

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail of
MBM (Master of Business Management) 4th Semester

October 2024

MBME 589: Public Policy Analysis

*Credit: 2
Lecture Hour: 32*

Course Objectives

The course aims to enhance students' skills to comprehend and assess public policy issues from domestic as well as global perspectives.

Course Description

This course contains fundamentals of public policy, theoretical approaches to public policy, emerging issues in public policy, perspective of public policy, and contemporary public policies in national and international contexts.

Learning Outcomes

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

Understand the fundamentals of public policy.

Analyze the theoretical approaches to public policy.

Explain the role of government response to market failure and regulation of price and environmental pollution, and also develop knowledge in policymaking.

Discuss political power, pluralism, corporatism, Marxism, professionalism, positivism, and post-positivism, as well as explore the challenges and constraints associated with public policy.

Develop the skills to conduct seminars/workshops.

Assess the contemporary public policies in both international and Nepalese contexts.

Course Details

Unit 1: Understanding Public Policy

8 LHs

Fundamentals of public policy: concepts and process, forms of public policy, multidisciplinary policy analysis, practice of policy analysis and critical thinking and public policy; Theory of public choice, Theoretical approaches to public policy: elite theory, group theory, political systems theory and institutionalism, policy output analysis, incremental theory, and rational-choice theory.

Unit 2: Emerging Trends in Public Policy

7 LHs

Role of government: government response to market failure, price regulation, and regulation of environment pollution; Policymaking in the liberal democratic states; privatization, globalization, and public policy; and multilateralism and public policy-making.

Unit 3: Perspectives of Public Policy

7 LHs

Political power; Pluralism; Corporatism; Marxism; and Professionalism; Positivism and post-positivism; Reframing public policy; and Constraints on public policy: economic, institutional, and socio-cultural.

Unit 4: Seminar on Contemporary Public Policies in National and International Context **10**

LHs Economic liberalization, privatization, and globalization; Approaches and practices of public-private partnership and fiscal federalism; Sustainable development goals; Global environmental issues: drivers of climate change, key issues and barriers of growth of the

green economy; Digital transformation and e-governance practices in Nepal; Public policy planning and implementation practices in Nepal.

Suggested Reading

- Adhikari, D. (2061). *Public Policy Analysis*. Kathmandu: Pairabi Prakashan.
- Anderson, J. E. (1979). *Public Policy Making* (2nd ed.). New York: Holt, Rinehart, and Winston.
- Cochran, C. L. & Malone, E. F. (2007). *Public Policy: Perspectives and Choices*. New Delhi: Viva Books Pvt. Ltd.
- Bhagat, C., Mishra, A. K., & Aithal, P. S. (2022). Model for Implementation of e-Government Services in Developing Countries like Nepal. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 6(2), 320-333.
- Devkota, S. C. (2060). *Public Policy Analysis*. Kathmandu: Ratna Pustak Bhandar.
- Edward III, George C., & Sharkansky, I. (1978). *The Policy Predicament*. San Francisco: W.H. Freeman.x
- Farohock, F. M. (1979). *Public Policy: Scope and Logic*. New Jersey: Prentice–Hall INC Englewood Cliffs.
- Frohlich, N. & Oppenheimer, J. A. (1978). *Modern Political Economy*, New Delhi: Prentice Hall of India
- Hill, M. & Hupe, P. (2006). *Implementing Public Policy: Governance in Theory and Practice*. New Delhi: Sage Publications.
- Howlett, M. & Ramesh, M. (2003). *Studying Public Policy: Policy Cycles and Policy Sub-Systems*. New York: Oxford University Press.
- Joshi, S. (2062). *Economic Policy Analysis*. Kathmandu: Taleju Prakashan.
- Pandey, Y. R. (2069). *Public Policy Formulation, Implementation Monitoring Evaluation, and Analysis of Public Policy*. Kathmandu: Vidhyarthi Pustak Bhandar.
- Pandey, D. L., & Risal, N. (2019). Impact of social governance on e-governance in Nepal. *ITI HAS The Journal of Indian Management*, 9(4), 40-48.
- Paul, D. (1995). *Public Policy Formulation and Implementation in India*. New Delhi: Devika Publications.
- Rana, R. B. (2014). *Aspects of Public Policy*, Kathmandu: Kantipur College of Public Management.
- Reejal, P. R. (2003). *Fundamental of Public Policy Analysis*. Kathmandu: Pairabi Prakashan.
- Sahni, P. (1987). *Public Policy: Conceptual Dimension*. New Delhi: Kitab Mahal.
- Sapru, R. K. (2014). *Public Policy: Formulation, Implementation, and Evaluation*. New Delhi: Sterling Publishing Pvt. Ltd.
- Saxena, P. K. (1993). *Comparative Public Policy*. Delhi: Rawat Publications.

