

Tribhuvan University
Faculty of Management
Office of the Dean



Master of Business Administration in Finance (MBA- Finance)

Office of the Dean
Faculty of Management
Tribhuvan University
Kathmandu
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FACULTY OF MANAGEMENT (FoM)

The Faculty of Management (FOM), Tribhuvan University has its ultimate objectives of educating students for professional pursuits in business, industry and government. It is further dedicated to contributing to an increase in the knowledge and understanding of business and public administration. FOM aims to develop a networking with management institutes in the country and abroad to exchange new knowledge, technology, and methods of achieving higher level efficiency in management of business and public entities. It also aims to continuously innovate and promote cost-effective, socially relevant, modern technology based educational programs in Nepal.

The FOM offers dynamic and cutting edge multidisciplinary disciplines such as: Bachelor of Business Administration (BBA), Bachelor of Information Management (BIM), Bachelor of Business Management (BBM), Bachelor of Public Administration (BPA), Bachelor of Hotel Management (BHM), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Business Administration in Finance (BBA-F), Bachelor of Business Studies (BBS - 4 year annual system) , Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Administration (MBA), Master of Business Administration in Finance (MBA-Finance), Master of Business Administration in Information Technology (MBA-IT), Master of Business Management (MBM), Master of Public Administration (MPA), Master of Hospitality Management (MHM), Master of Travel and Tourism Management (MTTM), Master of Business Administration in Global Leadership and Management (MBA-GLM), Master of Finance and Control (MFC), Master of Business Studies (MBS) and the FOM also offers Master of Philosophy in Management (M. Phil.) and doctoral program in management leading to a Degree of Doctor of Philosophy (Ph.D.)

FOM's GOALS

- Prepare professional managers capable of handling business in a dynamic global environment.
- Produce socially responsible and creative entrepreneurs capable of promoting business and industry for the socio-economic development of Nepal.
- Conduct research and management development programs to update the knowledge and skill of the academics and the practitioners.
- Innovate and promote management programs catering to the various social and economic sectors of Nepal.
- Establish linkages with leading universities and management institutes abroad; and collaborate with them in program development and implementation.

1. The Master of Business Administration in Finance (MBA-Finance):

The Master of Business Administration in Finance (MBA-Finance) program considers to empower specialized knowledge and skills to the managerial students particularly needed to achieve goals of

financial institutions. The growing demand of finance manager in Nepalese Organizations as well as global demand will be fueling through this program. The program may help to fulfill the market demand of financial sector of Nepalese society.

2. Program Objectives

- Prepare dedicated business leaders for the development of the Nepalese financial sector with global perspectives;
- Produce skilled financial managers and leaders with who can successfully manage and control the treasury of business organizations with great efficiency.
- Develop self-motivated and competent financial analysts and consultants, equipped with high level of financial knowledge and skills;
- Build skillful manpower with financial problem solving and analyzing capabilities.

3. Learning Outcomes

Upon completion of this program, graduates will be able to:

- Develop an extensive and practical knowledge-base of theory, tools, skills, practices, and researches related to business and corporate and behavior finance; and apply these to the problems and opportunities that are encountered in the modern technology-based environment.
- Through critical thinking, graduates can appraise and select innovative and creative financial solutions to business problems and opportunities while upholding strong ethical values and behaviors by looking at the broader role the business has in society and their own responsibilities as a member of the business community and citizens in society.

4. Student Intake

The program is designed for class size of 35 students. Students intake will be once a year in spring (Jan-Feb) intake.

5. Eligibility and Admission Tests

The minimum qualification required to apply for the program are as follows:

- A minimum Bachelor's Degree with a minimum CGPA score of 2 in semester system or 45 percent in the annual system

Students' intake will be based on a highly competitive basis with a three-stage screening evaluations:

- a. CDMAT written test for MBA-Finance students.
- b. Group discussions
- c. Individual presentation on a given topic.
- d. Personal interview by the expert panel.

The Central Department of Management shall conduct a four stage admission tests for appropriate screening of applicants. The applicants shall be screened in each of the stages.

