, Attitudes toward Country of Origin, Geographic Expansion – Strategic Alternatives, New Products in Global Marketing.

Learning Unit Twelve Net Contact Hours - 3 hrs	12. Pricing Decisions Basic Pricing Concepts, Environmental Influences on Pricing Decisions, Global Pricing Objectives and Strategies.						
Learning Unit Thirteen Net Contact Hours - 3 hrs	13. Global Marketing Channels and Physical Distribution Channel Objectives and Constraints, Distribution Channels: Terminology and Structure, Channel Strategy for New Market Entry, Physical Distribution and Logistics.						
Learning Unit Fourteen Net Contact Hours - 3 hrs	14. Global Advertising Global Advertising and Branding, Global Advertising Content: The Extension Versus Adaptation Debate, Selecting an Advertising Agency, Advertising Appeals and Product Characteristics, Creating Advertising.						
Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Warren J. Keegan (2002), <i>Global Marketing Management</i> , 7 th Edition, Prentice-Hall of India Private Limited.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	CONSUMER BEHAVIOR
Course Code Number	MKT 421
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to develop understanding on concepts of consumer behavior and their application for solving marketing problems.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Introduction The Definition and Scope of Consumer Behavior, Development of Marketing Concept and the Discipline of Consumer Behavior, Customer Value, Satisfaction, and Retention, Marketing Ethics and Social Responsibility, Consumer Behavior and Decision Making.
Learning Unit Two Net Contact Hours - 3 hrs	2. Market Segmentation What is Market Segmentation?, Bases for Segmentation, Criteria for Effective Targeting of Market Segments, Implementing Segmentation Strategies.
Learning Unit Three Net Contact Hours - 4 hrs	3. Consumer Motivation Motivation as Psychological Force, The Dynamics of Motivation, Types and Systems of Needs, The Measurement of Motives.
Learning Unit Four Net Contact Hours - 4 hrs	4. Personality and Consumer Behavior What is Personality?, Theories of Personality, Personality and Understanding Consumer Diversity, Brand Personality, Self and Self-Image, Virtual Personality of Self.
Learning Unit Five Net Contact Hours - 3 hrs	5. Consumer Perception Elements of Perception, Dynamics of Perception, Consumer Imagery.
Learning Unit Six Net Contact Hours - 4 hrs	6. Consumer Learning The Elements of Consumer Learning, Behavioral Learning Theories, Cognitive Learning Theories, Measures of Consumer Learning.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Consumer Attitude Formation and Change What are Attitudes?, Structural Models of Attitudes, Attitude Formation, Strategies of Attitude Change.
Learning Unit Eight Net Contact Hours - 4 hrs	8. Reference Groups and Family Influences What is a Group?, Understanding the Power of Reference Groups, Selected Consumer-Related Reference Groups, Celebrity and Other Reference Group Appeals, The Family is a Concept in Flux, Socialization of Family Members, Other Functions of the Family, Family Decision Making and Consumption-Related Roles, The Family Life Cycle.
Learning Unit Nine Net Contact Hours - 5 hrs	9. Social Class and Consumer Behavior What is Social Class? The Measurement of Social Class, Lifestyle Profiles of the Social Classes, Social-Class Mobility, Geo-demographic Clustering, The Affluent Consumer, Middle-Class Consumers, The Working Class and Other Non-affluent Consumers, the "Techno-Class", Selected Consumer Behavior Applications of Social Class.
Learning Unit Ten Net Contact Hours - 4 hrs	10. The Influence of Culture on Consumer Behavior What is Culture?, The Invisible Hand of Culture, Culture Satisfies Needs, Culture is Learned, Culture is Dynamic, The Measurement of Culture, Subcultures and Cross Cultural Consumer Behavior.
Learning Unit Eleven Net Contact Hours - 5 hrs	11. Consumer Influence and the Diffusion of Innovations What is Opinion Leadership?, Dynamics of the Opinion Leadership Process, The Motivation behind Opinion Leadership, Measurement of Opinion Leadership, A Profile of the Opinion Leader, Frequency and Overlap of Opinion Leadership, The Situational Environment of Opinion Leadership, The Interpersonal Flow of Communication, Opinion Leadership and the Firm's Marketing Strategy, The Adoption Process, A Profile of the Consumer Innovator.
Learning Unit Twelve Net Contact Hours - 4 hrs	12. Consumer Decision Making and Beyond What is a Decision?, Levels of Consumer Decision Making, Models of Consumers: Four Views of Consumer Decision Making, A Model of Consumer Decision Making, Beyond the Decision: Consuming and Possessing, Relationship Marketing.

Total Contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Leon G. Schiffman and Leslie LazerKaunuk (2004), <i>Consumer Behavior</i> , 9 th Edition, Pearson Education.						
Other References	David L. Loudon and Albert J. Della Bitta (2002), <i>Consumer Behavior</i> , 4 th Edition, New Delhi: Tata McGraw-Hill Publishing Company Limited.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

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MIS Specialization for BBA

- Computer Programming
- System Analysis And Design
- Database Management Systems
- Business Data Communications
- Decision Support And Expert Systems
- Web Technology

**(Additional Courses for BBIS,
IS Specialization are at the
end of this booklet)**

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	COMPUTER PROGRAMMING
Course Code Number	COM 314
Credit Hours	3
Course Objective	
Main Objective	<p>This course is meant for the students who major Information System (IS) in Bachelor of Business form Faculty of Management Kathmandu University. It introduces of basic concept of programming and particular of object oriented programming using JAVA.</p> <p>The course aims to enable the students to write simple Java applications also explorer the concept of problem solving skill using tools such as algorithm and flowchart.</p>
Enabling objectives:	<p>After completing the course the students will be able to</p> <ul style="list-style-type: none"> ○ Understand and improve their lexical, syntactical and programming competence. ○ Write, modify, compile, debug, and execute Java programs. ○ Design and build programs using problem-solving techniques such as top-down approach ○ Demonstrate usage of control structure, modularity, classes, I/O and the scope of the class members. ● Demonstrate adeptness of object oriented programming in developing solution to problems demonstrating usage of data abstraction, encapsulation and inheritance.
Learning Unit	
Learning Unit One Net Contact Hours -7 hrs	1. Introduction to Programming Language and Object Oriented Concepts Programming overview, Program Design (Algorithm, Flowcharts, Pseudocode) , The Java Technology, Solving common compiler and interpreter problems; Overview of Object Oriented Paradigm: Object, Message, Class, Inheritance, Interface
Learning Unit Two Net Contact Hours – 11 hrs	2. Language Basics Variables, Data types, Operators, Expression, Statements, Blocks, Control statements (Sequencing structure Selecting structure and different between them, Practical Hands-on Working Examples using if, Block if, nested if, switch statements, Looping structure: Practical Hands-on Working Examples based on counter controlled repetition, sentinel controlled repetition, Differentiate between exit level and entry level loop. Nested loop: Practical Hands-on Working Examples.
Learning Unit Three Net Contact Hours - 4 hrs	3. Arrays Types, Operations, Searching and Sorting
Learning Unit Four Net Contact Hours – 12 hrs	4. Classes and Inheritance Creating Classes and Objects, Encapsulation, Managing Inheritance, Polymorphism, Creating and Implementing Nested and Inner Classes, Creating and Implementing Interfaces, Creating and Using Package.
Learning Unit Five Net Contact Hours - 5 hrs	5. Object Basics and Simple Data Objects Life Cycle of Object, Numbers, Characters and Strings, Buffered Reader input, String Tokenizer
Learning Unit Six Net Contact Hours - 8 hrs	6. Essential Java Classes Exceptions, Threads, Files