Teaching/Learning Pedagogy

The instructional approach will mainly involve classroom presentations and productive discussions, aiming to actively involve students in critical thinking processes. The primary focus will be on analyzing multiple case studies to foster the development of problem-solving skills and the practical application of knowledge. These discussions are designed to establish an interactive learning environment that encourages student interaction and the sharing of relevant knowledge related to the course.

Given the course's concentration on reading materials covering public policy analysis. These papers will form the foundation for in-class discussions, complemented by question-and-answer sessions. Furthermore, students are urged to contribute to the discourse by introducing related examples, case

studies, and articles relevant to the course topic, thereby enhancing the overall depth and breadth of discussion and exploration of the subject matter.

Major activities

Discussion on the relevant topics

Case analysis

Books/Article review

Seminar at the end of the semester (Project work: 20 marks)

Maximum 5 members in each group (Five different related topics, five papers presentation in the seminar, Evaluation of the papers, Guest classes, and interaction with practitioners).

MBME 595: Cost Management

MBM 4th Semester

Credits:3
Lecture Hours: 48

Course Objectives

This course aims to impart advanced knowledge of existing costing systems, their drawbacks and development of improved methods and techniques, so as to make costing systems, tools of strategic decision making.

Course Description

This course will enable students to understand the concept, tools and techniques of cost management. It focuses on the product costing, life cycle costing; activity based costing, target & Kaizen costing and process costing of the organization. Besides, it also deals with inventory and quality management as well as theory of constraints.

Course Details

Unit 1: Introduction to Cost Management 3 LHs

Concept, importance, characteristics and limitations of cost management; Strategic role of cost management; Cost management and Strategic decision making; Formulation of strategic action plans; Evaluation of plans and outcomes: benefit cost analysis and benefit & cost variance.

Unit 2: Product Costing System: 3 LHs

Concept and types of cost; Cost reported in financial statement: service, retail and manufacturing company

Unit 3: Activity Based Costing; Activity Based Budgeting (ABB) and Capacity Utilization 8 LHs

Concept, advantages and limitations of activity based costing system; Procedures of absorption of overhead cost under ABC, Estimation of costs of new products using ABC, Cost and benefit of using ABC Concept, importance and process of activity based budgeting (ABB), ABB and traditional budgeting, behavioral dimension of budgeting

Meaning of capacity, capacity utilization, managing capacity and excess capacity, measuring for capacity management; Activity Based Reporting of unused resources.

Unit 4: Target Costing and Kaizen Costing 6 LHs

Concept, importance and process of Target costing, Key principles of target costing, Implementation of target costing, Target costing and ABC Concept and importance of Kaizen costing, Kaizen standards, General Kaizen costing and items specific for Kaizen costing; Similarities and dissimilarities between Target costing and Kaizen costing.