Learning Unit Seven Net Contact Hours - 1 hrs	7. JAR Files Using JAR files, Signing and Verifying JAR files, JAR-related APIs
Learning Unit 8 Practical	<p>DECLARATIONS & OPERATORS</p> <ul style="list-style-type: none"> • Declaring Primitives & Reference Variables • Java Arrays, Multi-Dimensional Arrays Practical (Hands-on Working Examples) • Using Operators Practical (Hands-on Working Examples) <p>FLOW CONTROL</p> <ul style="list-style-type: none"> • Conditional Statements • Looping Statements Practical (Hands-on Working Examples) • Branching Statements Practical (Hands-on Working Examples) <p>CLASSES & METHODS</p> <ul style="list-style-type: none"> • Declaring Classes Practical (Hands-on Working Examples) • Defining Methods • Use Static methods, JavaBeans Naming Practical (Hands-on Working Examples) • Develop Constructors Practical (Hands-on Working Examples) <p>OBJECT ORIENTED PROGRAMMING (OOP) CONCEPTS</p> <ul style="list-style-type: none"> • Describe Encapsulation, Use Polymorphism & Inheritance Practical (Hands-on Working Examples) • Develop Interfaces, Abstract Classes & Nested Classes Practical (Hands-on Working Examples) • Method Overriding, Overloading & Constructor Overloading Practical (Hands-on Examples) <p>PACKAGES</p> <ul style="list-style-type: none"> • Defining and Importing packages • Access and non-Access Specifiers Practical (Hands-on Working Examples) • Explore java.lang package – Using String & Wrapper classes Practical (Hands-on Working Examples) <p>EXCEPTION HANDLING</p> <ul style="list-style-type: none"> • About Java Exception Handling & Exception Hierarchy • Using try-catch Blocks Practical (Hands-on Working Examples) • “throws” keyword, throwing an Exception & “finally” Statements Practical (Hands-on Working Examples) <p>THREADS & NETWORKING</p> <ul style="list-style-type: none"> • Introduction to Java Multithread Programming • Creating a Thread – Implementing Runnable & Extending Thread

	Practical (Hands-on Working Examples) • Creating Multiple Threads I/O STREAMS • An overview of the java.io package • Byte Stream Classes – Byte Arrays, File I/O & Buffering Practical (Hands-on Working Examples) • Character Stream – Char Arrays, File I/O & Buffering Practical (Hands-on Working Examples) • Serialization using the java.io package Practical (Hands-on Working Examples)
Total Contact Hours	48 hrs* (excluding assessment, Laboratory work and final examination)
Basic Text	1. Schildt, H. (20012). <i>The Complete Reference Java2</i> . Tata McGraw-Hill New Delhi India 2. Campione, M., & Walrath, K. (2003). <i>The Java Tutorial</i> . Addison-Wesley.
Other References	1. Horstman, C., & Cornell, G. (n.d.). <i>Core Java Volume-I</i> . Prentice Hall. 2. Horstman, C., & Cornell, G. (n.d.). <i>Core Java Volume-II</i> . Prentice Hall.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Note:

- Above mentioned net contact hours are except assignment, exam and lab work. Some extra contact hours for practical parts need to be afforded.
- The thematic team members suggested near about 20 hours of practical classes at least.

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SYSTEM ANALYSIS AND DESIGN	
Course Code Number	COM 321	
Credit Hours	3	
Course Objective		
Main Objective	The objective of the course is to develop understanding on the functions and methods of systems development from theoretical and applied perspective. The course aims to develop understanding on System Development Life Cycle, its methodologies and various structured approaches to the system development process and its tools, and techniques. The course also intends to introduce the concepts of business information system analysis and design including the framework for information systems architecture, , feasibility analysis, requirement discovery, data and process modeling, system construction and implementation, operation and support.	
Learning Unit		
Learning Unit One Net Contact Hours -4 hrs	1. Players in the System Game Importance of System Analysis & Design, Information Workers, Modern System Analyst, Modern Business Trends and Implications, Preparing for Career as System Analyst	
Learning Unit Two Net Contact Hours - 5 hrs	2. Information System Building Blocks Information Systems, Framework for Information Systems Architecture, Data Building Blocks Process Building Blocks, Interface Building Blocks.	
Learning Unit Three Net Contact Hours - 6 hrs	3. Information Systems Development Process of Systems Development, System Development Methodology, Alternate Routes and Methods, Automated Tools and Technology.	
Learning Unit Four Net Contact Hours - 4 hrs	4. Project Management What is Project Management?, Project Management Life Cycle.	
Learning Unit Five Net Contact Hours - 5 hrs	5. Feasibility Analysis and the System Proposal Feasibility Analysis and System Proposal, Four Tests of Feasibility, Cost-Benefit Analysis Techniques, Feasibility Analysis of Candidate Systems, System Proposal.	
Learning Unit Six Net Contact Hours - 5 hrs	6. Requirement Discovery Introduction to Requirement Discovery, Process of Requirement Discovery, Requirement Discovery Methods, Documenting Requirements Methods.	
Learning Unit Seven Net Contact Hours - 6 hrs	7. Data Modeling and Analysis Introduction to Systems Modeling, Systems concepts for Data Modeling, Process of Logical Data Modeling, How to construct Data Models, Analyzing Data Model, Mapping Data Requirement to Locations, DFD, ERD.	
Learning Unit Eight Net Contact Hours - 6 hrs	8. Process Modeling and Analysis Introduction to Systems Modeling, Systems Concepts for Process Modeling, Process of Logical Process Modeling, How to construct Process Models, Synchronizing of System Models.	
Learning Unit Nine Net Contact Hours - 4 hrs	9. System Constructions and Implementation What is System Construction and Implementation?, Implementation Phase.	
Learning Unit Ten Net Contact Hours - 3 hrs	10. System Operations and Support Context of Systems Operation and Support, System Maintenance, System Recovery, Technical Support, System Obsolescence, System Enhancement.	
Total Contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	1. Jeffrey L. Whitten and Lonnie D. Bentley (2001), <i>Systems Analysis and Design Methods</i> , 7 th Edition, Tata McGraw-Hill Edition. 2. CASE tools for lab work	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	DATABASE MANAGEMENT SYSTEMS	
Course Code Number	COM 330	
Credit Hours	3	
Course Objective		
Main Objective	The course aims to develop thorough understanding of database; starting from the traditional data management to modern techniques of database management. The objective of the course is also to develop understanding on data-modeling, appropriate database design with normalization, queries for data access, transaction processing, and concurrency control and recovery techniques.	
Learning Unit		
Learning Unit One Net Contact Hours -3 hrs	1. Introduction Overview of Manual Database and Flat-file Systems; Purpose of DBMS; Database Users and Administrators; DBMS Architecture, Schemas and Instances, Data Independence, Data Models.	
Learning Unit Two Net Contact Hours - 6 hrs	2. Data Modeling Using E-R Diagrams Concept of Entity Sets, Relationships, Attributes; Keys - Candidate, Primary, Foreign; Entity-Relationship (E-R) Diagram; Weak Entity Sets, Reduction of E-R Schema to Tables.	
Learning Unit Three Net Contact Hours - 3 hrs	3. Relational Model Introduction, Structure of Relational Model	
Learning Unit Four Net Contact Hours - 10 hrs	4. Structured Query Language, SQL Form of a basic SQL Query, examples; Set Operations - UNION, INTERSECT, EXCEPT; Aggregate Operations using GROUP BY and HAVING Clauses; NULL Values, Logical Operators; Views; Database Modification; Querying in Multiple tables using joins; Data Definition Language, DDL	
Learning Unit Five Net Contact Hours - 5 hrs	5. Integrity Constraints Domain Constraints; Referential Integrity	
Learning Unit Six Net Contact Hours - 7 hrs	6. Normalization Un-normalized Forms and Decomposition; Definitions and Use of Functional Dependencies to get 1NF, 3NF and BCNF; Overview of Normalization using Multi-valued Dependencies	
Learning Unit Seven Net Contact Hours - 5 hrs	7. Transaction Processing Concept and State of Transaction; Desirable Properties of Transaction; Schedules, Serializability (Conflict and View) and Recoverability; Testing for Conflict Serializability	
Learning Unit Eight Net Contact Hours - 5 hrs	8. Concurrency Control Techniques Lock-based Protocols; Timestamp-based Protocols; Validation-based Protocols; Multiversion Techniques; Deadlock Handling	
Learning Unit Nine Net Contact Hours - 4 hrs	9. Database Recovery Techniques Recovery Concepts; Recovery Techniques based on Deferred and Immediate Update; Recovery with Concurrent Transactions; Database backup and Recovery from Catastrophic Failures.	
Total Contact Hours	48 hrs (excluding assessment, lab hours, and final examination)	
Basic Text	Elmasri and Navathe (2015), <i>Fundamentals of Database Systems</i> , 7 th Edition	
Other References	Abraham Silberschatz, Henry Korth, and S Sudarshan (2010), <i>Database System Concepts</i> ,6 th Edition	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

CourseTitle		BUSINESSDATA COMMUNICATIONS
Course CodeNumber		COM334
CreditHours		3
Nature ofCourse		Theory andPractical
CourseObjective		
MainObjective		The objective of the course is to develop understanding about data communication as it applies to business and its technology and application related issues. The course aims to enable the participants design simple and complex business data communication networks.
LearningUnit		
Learning UnitOne Net Contact Hours - 4hrs		1. Introduction Information and Communication, Data Communications and Networking for Today's Enterprise, Convergence and Unified Communications, The Nature of Business Information Requirements, Distributed Data Processing, The Internet and Distributed Applications, Networks, The Transmission of Information, Management Issues, Standards.
Learning UnitTwo Net Contact Hours - 4hrs		2. Business Information and Distributed Data Processing Audio, Data, Image, Video, Performance Measures, Centralized Versus Distributed Data Processing, Forms of Distributed Data Processing, Distributed Data, Networking Implication of DDP, Big Data Infrastructure Consideration.
Learning UnitThree Net Contact Hours - 12hrs		3. The Internet and Distributed Applications
Learning Unit3	3.1 NetContact Hours - 3hrs	3.1 Internet History and Architecture Internet History, Internet Architecture, Internet Domains, The Structure of The Internet, Internet Access Technologies, The Future of The Internet.
Learning Unit3	3.2 NetContact Hours - 3hrs	3.2 TCP / IP and OSI A Simple Protocol Architecture, The TCP/IP Protocol Architecture, Internet networking, TCP and IP details, The OSI Protocol Architecture.
Learning Unit3	3.3 NetContact Hours - 3hrs	3.3 Distributed Applications Electronic Mail: SMTP and MIME, Web Access and HTTP, Internet Telephony and SIP, Electronic Data Interchange, Telnet, Instant Messaging, Video conferencing.
Learning Unit3	3.4 NetContact Hours - 3hrs	3.4 Client Server, Intranet and Cloud Computing The Growth of Client / Server Computing, Client / Server Applications, Middleware, Intranets, Extranets, Cloud Computing and its Importance.
Learning UnitFour Net Contact Hours - 8hrs		4. Data Communications
Learning Unit4	4.1 NetContact Hours - 3hrs	4.1 Data Transmission Signals for Conveying Information, Transmission Impairments and Channel capacity, Electromagnetic Signals, Analog Signals, Digital Signals, Guided Media, Unguided Media.

Learning Unit4	4.2 NetContactH ours - 3hrs	4.2 TransmissionMedia Twisted Pair Cable, Coaxial Cable, Fiber Optic Cable, Microwave, Satellite,OpticalFiberVersusSatelliteCommunication, Radio, Infrared.
Learning Unit4	4.3 NetContactH ours - 2hrs	4.3 DataCommunicationFundamentals Analog and Digital Data Communications, Data Encoding Techniques,AsynchronousandSynchronousTransmission,ErrorDetection.
Learning UnitFive Net Contact Hours - 6hrs		5. Networks
Learning Unit5	5.1 NetContactH ours - 3hrs	5.1 LocalAreaNetworkTechnology Background, LAN Configuration, Topologies and Transmission Media, LAN Protocoland Architecture, Bridges, Hub and Switches, Wireless LAN Overview, IEEE802.11WirelessLANStandards,Bluetooth.
Learning Unit5	5.2 NetContactH ours - 3hrs	5.2 WideAreaNetworkTechnology Cellular Wireless Networks, Third Generation Wireless Communication,FourthGeneration Wireless Communications, Satellite Communications, VPNBasicArchitecture andTypes.
Learning UnitSix Net Contact Hours - 6hrs		6. ManagementIssues
Learning Unit6	6.1 NetContactH ours - 4hrs	6.1 ComputerandNetworkSecurityThreats Computer Security Concepts, Threats, Security Requirements and Attacks,Intruders,Malicious Software Overview, Message Authentication and Hash Function, PublicKeyEncryption and Digital Signature, Viruses, Worms, Bots and Spam,Keyloggers,Phishing,Spyware,ComputerSecurityTrends.
Learning Unit6	6.2 NetContactH ours - 2hrs	6.2 ComputerandNetworkSecurityTechniques Virtual Private Networks and IPSec, Wi-Fi Protected Access, IntrusionDetection,Firewalls,MalwareDefense.
Learning UnitSeven Net Contact Hours - 8hrs		7. PracticumSession <ol style="list-style-type: none"> 1. Cabling andTesting. 2. BasicNetworkCommands. 3. ADSL/DSLRouterConfiguration. 4. HandlingFTP. 5. DemonstrationofWebServer. Note:QuestionsfromthisunitwillnotbeaskedinWrittenEndSemesterExam.
Total Contact Hours		48hrs(ExcludingAssessmentandFinalExamination)
BasicText		<ol style="list-style-type: none"> 1. WilliamStallings (2005),<i>Business Data Communications</i>, 5thEdition, PearsonEducation. 2. William Stallings (2007), <i>Data and Computer Communications</i>, 8thEdition,PearsonEducation.
OtherReferences		<ol style="list-style-type: none"> 1. Jerry Fitzgerald, Alan Dennis, Alexandra Durcikova (2012), <i>Business Data CommunicationsandNetworking</i>, 11thEdition, Wiley. 2. Douglas E.Comer (2009), <i>Computer Networks and Internet</i>, 5thEdition, PearsonEducation.

EvaluationScheme	In-Semesterevaluation	50%
	IncludingLabWorkEnd-Semester evaluation	50%
	Total	100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	DECISION SUPPORT AND EXPERT SYSTEMS
Course Code Number	COM 472
Credit Hours	3
Course Objective	
Main Objective	The purpose of the course is to develop broad understanding of the Decision Support Systems and Expert Systems and their application in management decision-making. The course aims to develop understanding on roles and functions of DSS/ES and their technical issues.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Introduction to Decision Support Systems (DSS) Taxonomy of DSS; Relationship of Prior Information Systems to DSS.
Learning Unit Two Net Contact Hours - 6 hrs	2. Conceptual Foundation DSS Characteristics; Decision Making and DSS.
Learning Unit Three Net Contact Hours - 6 hrs	3. Hardware and Software for DSS Hardware in a DSS Environment; Software in a DSS Environment; DSS Software Selection.
Learning Unit Four Net Contact Hours - 8 hrs	4. DSS Architecture Data Management; Model Management; User Interface.
Learning Unit Five Net Contact Hours - 8 hrs	5. Development of DSS Constructing DSS; DSS Applications.
Learning Unit Six Net Contact Hours - 9 hrs	6. Executive Information Systems (EIS) Concept of EIS; EIS Development; Case Studies.
Learning Unit Seven Net Contact Hours - 8 hrs	7. Special Aspects Group Decision Support Systems (GDSS); Expert Systems (ES); Future Direction.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	E. Turban (1995), <i>Decision Support and Expert Systems</i> , 4th Edition, Prentice-Hall.
Other References	S.J. Andiole (1989), <i>Handbook of Decision Support Systems</i> , TAB Professional and Reference Books.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	WEB TECHNOLOGY		
Course Code Number	COM 340		
Credit Hours	3		
Course Objective			
Main Objective	The main objective of this course is to understand the Web techniques and implement web based technology to build web based application. This course enables students to choose best technologies for solving web client/server problems and create conforming and adaptive web pages using different programming methodologies and techniques.		
Learning Unit			
Learning Unit One Net Contact Hours -4 hrs	1. Introduction Basics of Internet, Concept of Client and server, web browser and web server (IIS, PWS, and Apache). Overview of how communication happens on the Internet. Basic introduction on what is domain name, Protocols: HTTP,SMTP,POP3, MIME, TCP/IP, and IP address, FTP (File Transfer Protocol)		
Learning Unit Two Net Contact Hours – 8 hrs	2. Introduction to HTML HTML: Introduction, Structure of HTML document, XHTML, CSS, FORMS, Forms Objects, Meta tags, Links, Tables, Graphics (Display), Formatting: Alignment.		
Learning Unit Three Net Contact Hours – 10hrs	3. Client Side Scripting Introduction to scripting languages: Overview of Scripting Language, (JavaScript, VB Script, AJAX), General Syntactic structures (Data types. Literal Constants, Operators and Expression, Control Structure), Built-in Functions, User-defined functions and Basic Scoping rules, Advanced Structure in Java Script: Arrays, Java Script Objects(Math, String, Date and Time) DOM Scripting: Hierarchy of Objects and their Methods, Event Handling, cookies, creating and deleting cookies		
Learning Unit Four Net Contact Hours - 6 hrs	4. Server Side Technology Basic concept in web server, Introduction to web server side scripting, Difference between client side scripting and server side scripting, Introduction to server side scripting technologies (Active server pages, CGI, Servlet, PHP, Database)		
Learning Unit Five Net Contact Hours - 18hrs	5. Server Side Scripting Introduction, Basic Syntax, Data Types, Variables, Constants, Operators, Arrays, Control Structures, Functions, Error Handling, HTTP Authentication, Cookies, Session, String, Date and Time Functions, HTTP Functions, Database functions		
Learning Unit Six Net Contact Hours - 2 hrs	6. Mobile Computing Mobile Technology, Uses, Trends, Wireless Internet and M-Business, Introduction to wireless Programming, Influence of wireless technology in Web based System		
Case Studies	Search Engine, Digital Libraries, E-Commerce Applications, Content Syndications		
Total Contact Hours	48 hrs (excluding assessment and final examination)		
Basic Text	Internet and World Wide Web, How to Program , Deitel, Deitel and Nieto, AWL Second edition		
Reference Text	Web enabled Commercial Application Development using HTML, DHTML, Java Script, Perl, CGI , IVAN BAYROSS BPB publication COM/DCOM Unleashed , Randy, Abernety, SAMS Series books, 1 st Edition		
Evaluation Scheme	In-Semester evaluation	50%	
	End-Semester evaluation	50%	
	Total	100%	