Unit 5: Life Cycle Costing**6 LHs**

Concept and importance of life cycle costing, Product life cycle; Pricing products using the product life cycle, Product life cycle and ABC; Benefits of life cycle costing, Life cycle budgeting

Unit 6: Just in Time (JIT) Inventory Management**5 LHs**

Concept and importance of inventory management; Inventory related performance evaluation in traditional and JIT environment related costs, Traditional approach to inventory management; Concept, objectives, importance and limitations of Just in Time; JIT manufacturing, Implementing JIT in manufacturing and non-manufacturing situations; Performance evaluation in traditional and JIT environment

Unit 7: Theory of Constraints (TOC)**3 LHs**

Concept, importance and limitations of TOC; Steps in TOC for improving performance; Internal and external constraints; Accounting issues in TOC

Unit 8: Total Quality Management (TQM)**6 LHs**

Concept, features, importance and types of (TQM); Traditional approach to quality vs. TQM; Critical success factors for TQM; Measuring and reporting quality costs; TQM and productivity; TQM in service organization

Unit 9: Process Costing and Cost Allocation**8 LHs**

Concept, importance and characteristics of process costing system, Assignment and estimating costs to product in each process;
Concept, importance and characteristic of joint process costing; Estimation of profit from joint product, Reason for allocating joint costs; Joint costs allocation methods: Net Realizable Method and Physical Measures Method, Accounting for By-Product.

Suggested Reading

- Blocher E., David Stoot N. C. & Lokins O. G., (2012) *Cost Management, A Strategic Emphasis* Tata Mcgraw Hill Co.
- Hilton, R. W., Maher, M. W. & Selto, F. H. (2008), *Cost Management, Strategies for Business Decisions, 4E*, MC Graw Hill, Irwin
- Lal, J. (2015), *Strategic Cost Management, 1st E*, Himalaya Publishing House

MBME 590: Project Management and Sustainable Development

Credits: 2

Lecture Hours:32

Course Objective

This course aims to impart knowledge on project management and sustainable development from the perspective of sustainable business growth.

Course Description

This course comprises project management and planning, project appraisal and implementation, project monitoring and evaluation, sustainable developments and goals, sustainable development and business models, and a workshop on writing proposals and project reports.

Course Learning Outcomes

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

Understand the fundamentals of project management and the procedure of project planning.

Explain the techniques of project appraisal and network analysis and also explain project implementation.

Analyze the need and approaches for project monitoring and evaluation.

Discuss on fundamentals of sustainable development and goals.

Explain the sustainable business models.

Develop the skills required to conduct the workshop.

Course Details

Unit 1: Project Management and Planning

LH 5

Project management: concepts, elements, and project cycle; and Project planning: project identification, feasibility study, and preparation of project report

Unit 2: Project Appraisal and Implementation

LH 9

Cash flow analysis; Discounting and non-discounting techniques; Economic and social cost-benefit analysis; Uncertainty and sensitivity analysis; Environmental analysis; Network analysis: PERT, CPM; and Project implementation system

Unit 3: Project Monitoring and Evaluation

LH 3

Need for monitoring and evaluation; Logical framework approach; and UNIDO approach

Unit 4: Sustainable Development and Goals

6 LHs

Sustainable development: concepts, dimensions, determinants and principles; Sustainable development growth cycles; and Concept of green growth

Unit 5: Sustainable Development and Business Models

5 LHs

Sustainable business models: concepts and innovation; 5'Cs of sustainability; and Modern business models for sustainable development

Unit 6: Workshop on Writing Project Proposal and Project Report

4 LHs

Suggested Reading

Garels, R., Huemann, M., and Martinuzzi, A.(2013) Project Management and Sustainable Development Principles. Austria, Project Management Institute

Silvius, G.(2024) Research Handbook on Sustainable Project Management. London, Elger

Brzozowska, A., Pabion, A., and Pabion, B. (2021) Sustainability in Project Management: A Functional Approach. London, Routledge

MBM 518: Business Simulation Practicum

MBM 4th Semester

Credits: 1

Lecture Hours: 16

Introduction

This course has been designed to develop students' knowledge and skills in the business simulation. This is an applied practicum course where students in groups undertake the analysis of core functions of the business unit and execute the decision by using appropriate software.

Course Objective

The main objective of this course is to enable the students to understand the fundamentals of business planning and execute decision so that students can learn the real business function in the simulated environment.

Learning outcome

Students will be able to

- take the optimal product mix decision
- integrate the internal and external business environment
- take the evidence based business decision
- evaluate the business decision
- produce the company report

Note: As this course is practicum course the facilitator will mentor the students' group during the course. It means the facilitator will be responsible to develop the strategy to make the students achieve the learning outcome.

MBM 520: Practicum on Doing Business in Nepal

Credit: 1
Practicum Hours: 16
Level: MBM/IV

Course Description

The course starts from the concept of doing business in Nepal and its process in detail and have clear description of doing business indices and practice of doing business in Nepal. Ease of doing business has covered the wide array of indicators such as; Starting a business, dealing with construction permits, getting electricity, registration of property, getting credit, protecting minority interest, paying tax, cross-border trading, enforcing contract, resolving insolvency. Survey elements and instrument development and preparation of report, as well, has also been incorporated in the course.

Objectives

The major purpose of the practicum is to link theory with practice with regular structured supervised opportunities for students to apply and test knowledge, skills and attitudes developed large in campus-based studies, to the real world of the community.

It is an opportunity to students to;

- Apply knowledge and skills in a practical setting;
- Progressively develop competencies through participation in a range of practical experiences;
- Test their commitment to a career;
- Gain insight into professional practice; and
- Evaluate progress and identify areas where further personal and professional development is needed.

Expected Outcomes

- Student will experience real life ups and downs in business
- Watching agencies navigate challenges
- Development of practicum report

Learning Strategy

The course convenor shall help students in conceptualization of doing business indices in classroom through lecture and develop tools for survey in group. Student will work in the field for certain period. Based on the data gathered from the field, the instructor shall help in preparation of report to students in group.

Report Contents

- *Acknowledgements*
- *Table of contents*

- **Executive Summary** (placed at the head of the report, but written last): incorporates, issues, objectives, methods and unique finding / learning.
- **Background of the organization**
All reports should describe the structure of the organization and the position of occupational and/or environmental professionals within it.
- **Objectives**
This may include both general overall goals and specific (task-related) objectives, for one or more projects.
- **Relevance or Rationale**
This section provides the rationale or reasons why the work was considered worth undertaking. If relevant, discuss previous work carried out by the company (or by others e.g., as reported in the scientific literature) that led up to the work you will be describing.
- **Methods**
This section is often divided into subsections. These could include a general description of the project plan (including numbers, e.g., of sites or persons to be tested) and specific details of the monitoring and/or analysis methods used. It also should include a description of the methods for recording, analyzing, and reporting results. Provide sufficient details of the overall project plan and the specific methods so that another person could repeat your work, if necessary.
- **Results**
This is where you describe what you found. Wherever possible, use tables, graphs and figures supplemented to text. Always include the number of samples, persons, etc. whenever you provide summary information (e.g., average values).
- **Discussion, interpretation, conclusions**
This is your opportunity to comment on your findings, to discuss the limitations of the work, and to highlight the important points. This may also include discussion of future plans for follow-up on the work.
- **Recommendations:**
Suggest for the further improvement of the project based on shortcomings found during practicum period.
- **References**
- **Appendices**

Note: original content must be of at least 7000 words excluding references, and appendices.

Evaluation

- Report evaluation and viva by external experts: 70%
- Evaluation of internal convenor: 30%

MBM 517: Economic Diplomacy and Global Economy

MBM 4th Semester

Credits: 2
Lecture Hours: 32

Course Objectives

This course aims to enable students to comprehend and critically analyze the global economy and economic diplomacy with special emphasis on economic diplomacy and Nepal's integration into the global economy from the perspective of private sector business growth.

Course Description

This course comprises foreign policy and diplomacy, fundamentals of the global economy, economic diplomacy and Nepal's integration into the global economy, and globalization and national economy.

Learning Outcomes

Students will acquire knowledge of the theories, strategies, methods, and procedures relevant to modern economic diplomacy in today's integrated global economies and gain an in-depth understanding of foreign policy, diplomacy, economic diplomacy, and the integration of the global economy that encompass areas such as investment, trade, business, and foreign assistance. Additionally, the course will familiarize students with the interdependence of world economies through multilateralism, regionalism, and bilateral relations. By the end of the course, students will be familiar with contemporary practices of economic diplomacy implemented by the government of Nepal through bilateral, regional, and multilateral treaties and agreements. Students will also understand the implications of these practices on the country's economy within the context of the global economy.