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BBA ELECTIVES

- Project Management
- Small Business Management
- Service Management
- Supply Chain Management
- Productivity And Quality Management
- Project Management
- Advanced Programming Techniques
- E-Commerce
- Taxation in Nepal – From Accounting Specialization

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	PROJECT MANAGEMENT
Course Code Number	GEM 332
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to equip the participants with the concepts, tools and techniques for managing various types of projects, and to recognize potential and positive contribution of project management for the organization.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Introduction Define a project, Historical Perspective, Current Issues in Project Management, Relationship between Project Management and General Management.
Learning Unit Two Net Contact Hours - 5 hrs	2. Structure and Frameworks Project model, Four phases of project management, Project environment, Complexity of the project, Project organizational structure.
Learning Unit Three Net Contact Hours – 4 hrs	3. Strategic Important of Project Management Project and Organization strategy, Project management as a strategic capability, Project performance measurement.
Learning Unit Four Net Contact Hours -6 hrs	4. Project Definition Developing concept, Scope management, Project process, Work Breakdown Structure (WBS), Process mapping, Stakeholder management
Learning Unit Five Net Contact Hours – 8 hrs	5. Time Planning Time planning as a process, Gantt charts, Time estimation, Critical path analysis (CPM)
Learning Unit Six Net Contact Hours - 8 hrs	6. Planning Analysis Analysis time plan, Crashing a project, Risk management in a project, Risk quantification method: PERT.
Learning Unit Seven Net Contact Hours - 6 hrs	7. Project Control Control system, control of major constraints (cost constraint and quality constraint), resource leveling, visual control, monitoring technical performance
Learning Unit Eight Net Contact Hours – 6 hrs	8. Project Completion and Review Project completion and handover, structuring improvement activities, carrying out reviews, evaluate the cost of quality
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Harvey Maylor (2003), <i>Project Management</i> , 3 rd edition, Pearson Education, Singapore.
Other References	Project Management Institute (2000), <i>A Guide to Project Management Body of Knowledge</i> , PMI, Upper Durby, PA
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SMALL BUSINESS MANAGEMENT
Course Code Number	GEM 311
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to acquaint participants with the theory and practice in starting and managing small business by familiarizing them with the critical issues and intricacies of small business. It also aims to prepare the participants improve management of business by integrating with entrepreneurial approach.
Learning Unit	
Learning Unit One Net Contact Hours - 5 hrs	1. Review of Entrepreneurship and Small Business Rewards and Drawbacks of Entrepreneurship, Who are the Entrepreneurs? Family business opportunities: Family business, Culture of a Family business, Family Roles and Relationship, Special Feature of Family Firm Management, Process of Leadership Succession.
Learning Unit Two Net Contact Hours - 4 hrs	2. Franchising Opportunities Understanding the Franchise Concept, Advantages and Limitations of Franchising, Evaluating Franchising Opportunities.
Learning Unit Three Net Contact Hours - 4 hrs	3. Start-up and Buyout Opportunities Start-up: Creating a new business, Buying an existing business.
Learning Unit Four Net Contact Hours - 4 hrs	4. Competitive Advantage in the Marketplace What is Competitive Advantage? Laying the Foundation for Competitive Advantage, Selecting Strategies to Gain Competitive Advantage, Sustaining Competitive Advantage.
Learning Unit Five Net Contact Hours - 5 hrs	5. Customer Loyalty and Product Strategies Understanding customers and Satisfying customers, Developing Products Strategies and Building Total Product Offering, Product Strategy with the Legal Environment.
Learning Unit Six Net Contact Hours - 3 hrs	6. Pricing and Credit Strategies Selecting a Pricing Strategies, Offering Credit, Managing Credit Process.
Learning Unit Seven Net Contact Hours - 3 hrs	7. Promotional Strategies Personal Selling Techniques for Small Firms, Advertising Practices for Small Firms.
Learning Unit Eight Net Contact Hours - 5 hrs	8. Social and Ethical Issues Social Responsibilities and Small business, Challenges of Environmentalism and Consumerism, Ethics and Small business, Building an Ethical business.
Learning Unit Nine Net Contact Hours - 5 hrs	9. Professional Management in the Growing Firms Distinctive Characteristics of Small firm Management, Nature of Managerial Work, Time Management, Outside Management Assistance.
Learning Unit Ten Net Contact Hours - 4 hrs	10. Managing Human Resources Recruiting Personnel, Compensation and Incentives for Small business Employees.
Learning Unit Eleven Net Contact Hours - 6 hrs	12. Exit Strategies and Beyond Importance of the Harvest, Methods of harvesting, Valuation of a Firm, Developing an Effective Harvest Strategy, Life after Harvest.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Justin G. Longenecker, Carlos W. Moore and J. William Petty (2000), Small Business Management: An Entrepreneurial Emphasis , 11 th Edition, South-Western College Publishing.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