Course Details

Unit 1: Foreign Policy and Diplomacy

LH 6

Concepts of foreign policy, diplomacy, and economic diplomacy; Difference between traditional and modern economic diplomacy; Foreign policy as a promoter of national interest; Objectives of foreign policy, Actors of foreign policy implementation; Concepts and evolution of diplomacy; and Concept and importance of Track 1 and Track 2 diplomacy, Case studies.

Unit 2: Fundamentals of Global Economy

LH 12

Global economy: concepts and drivers; Interdependence of the World Economies, multilateralism, regionalism, and bilateral relation; Relevance of economic diplomacy in contemporary global economic integration; Global economic outlook, WTO and the World economic integration; Role of the World Bank, International Monetary Fund,

Asian Development Bank and Regional Institutions (SAARC, SAFTA, BIMCTEC) for economic integration and development; and Belt and Road Initiatives(BRI); Case studies.

Unit 3: Economic Diplomacy and Nepal's Integration into the Global Economy 10 LHs

Economic diplomacy in key economic sub-sectors, institution, and mechanism of economic diplomacy; Appraisal of Nepal's economic diplomacy; Opportunities and challenges of economic diplomacy in Nepal; Economic diplomacy in multilateral, regional, and bilateral trade; Importance of economic diplomacy for the developing and the low-income countries with special focus on Nepalese economic diplomacy; Spillovers of international policy coordination; and Case studies.

Unit 4: Globalization and National Economy 4 LHs

Impact of private international financial flows on the economic growth of developing countries; Sub-regional economic cooperation in South Asia: problems and prospects; Trade and investment agreements and policies and their implications on private sector business growth in Nepal; and Case Studies.

Teaching/Learning Pedagogy

The instructional approach will predominantly feature classroom presentations and constructive discussions, with the primary aim of actively engaging students in critical thinking processes. Emphasis will be placed on the analysis of several case studies to facilitate the development of problem-solving skills and the application of practical knowledge. These discussions are intended to create an interactive learning environment, fostering student interaction and the exchange of knowledge relevant to the course.

Given the course's focus on reading materials regarding foreign policy, diplomacy, and economic diplomacy, relevant papers will be distributed among students for detailed analysis. These papers will serve as the basis for in-class discussions, complemented by question-and-answer sessions. Additionally, students are encouraged to contribute to the discourse by bringing in related examples, case studies, and articles related to the course topic, thereby enriching the overall discussion and exploration of the subject matter.

Major Activities

1. Discussion on the relevant topics
2. Case analysis
3. Books/Article review
4. Seminar at the end of the semester (Project work: 20 marks)
 - a. Maximum four members in each group (groups depend on the number of students)
 - b. Five different topics (based on the course)
 - c. Five papers presentation in the seminar
 - d. Evaluation of the papers
5. Guest classes and interact with practitioners

Suggested Reading

Bayne, Nicholas and Woolcock, Stephen (2017, 4th ed.). *The New Economic Diplomacy: Decision-Making and Negotiation in International Economic Relations*. Routledge Publication.

Bergeijk, P. A., Okano-Heijmans, M., & Melissen, J. (2011). *Economic diplomacy: Economic and political perspectives*. Leiden: Martinus Nijhoff Publishers

Berridge, G. R., Keens-Soper, M. and Otte, T. G. (2001). *Diplomatic Theory from Machiavelli to Kissinger*, Palgrave, Basingstoke.

Cleaver, T. *Understanding the World Economy* (2013, 4th Edition). London and New York: Routledge Publication.

https://www.google.com.np/books/edition/Understanding_the_World_Economy/VT90zACx7kYC?hl=en&gbpv=1&pg=PR4&printsec=frontcover

Cohn, T.H. (2016, 7th Edition). *Global Political Economy: Theory and Practice*. London and New York: Routledge Publication.

https://www.google.com.np/books/edition/Global_Political_Economy/DNweDAAAQBAJ?hl=en&gbpv=1&pg=PR3&printsec=frontcover

Robertson J. and M. A. East, (eds.) *Diplomacy and Developing Nations*, Routledge, London.

Leo, E. Rose. (1971). *Nepal's Strategy for Survival*. University of California Press, London

Muni, S. D. (1973). *Foreign Policy of Nepal*. New Delhi: National Publishing House

Olins, W. (1999). *Trading Identities: Why Countries and Companies are Taking on Each Other's' Roles*, Foreign Policy Centre, London.

Rana, K. S. (2000). *Inside Diplomacy*, Manas, New Delhi.

Rana, K. S. (2004). 'Economic Diplomacy in India: A Practitioner's Perspective',

Rana, K. S. (2004/5). *The 21st Century Ambassador*, Diplo Foundation, Malta

Wilton P. (2005). 'Diplomacy Today: Delivering Results in a World of Changing Priorities'.

www.wiltonpark.org.uk/documents/conferences/WP505-4/pdfs/WP505-4.pdf.

MBME 594: Management Control Systems

MBM 4th Semester

Credits 3

Lecture Hours: 48

Course Objectives

This course aims to give the knowledge of elements, applications, and behavioral ramifications of management control systems to provide insights on measurement and implementation issues involved in management control systems.

Course Description

This course will enable students to understand the concept and techniques of control system. It focuses on the environment of control system, transfer pricing and different responsibility centers. Besides, it also deals with management control process and methods of control in different organization

Course Details

Unit 1: Introduction to Management Control System

4 LHs

Meaning and concept of management control system; Importance, characteristics, nature and scope of management control system; Boundaries of management control; Concept of management audit as a control tool

Unit 2: The Environment of Management Control System

4 LHs

Management control environment, Goal congruence, Factors affecting goal congruence, Role of management control system in goal congruence
Organization structure and management control system; Behavioral considerations of management control system.

Unit 3: Responsibility Centers

6 LHs

Concept and nature of responsibility centre; Criteria for measuring the performance of responsibility centre;

Types of Responsibility Centre:

- Revenue Centre
- Expense Centre
- Cost Centre
- Profit Centre
- Marketing Responsibility Centre
- Research and Development Centre
- Investment Centre: Return on Investment (ROI), Residual Income (RI)

Unit 4: Transfer Pricing

6 LHs

Concept, objectives, significance and methods of transfer pricing

Unit 5: Management Control Process

19 LHs

Strategic Planning: Concept and nature of strategic planning, ongoing programs analysis, proposed new programs analysis, strategic planning process

Budgeting: Concepts, importance, objectives and characteristics of budgeting, Budgetary control system, Process of budget preparation, preparation of master budgets for manufacturing and non-manufacturing organization, Behavioral aspects of Budgeting, Flexible budgets and Zero-base budgeting

Financial Performance Reports Analysis: Variance: concept, application and limitations of variance, variance Analysis: Material, Labor, Overhead and Sales Variance, Behavioral aspects of performance evaluation; Interactive control and Incentive plans in organizations.

Unit 6: Modifications in Management Control

9 LHs

Modern Control Methods: Concept and importance of Just in Time, Total Quality Management and Decision Support System

Management Control in different Organizations: Healthcare organizations, Government organizations, Financial institutions, Education sectors; Non-profit organizations and Multinational organizations

Management Control of Projects: Nature of projects, control environment, project planning, execution and evaluation

Suggested Reading

Anthony, R. N. & Govindarajan, V. (1998), *Management Control Systems*, Tata McGraw-Hill

Merchant, K. A., *Modern Management Control Systems* (1998), Pearson Education (Singapore) Pvt. Ltd., Indian Branch, New Delhi

Atkinson, A. A. & Kaplan, R. S. (2012), *Advanced Management Accounting*, Prentice Hall of India Pvt. Ltd., New Delhi

Upadhyay, J. P. (2018), *Management Control Systems*, Khanal Publication, Kathmandu Nepal