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Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SERVICE MANAGEMENT
Course Code Number	MKT 474
Credit	3
Course Objective	This course is designed to enable the students to understand the basic concept and techniques of managing service with a focus on its marketing, operations and human resources with special reference to service businesses such as financial institutions, hospitality, health care and retailing services.
Learning Unit	
Learning Unit One Net contact hours -6 hrs	1. Avoiding Service Marketing Myopia Introduction; emergence and evolution of service marketing; limitations of the services marketing paradigm; a comprehensive approach to classifying marketing phenomena - tangibility, nature of production requirement, life cycle stage.
Learning Unit Two Net contact hours - 10 hrs	2. Customer Care in Services Introduction; the development of customer care; the external customer - the elements, dimensions and measurement; customers in financial services, tourism, health care, retailing, manufacturing; the internal customer - internal marketing, service delivery, guarantees and recovery.
Learning Unit Three Net contact hours - 6 hrs	3. Service Mapping Introduction, the service story: people, technique, the service logic template - service mapping format, customer thresholds, service system walkthrough; the design story - actual state map, customer logic, technical logic, and employ logic; desired state map.
Learning Unit Four Net contact hours 6 hrs	4. The Cost of Service Quality Introduction; the three R's of marketing - relationship building, retention strategies, profitable recovery strategies; measuring the results of quality initiatives; the costs of quality; linking quality costs with the three R's; measuring and allocating costs; managerial implications.
Learning Unit Five Net contact hours –10 hrs	5. Managing Services :The Human Factor Introduction; where do people fit in service processes? - a trinity of management functions, service as a system, the nature of the service and customer employee contact; high contact service encounters - people as part of the product, job design and recruitment; hiring and teaching; service jobs and relationships, employees relationships and customer relationships, cycles of failure, mediocrity, and success; empowerment of employees and the sociology of the workplace, The role of unions, human resource management in a multicultural context.
Learning Unit Six Net contact hours –10 hrs	6. Organizing for services Introduction; the organizing debate; control versus involvement in service; the control model, the involvement model, production line or empowerment based; empowering service employees; suggestion involvement, job involvement, high involvement, setting limit on empowerment; When to empower (contingency theory approach), business strategy and service recovery, nature of the tie to the customer, technology, business environment, value systems, the future of service work.
Total contact hours	48 hrs (excluding assessment and final examination)
Basic Text	William J. Glynn and James G. Barnes (2006), Understanding Services Management ; Prentice Hall, India.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	SUPPLY CHAIN MANAGEMENT
Course Code Number	GEM 361
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to deal with managing logistics in the context of continuously improving customer service by managing uncertainties and shortening lead time.
Learning Unit	
Learning Unit One Net Contact Hours -4 hrs	1. Logistics Logistical Competency, Logistical Mission, Logical Renaissance.
Learning Unit Two Net Contact Hours-7 hrs	2. Logistical Operations Integration Work of Logistics, Integrated Logistics, Operating Objectives, Barriers to Internal Integration, Logistical Performance Cycles, Managing Operational Uncertainty.
Learning Unit Three Net Contact Hours-6 hrs	3. Customer Service Customer Service, Basic Service Capability, Increasing Customer Expectations, Perfect Order, Value Added Services, Customer Satisfaction and Success.
Learning Unit Four Net Contact Hours -6 hrs	4. Supply Chain Relationships Channel Structure, Economics of Distributions, Logistical Service Alliances
Learning Unit Five Net Contact Hours-4 hrs	5. Information and Forecasting Information Functionality and Principles, Information Architecture, General Forecast Considerations, Forecast Process.
Learning Unit Six Net Contact Hours-4 hrs	6. Inventory Strategy and Management Inventory Functionality and Principles, Inventory Management Policies, Management Processes.
Learning Unit Seven Net Contact Hours-6 hrs	7. Transportation Infrastructure, Regulation and Management Transport Functionality and Principles, Transport Infrastructure, Suppliers of Transportation Services, Types of Regulation, Current Regulatory Issues, Basic Transport Economics and Pricing, Transport Decision Making.
Learning Unit Eight Net Contact Hours-4 hrs	8. Warehouse Management and Material Handling Storage Functionality and Principles, Developing Warehouse Resource, Managing Warehouse Resource, Material Handling.
Learning Unit Nine Net Contact Hours-5 hrs	9. Packing Perspectives, Damage Protection, Material-handling efficiency/utility, Channel Integration, Alternative Materials.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	Donald J. Bowersox and David J. Closs (2000), <i>Logistical Management</i> , Tata McGraw Hill.
Evaluation Scheme	In-Semester evaluation 50 % End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	PRODUCTIVITY AND QUALITY MANAGEMENT
Course Code Number	GEM 330
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide fundamentals of productivity and quality management for applying them in business and economic sectors to enhance their competitive advantage.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Productivity Concept Definition, Importance of Productivity, Factors Affecting Productivity, Productivity Cycle, Scope of Productivity Management.
Learning Unit Two Net Contact Hours -4 hrs	2. Productivity Measurement Measurement of Output, Measurement of Input, Types of Productivity Measurement, Various Level of Productivity Measurement.
Learning Unit Three Net Contact Hours- 4 hrs	3. Productivity Improvement Productivity Improvement Frameworks, Factors Influencing Productivity Improvement, Critical areas of Productivity Improvement.
Learning Unit Four Net Contact Hours-3 hrs	4. Quality Concept Definition, Basic Approach, TQM Framework, Defining Quality, Historical Review, Deming Philosophy.
Learning Unit Five Net Contact Hours – 5 hrs	5. Customer Satisfaction Definition of Customer, Customer Perception of Quality, Feedback, Customer Complaint, Service Quality, Translating Need into Requirement, Customer Retention.
Learning Unit Six Net Contact Hours – 4 hrs	6. Employee Involvement Motivation, Empowerment, Teams, Suggestion System, Recognition and Reward, Gain-sharing, Performance Appraisal, Union, Benefits of Employee Involvement.
Learning Unit Seven Net Contact Hours – 5 hrs	7. Continuous Process Improvement Process Improvement, Juran Trilogy, Improvement Strategies, PDSA Cycle, Problem solving method, Kaizen, Reengineering, Six-Sigma Concept.
Learning Unit Eight Net Contact Hours –3 hrs	8. Benchmarking Defining Benchmarking, Reason to Benchmark, Benchmarking Process, What to Benchmark, Understanding Current Performance, Planning, Studying others, Learning from Data, Using Findings.
Learning Unit Nine Net Contact Hours - 12 hrs	9. TQM Tools Introduction, Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Scatter Diagram, Introduction to Control Charts, Variable Control Chart, Out of Control Process, Attribute Control Chart, Process Capability, Acceptance Sampling.
Learning Unit Ten Net Contact Hours-5 hrs	10. Quality Management System Introduction, ISO 9000 series of standard, Benefit of ISO Registration, Brief on: <u>ISO Requirement, Implementation, Documentation, Internal Audit, Registration</u> , ISO1400 series: Concept, Requirement, Benefits.
Total Contact Hours	48 hrs (excluding assessment and final examination)
Basic Text	1. Dale, H. Basterfield, Carol Basterfield – Michhna, Geln H. Basterfield, Mary Basterfield (1999), <i>Total Quality Management</i> , 2 nd edition, India: Pearson Education. 2. David J. Sumanth (1984), <i>Productivity and Quality Management</i> , McGraw Hill Book Company.
Other References	R. C. Monga (1999), <i>Managing Enterprise Productivity and Competitiveness</i> , ILO Geneva.
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

Kathmandu University School of Management
BACHELOR OF BUSINESS INFORMATION SYSTEMS
Course Syllabus

Course Title	ADVANCED PROGRAMMING TECHNIQUES
Course Code Number	COM 315
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to give the participants sound knowledge of advanced features of Java programming language, so as to enable them develop applications from multimedia, networking to distributed applications with the help of Java-APIs.
Learning Unit	
Learning Unit One Net Contact Hours - 12 hrs	1. Creating GUI Using basic swing components, Layout Managers (BorderLayout, BoxLayout, CardLayout, FlowLayout, GridBagLayout, GridLayout, and GroupLayout), Event handling using Event Listener interfaces and Adapter classes, Introduction to Applet, Writing Applets, Applet's life cycle
Learning Unit Two Net Contact Hours - 6 hrs	2. JDBC Introduction, Processing SQL statements with JDBC, Using JDBC with GUI
Learning Unit Three Net Contact Hours - 6 hrs	3. Multimedia Programming Working with 2D and 3D Graphics, Using Audio and Video, Creating Animations, Java media Frameworks
Learning Unit Four Net Contact Hours - 5 hrs	4. Java Beans Introduction, Bean-writing process, Design patterns, Building applications with NetBeans
Learning Unit Five Net Contact Hours - 6 hrs	5. Networking Programming Introduction to Sockets, Creating Client-Server Application based on TCP and UDP, Java mail API
Learning Unit Six Net Contact Hours - 6 hrs	6. Java Server Programming Introduction to Servlets and Java Server Pages, Writing simple Servlets and Java Server Pages
Learning Unit Seven Net Contact Hours - 7 hrs	7. Remote Objects, Remote Method Invocation and CORBA Introduction to RMI, Writing RMI programs, Introduction to CORBA
Total Contact Hours	48 hrs (excluding assessment, lab hours, and final examination)
Basic Texts	1. Cay S. Horstmann and Gary Cornell (2013), <i>Core Java Volume I - Fundamentals</i> , 9 th Edition. 2. Cay S. Horstmann and Gary Cornell (2013), <i>Core Java Volume II - Advanced Features</i> , 9 th Edition.
Other References	1. Steven Holzner (2008), <i>Java 2 Programming - AWT, Swing, XML and Java Beans Black Book</i> , 5 th Edition. 2. Pallvi Jain and Shadab Siddiqui (2002), <i>J2EE Professional Projects</i> , Premier Press 3. https://docs.oracle.com/javase/tutorial/
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BBA/BBIS
Course Syllabus

Course Title	E-COMMERCE
Course Code Number	COM 360
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to help students understand how business organizations are using electronic commerce to run and enhance their business and trading activities, how business can benefit using electronic commerce and how electronic commerce can be managed properly.
Enabling Objectives	<p>After fulfillment of all the requirements of this course, students will be able to:</p> <ul style="list-style-type: none"> • Understand the concept of E-Commerce and its trend, internet and its relation to E-Commerce; • Evaluate different E-Commerce business model, revenue model, opportunity to enter to the market using these models; • Analyze different infrastructure for E-Commerce; • Analyze risk and opportunity using B2B commerce, its operating model and effect of supply chain in B2B commerce; • Analyze risk and opportunity using B2C commerce, its operating model; • Evaluate different platform of E-Commerce and choose the best alternatives to enter to E-Commerce market; • Apply learning concepts, functions and process of digital marketing to promote E-Commerce; • Evaluate different payment system available and analyze the security risk in E-Commerce and payment system; • Analyze and plan to enter to Nepalese E-commerce market by evaluating current Nepalese trend and laws.
<i>Learning Unit</i>	
Learning Unit One Net Contact Hours – 6hrs	<p>1. Electronic Commerce – An overview</p> <p>1.1 E-commerce and e-business, why E-Commerce;</p> <p>1.2 Service vs Product E-Commerce;</p> <p>1.3 framework for digital business- technology framework;</p> <p>1.4 features of ecommerce</p> <p>1.5 Internet's influences in e-commerce;</p> <p>1.6 Growth of the Internet, Web, and Mobile Platform;</p> <p>1.7 Types of E-commerce;</p> <p>1.8 Business and social aspect of E-commerce;</p> <p>1.9 Overview of different e-commerce service providers.</p>
Learning Unit Two Net Contact Hours – 6hrs	<p>2. E-Commerce Business Model and its opportunity</p> <p>2.1 E-Commerce enablers – Gold Rush model;</p> <p>2.2 E-Commerce business models- major E-Commerce business model;</p> <p>2.3 Key Elements of a Business Model; internet's impact on each of the elements;</p> <p>2.4 E-Commerce and changing business;</p> <p>2.5 Online retail and service.</p>

Learning Unit Three Net Contact Hours – 4hrs	3 E-commerce Infrastructure 3.1 The internet; infrastructure, Internet today and future; 3.2 Web and its function, the mobile platform; 3.3 Web 2.0 its features and benefit for E-commerce, 3.4 Web 3.0 and future internet; 3.5 Cloud computing and its relation to E-Commerce; 3.6 Mobile apps and its importance for E-commerce; 3.7 Software agents and its relevance to E-commerce;
Learning Unit Four Net Contact Hours –4 hrs	4 B2B Business Model 4.1 E-distributor; 4.2 E-procurement; 4.3 Exchanges; 4.4 Industry Consortia; 4.5 Private Industrial Networks; 4.6 Electronic Data Interchange and its relation to B2B; 4.7 Supply chain and collaborative commerce and its relationship to B2B.
Learning Unit Five Net Contact Hours - 4 hrs	5 B2C Business Model 5.1 E-trailer; 5.2 Community Provider; 5.3 Content Provider; 5.4 Portal; 5.5 Transaction Broker; 5.6 Market Creator; 5.7 Service Provider.
Learning Unit Six Net Contact Hours - 6 hrs	6 E-commerce Platform 6.1 Options to enter to the E-Commerce market; 6.2 Building E-commerce presence; 6.3 E-commerce Web site, site for mobiles 6.4 Web Store, Mobile Store, Social networking Store; 6.5 Choosing right platform; 6.6 Choosing hardware and software;
Learning Unit Seven Net Contact Hours - 8hrs	7 Digital Marketing 7.1 The Internet Audience and Consumer Behavior; 7.2 Digital marketing and advertisement strategy; 7.3 Digital marketing tools; 7.4 Internet marketing technology; 7.5 Social marketing, Mobile marketing and Local Marketing; 7.6 Search Engine Optimization- focus on Google search engine; 7.7 Web Analytics using Google and Facebook analytics; 7.8 Online content and media
Learning Unit Eight Net Contact Hours - 6 hrs	8 Payment System and Security issue in e-commerce 8.1 Types of Payment Systems- Card, Cash on Delivery; 8.2 Online vs. offline payment;

	8.3 Payment Gateway; 8.4 Emerging trends in Payment system; 8.5 Mobile Payment; 8.6 Payment system in Nepal; 8.7 Security threats in e-commerce environment and payment; 8.8 Technology solutions; Management policies, business procedure and public law (focus on Nepalese law)
Learning Unit Nine Net Contact Hours - 4hrs	9 Ecommerce in Action 9.1 Nepalese E-Commerce Market; 9.2 Nepalese E-Commerce trend; 9.3 Major player analysis; 9.4 Opportunity and risk; 9.5 Nepalese law for e-commerce business (electronics transaction act of Nepal- 2008);
Total Contact Hours	48 hrs
Basic Text	<i>Laudon and Traver (2014), Ecommerce – Business, Technology and Society 10th Edition; Pearson</i>
Reference Text	1. Turban, Lee, King and Chung(2010) <i>Electronic Commerce, 6th edition</i> , Pearson 2. Kalakota and Whinston (1996), <i>Frontiers of Electronic Commerce</i> , Pearson 3. <i>The Electronic Transactions Act of Nepal, 2008</i>
EC Project Works	Electronic Commerce Project Students need to work on Electronic commerce project, either research project or feasibility study of product or service to be offered using electronic commerce. Students will be using all the learning included in syllabus.
Evaluation Scheme	In-Semester Evaluation 50% End –Semester Evaluation 50% Total 100%

Updated February 2017

Additional Courses for BBIS Only

IS Concentration- BBIS

- **Computer Programming- BBA MIS**
- **Advanced Programming Techniques (Java II)**
- **Software Engineering**
- **Data Structure and Algorithms**
- **Systems Analysis and Design- BBA MIS**
- **Database Management Systems – BBA MIS**
- **Business Data Communications – BBA MIS**
- **Web-Technology- BBA MIS**

Kathmandu University School of Management
Bachelor of Business Information Systems
Course Syllabus

Course Title	SOFTWARE ENGINEERING	
Course Code Number	COM 469	
Credit Hours	3	
Course Objective		
Main Objective	The objective of the course is to develop knowledge on Software Process, Product, and Project and its management to develop a successful software engineering project. The course also aims to provide in-depth understanding on the application of software engineering principles to the conventional methods of software development.	
Learning Unit		
Learning Unit One Net Contact Hours -3 hrs	1. Overview Software and its Characteristics, Crisis and Myths, Software Engineering, Software Process and Models	
Learning Unit Two Net Contact Hours – 2 hrs	2. Project Management in Software Engineering Four P’s of Software Project Management	
Learning Unit Three Net Contact Hours - 3 hrs	3. Software Process and Metrics Measures, Metrics and Indicators, Software Measurement, Metrics for Software Quality, Statistical Quality Control, Metrics for Small Organization	
Learning Unit Four Net Contact Hours - 4 hrs	4. Software Project Planning Objectives, Scope, Resources, Project Estimation, Decomposition Techniques, Empirical Estimation Models, Make/Buy Decision, Scheduling and Error Tracking	
Learning Unit Five Net Contact Hours – 3 hrs	5. Risks Analysis and Management Software Risks, Identification, Projection, Refinement, Mitigation, Monitoring and Management	
Learning Unit Six Net Contact Hours - 5 hrs	6. Software Quality Assurance Concepts, SQA, Software Reviews, Formal Technical Reviews, Formal Approaches to SQA, Statistical; Quality Assurance, Software Reliability, ISO 9000, SQA Plan	
Learning Unit Seven Net Contact Hours - 4 hrs	7. Software Configuration Management Introduction, SCM Process, Identification of Objects in Software Configuration, Version Control, Change Control, Configuration Audit, Status Reporting, SCM Standards	
Learning Unit Eight Net Contact Hours - 7 hrs	8. Analysis Concepts, Principles and Modeling Requirements Engineering, Requirements Analysis, Analysis Principles, Software Prototyping, Specification and its Review, Review of Data Modeling, Functional Modeling and Behavioral Modeling, Structured Analysis Tools and Techniques	
Learning Unit Nine Net Contact Hours - 7 hrs	9. Design Concepts, Principles and Architecture Design Design Process, Principles, Concepts, Cohesion, Coupling, Software Architecture, Data Design, Architectural Styles, Transform and Transaction Mapping, User Interface Design, Structured Programming	
Learning Unit Ten Net Contact Hours - 3 hrs	10. Technical Metrics for Software Software Quality, A framework for Technical Software Metrics, Metrics for the Analysis, Design, Coding, Testing and Maintenance	
Total contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	Roger S. Pressman (2001), <i>Software Engineering - A Practitioner’s Approach</i> , 5 th Edition, McGraw Hill.	
Other References	Ian Sommerville (2000), <i>Software Engineering</i> , 6 th Edition, Pearson Education Ltd.	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

Updated February 2017

Kathmandu University School of Management
Bachelor of Business Information Systems
Course Syllabus

Course Title	DATA STRUCTURE AND ALGORITHMS
Course Code Number	COM 312
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to make the participants aware of the structures and algorithms used in object oriented programming languages. The course also aims to cover various aspects of data representation, their use in problem solving methodologies.
Learning Unit	
Learning Unit One Net Contact Hours - 3 hrs	1. Introduction to Data Structure and Algorithms History of Algorithms, Classical Examples of Algorithms: Greatest Common Factor, Square Root, Algorithms vs. Programs, Data Structures, and Abstract Data Types.
Learning Unit Two Net Contact Hours - 3 hrs	2. Algorithms Principles, Efficiency, Examples: Simple and Smart Power Algorithms, Complexity: Space and Time, Asymptotic Notation: Big Oh Notation, Omega, Theta and Little Oh Notations, Recursion. Example: Simple and Smart Recursive Power Algorithms, Tower of Hanoi.
Learning Unit Three Net Contact Hours - 6 hrs	3. Array Data Structures Properties of Arrays and Subarrays, Insertion, Deletion, Searching: Linear and Binary Search, Merging, Sorting: Bubble, Selection, Insertion, Merge, Quicksort.
Learning Unit Four Net Contact Hours - 6 hrs	4. Linked List Data Structures Linked Lists: Singly-Linked and Doubly-Linked, Insertion, Deletion, Searching.
Learning Unit Five Net Contact Hours - 4 hrs	5. Abstract Data Types Data Types: Values, Operations, and Data Representation, Abstract Data Type: Values and Operations Only, Requirements, Contract, Implementation(S), Design of Abstract Data Types, String Abstract Data Types, Abstract Data Types in the Java Class Library.
Learning Unit Six Net Contact Hours - 4 hrs	6. Stack ADTs Stack Concepts, Stack Applications: Infix and Postfix Expressions, A Stack ADT: Requirements, Contract, Implementations of Stacks: Using Arrays, Linked Lists, Stacks in the Java Class Library.
Learning Unit Seven Net Contact Hours - 4 hrs	7. Queue ADTs Queue Concepts, Queue Applications, A Queue ADT: Requirements, Contract, Implementations of Queues: Using Arrays, Linked Lists, Queues in the Java Class Library.
Learning Unit Eight Net Contact Hours - 6 hrs	8. Binary Tree Data Structures Binary Trees and Binary Search Trees, Searching, Insertion, Deletion; Traversal, Implementation of Sets Using Bsts.
Learning Unit Nine Net Contact Hours - 6 Hrs	9. Graph Algorithms Graphs : The Graph ADT ; Data Structures for Graphs : Edge List Structure, Adjacency List Structure, Adjacency Map Structure, Adjacency Matrix Structure, Java Implementation ; Graph Traversals : Depth - First Search, Breadth - First Search.
Learning Unit Ten Net Contact Hours - 6 hrs	10. Hash Table Data Structures Hash-table Principles, Closed-bucket and Open-bucket Hash Tables, Searching, Insertion

	Deletion, Hash-table Design, Implementations of Sets and Maps Using Hash Tables.						
Total contact Hours 48	48 hrs (excluding assessment, laboratory work and final examination)						
Basic Text	<ol style="list-style-type: none"> 1. David A. Watt, Deryck F. Brown (2001), Java Collections: An Introduction to Abstract Data Types, Data Structures and Algorithms, Wiley. 2. Michael T. Goodrich, Roberto Tamassia, Michael H. Goldwasser (2014), Data Structures and Algorithms in Java, 6th Edition, Wiley. 						
Other References	SartajSahni (2005), Data Structures Algorithms and Applications in JAVA , 2 nd Edition, University Press.						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

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Electives – BBIS

- **E-Commerce- BBA Electives**
- **Information Security**
- **Object-Oriented Analysis and Design**
- **Data Warehouse and Data Mining**
- **Decision Support and Expert System- BBA MIS**
- **Advanced Database Management Systems**
- **Service Management –BBA Electives**
- **Supply Chain Management – BBA Electives**
- **Productivity and Quality Management- BBA Electives**
- **Project Management – BBA Electives**
- **Directed Study**

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BACHELOR OF BUSINESS INFORMATION SYSTEMS
Course Syllabus

Course Title	INFORMATION SECURITY
Course Code	COM 441
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to equip the participants with a basic understanding of the various issues related with computer and network security. The course also aims to look at the issues from a technical as well as managerial perspective.
Learning Unit	
Learning Unit One Net Contact Hours - 4 hrs	1. An Overview of Computer Security What is Security? The Basic Components, Threats, Policy and Mechanism, Assumptions and Trust, Assurance, Operational Issues, Human Issues.
Learning Unit Two Net Contact Hours - 9 hrs	2. Basic Cryptography Definition, Terms, Classical Cryptosystems (Caesar Cipher, Rail fence Cipher, Vigenere Cipher), Cryptanalysis, One-time Pad, Stream Ciphers (Synchronous Stream Ciphers, Self-Synchronous Stream Ciphers), Block Ciphers, Symmetric Cryptography (DES, Triple-DES), Asymmetric Cryptography (RSA, Diffie-Hellman), Digital Signatures (RSA).
Learning Unit Three Net Contact Hours - 5 hrs	3. Hash Functions and Message Digests Definition, Hash functions, Algorithms: (MD4, MD5, SHS (SHA-1), and HMAC).
Learning Unit Four Net Contact Hours - 4 hrs	4. Key Management Session and Interchange Keys, Key Exchange (Simple key exchange protocol, Needham-Schroeder Protocol, Denning-Sacco Protocol, Otway-Rees Protocol) , Kerberos System, Key Generation, Cryptographic Key Infrastructures, Storing and Revoking Keys.
Learning Unit Five Net Contact Hours - 4 hrs	5. Authentication Authentication Basics, Passwords, Challenge-Response, Biometrics, Location Based, Multiple Methods.
Learning Unit Six Net Contact Hours - 4 hrs	6. Network Security Network and Cryptography, Security at the Application Layer Electronic Mail: PGP, PEM, Security at the Transport Layer: SSL, Security at the Network Layer: IPSEC, Firewalls, Proxies.
Learning Unit Seven Net Contact Hours - 3 hrs	7. Security for Electronic Commerce Secured Electronic Transactions (SET), SET Participants, SET Transaction, Dual Signature, Dual Signature in SET, SET Supported Transactions (Purchase Request, Payment Authorization, Payment Capture)
Learning Unit Eight Net Contact Hours - 1 hrs	8. Design Principles Overview, Design Principles.
Learning Unit Nine Net Contact Hours - 5 hrs	9. Access Control Matrix Protection States, Access Control Matrix Model, What is Identity? Files and Objects, Users, Groups and Roles, Naming and Certificates, Identity on the Web, Access Control Lists, Capability Lists.
Learning Unit Ten Net Contact Hours - 2 hrs	10. Malicious Logic Introduction, Trojan Horses, Computer Viruses, Computer Worms, Other Forms of Malicious Logic.
Learning Unit Eleven Net Contact Hours - 4hrs	11. Policies Security Policies, Types of Security Policies (Commercial Security Policy, Military Security Policy), The Role of Trust, Issues (Organization Issues, Risk Assessment, Policy Issues), Risk Analysis, Incident Handling.
Learning Unit Twelve Net Contact Hours - 3 hrs	12. Assurance Assurance and Trust, Building Secure and Trusted Systems.

Total contact Hours	48 hrs (excluding assessment and final examination)						
Basic Text	Matt Bishop(2003), <i>Computer Security, Art and Science</i> , First Indian Reprint, Pearson Education.						
Reference	<ol style="list-style-type: none"> 1. Matt Bishop &Sathayanarayana S. Venkatramanyya, Introduction to Computer Security, Pearson Education. 2. William Stallings (2003), <i>Cryptography and Network Security: Principles and Practice</i>, 3rdEdition, Prentice Hall PTR. 3. Charles P. Pfleeger and Shari Lawrence Pfleeger (2003), <i>Security in Computing</i>, 3rd Edition, Prentice Hall. 4. Charlie Kaufman, Radia Perlman and Mike Speciner (2002), <i>Network Security, Private Communication in a Public World</i>, 2nd Edition, Prentice Hall PTR. 						
Evaluation Scheme	<table> <tr> <td>In-Semester evaluation</td><td>50%</td></tr> <tr> <td>End-Semester evaluation</td><td>50%</td></tr> <tr> <td>Total</td><td>100%</td></tr> </table>	In-Semester evaluation	50%	End-Semester evaluation	50%	Total	100%
In-Semester evaluation	50%						
End-Semester evaluation	50%						
Total	100%						

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KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BACHELOR OF BUSINESS INFORMATION SYSTEMS
Course Syllabus

Course Title	OBJECT ORIENTED ANALYSIS & DESIGN	
Course Code Number	COM 420	
Credit Hours	3	
Course Objective		
Main Objective	The main objective of this course is to understand the Object Oriented paradigm concepts in depth. The course focuses on the analysis and design of a problem using the Jacobson Method, which is one of many methods for OOAD. At the end of the session, students should be able to understand, analyze problems in the OO paradigm. The student will also learn to design the analyzed work and to provide a solid foundation for the implementation of the problem.	
Learning Unit		
Learning Unit One Net Contact Hours -2 hrs	1. Introduction OOAD: Historical Perspective, Object Oriented Paradigm, Object Orientation as an Engineering Discipline, Use of Object Orientation.	
Learning Unit Two Net Contact Hours - 2 hrs	2. Complexity Inherent Complexity of Software, The structure of complex system, Designing complex system.	
Learning Unit Three Net Contact Hours - 15 hrs	3. Object -Oriented Concepts The Object Model: The Evolution of Object Model, Foundations of the Object Model (OOA, OOD, OOP), Elements of the Object Model: Major Elements (Abstraction, Encapsulation, Hierarchy, Modularity), Minor Elements (Typing, Concurrency, Persistence), Applying the Object Model. Classes and Objects: Nature of an Object (State, Behavior, Identity), Relationships among objects, Nature of a Class, Interface and Implementation, Class Life Cycle, Relationships among classes (Association, Inheritance, Aggregation, Using, Instantiation, Metaclass).	
Learning Unit Four Net Contact Hours - 15 hrs	4. Object Oriented Analysis and Modeling Introduction, The OOA Landscape, Generic components of the OO Analysis Model, Purpose of OOA, Jacobson Analysis Model. Requirement Model: Identification of Actors, Use Cases, Interface Descriptions, Problem Domain Objects, Refinement of requirement model. Analysis Model: Interface Objects, Entity Objects, Control Objects, Working with analysis objects.	
Learning Unit Five Net Contact Hours - 14 hrs	5. Object Oriented Design and Modeling Introduction, the OOD Landscape, Generic Components of the OO Design Model. Purpose of OOD, Jacobson Design Method. Design Model: Traceability in the models, Effect of the implementation Environment, Interaction Diagrams and their structure, Stimuli, Homogenization. Block Design: Block Interface, Object Behavior (states, state transition diagrams, notation), Internal Block Structure, Implementation.	
Total contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	Ivar Jacobson, ObjectOriented Software Engineering- A Use Case Driven Approach, 1 st Edition, Pearson Education.	
Reference	Grady &Booch, Object Oriented Analysis & Design With Applications, 2 nd Edition, Pearson Education.	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BACHELOR OF BUSINESS INFORMATION SYSTEM
Course Syllabus

Course Title	DATA WAREHOUSE AND DATA MINING	
Course Code Number	COM 470	
Credit Hours	3	
Course Objective	The main objective of this course is to provide the basic knowledge of data warehousing and deep knowledge of data mining.	
Learning Unit		
Learning Unit One Net contact hours -2 hrs	Introduction to Data Warehousing	
Learning Unit Two Net contact hours - 3 hrs	Operational data stores	
Learning Unit Three Net contact hours - 6 hrs	Data warehouses Design of data warehouse, Challenges of data ware house, Guidelines for data warehouse implementation	
Learning Unit Four Net contact hours - 6 hrs	Online Analytical Processing (OLAP) Introduction, Characteristics of OLAP, Motivation for using OLAP, Multidimensional view and Data cube, Data cube implementation, Data cube operation, OLAP software	
Learning Unit Five Net contact hours – 6 hrs	Introduction to Data Mining Data Mining Process, Data Mining Application, Data Mining Techniques	
Learning Unit Six Net contact hours - 6 hrs	Association Rules Mining The Naïve Algorithm, The Apriori Algorithm, Direct Hashing and Pruning, Dynamic Item set Counting	
Learning Unit Seven Net contact hours - 6 hrs	Classification Decision Tree, Building a decision tree, Split algorithm based upon the information theory, Split algorithm based upon the Gini Index	
Learning Unit Eight Net contact hours - 6 hrs	Cluster Analysis Introduction to cluster analysis, Features of cluster analysis, Types of cluster analysis	
Learning Unit Nine Net contact hours - 7 hrs	Web Data Mining Web Technology and Characteristics, Locality and Hierarchy in the web, Web content mining, Web usage mining, Web structure mining, Web mining software	
Total contact hours	48 hrs (excluding assessment and final examination)	
Basic Text	Gupta G.K. Introduction to Data Mining with case studies , PHI	
Other References	Cay S. Horstmann and Gary Cornell, Core Java 2 (Volume 2 Advanced Features), Addison Wesley Series James W. Cooper, Java Design Patterns, 2 nd Ed. Addison Wesley (Person Education Asia) 2000 http:// java.sun.com	
Evaluation Scheme	In-Semester evaluation End-Semester evaluation Total	50% 50% 100%

Updated February 2017

KATHMANDU UNIVERSITY SCHOOL OF MANAGEMENT
BACHELOR OF BUSINESS INFORMATION SYSTEMS
Course Syllabus

Course Title	ADVANCED DATABASE MANAGEMENT SYSTEMS	
Course Code Number	COM 331	
Credit Hours	3	
Course Objective	The course builds on the foundations provided by DBMS-I and aims to provide students with the emerging and essential concepts in databases. The course covers topics in databases like database development process, object-oriented modeling and development, physical database design, client/server and middle-ware, distributed databases, database administration and data warehouse. The students will also learn object based query language, the query language for ORDBMS.	
Learning Unit		
Learning Unit One Net contact hours -6 hrs	1. Database Development Process Database development within information systems development, database development process, managing the people involved in database development, three-schema architecture for database development, three-tiered database location architecture.	
Learning Unit Two Net contact hours - 6 hrs	2. Object-Oriented Modeling Introduction, the unified modeling language, object-oriented modeling, business rules.	
Learning Unit Three Net contact hours - 9 hrs	3. Object-Oriented Database Development Introduction, object definition language, creating object instances, object query language, current ODBMS products and their applications.	
Learning Unit Four Net contact hours – 6 hrs	4. Physical Database Design Introduction, physical database design process, designing fields, designing physical records and de-normalization, designing physical files, using and selecting indexes, raid: improving file access performance by parallel processing, designing databases, optimizing for query, performance.	
Learning Unit Five Net contact hours – 5 hrs	5. Client/Server and Middleware Introduction, client/server architectures, three-tier architectures, using parallel computer, architecture, using middleware, client/server security.	
Learning Unit Six Net contact hours -6 hrs	6. Distributed Databases Introduction, options for distributing a database, distributed DBMS, distributed DBMS products.	
Learning Unit Seven Net contact hours -6 hrs	7. Data Administration Introduction, roles of data and database administrators, planning for database, managing data security, backing up databases, controlling concurrent access, managing data quality, data dictionaries repositories, tuning database for performance.	
Learning Unit Eight Net contact hours -4 hrs	8. Data Warehouse Basic concept of data warehousing, data warehouse architectures, data characteristics.	
Total Contact hours	48 hrs (excluding assessment and final examination)	
Basic Text	Jeffrey A. Hoffer, Mary B. Prescott and Fred R. McFadden, <i>Modern Database Management</i> , 6 th Edition, Pearson Education. Asia.	
Evaluation Scheme	In-Semester evaluation 50% End-Semester evaluation 50% Total 100%	

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