- *Written test:* This test will be based on the CDMAT format. The duration of the test will be 3 hours and 30 minutes.
- *Group discussion:* Groups discuss on a given topic. Performance of applicants is evaluated by a panel of judges based on leadership, language, logical arguments, and conclusions.
- *Individual presentation:* Applicants present their views and opinions on a given topic to the panel of judges.
- *Personal interview:* Personal interview will be conducted by a panel of judges based on applicant's motivation level, attitude and capability to handle the pressure and rigors of the MBA –Finance program.

6. Orientation and Socialization

After the admission of students to the program, the CDM will arrange an in-house orientation and socialization program to students and bear all the cost thereon.

7. Study Tour

For acquainting students with the real financial, social, economic and industrial situations of the country, industrial tour will be conducted in the third semester. In such tours, CDM will bear transportation and lodging expenses.

As part of the course, an industrial tour of 3 to 4 days will be conducted in some industrial areas either in or outside Kathmandu valley for exposing them to organizational reality in the context of Nepal. Students are required to take part and submit written reports of their visits. The CDM will bear lodging and transportation costs for the industrial tour and all other costs will be borne by students themselves.

8. Class Modalities

CDM will implement the management and finance courses, and project-based classes centered on the study of problem solving courses through lectures, class and group discussion, case study, project work, workshop, seminars, business simulations and so on.

9. Course Structure Curricular Structure

The MBA Finance program is split into four semesters. The courses comprise 60 credits, made up of foundation, core, capstone, concentrations and elective courses. The program is designed in such a manner that the skills of the students can be developed in a gradual manner.

Foundation, Core and Capstone Courses

S.N	Code	Course Name	Credits
1	MBAF 501	Economic Analysis for Business	2
2	MBAF 502	Business Environment and Strategic Management	3
3	MBAF 503	Applied Business Statistics	2
4	MBAF 504	Commercial Bank Management	2
5	MBAF 505	Financial Management and Financial System	3
6	MBAF 506	Insurance and Risk Management	2
7	MBAF 507	Behavioral Finance	2
8	MBAF 508	Human Resource Management and Organizational Behavior	3
9	MBAF 509	Global Financial Markets	2
10	MBAF 510	Corporate Finance	2
11	MBAF 511	Financial Markets and Institutions	2
12	MBAF 512	Entrepreneurship and New Venture Creation	2
13	MBAF 513	Marketing Management	2
14	MBAF 514	Services Operations Management	2
15	MBAF 515	Accounting for Managers	2
16	MBAF 516	Research for Managers	2
17	MBAF 517	Managerial Communication	2
18	MBAF 518	Contemporary Issues and Concepts in Management: Seminar	1

19	MBAF 519	E-Finance: Graduate Seminar	1
20	MBAF 520	Research in Finance: Seminar	1
21	MBAF 521	Independent study in Finance	1
22	MBAF 522	E-Business: Practicum	1

Concentrations

(Any two courses each from any of the two following concentrations, total 4 courses with 2 credits each)

Banking and Insurance

MBABI 551: Financial Institutions Management
 MBABI 552: Treasury Management
 MBABI 553: Central Banking and Monetary Policy
 MBABI 554: Information Technology and e-banking
 MBABI 555: Life and Non-Life Insurance
 MBABI 556: Commercial Liability Risk Management
 MBABI 557: Seminar in Banking and Insurance

Financial Markets and Investments

MBAFM 551: Financial Markets and Instruments
 MBAFM 552: Fixed Income Securities
 MBAFM 553: Investment Banking
 MBAFM 554: Mutual Fund, Hedge Fund and Private Equity
 MBAFM 555: Money and Capital Markets
 MBAFM 556: Seminar in Capital Markets

Corporate Financial Management

MBACF 551: Finance Theory
 MBACF 552: International Corporate Finance
 MBACF 553: Capital Budgeting and Financing
 MBACF 554: Working Capital Management
 MBACF 555: Advance Corporate Finance
 MBACF 556: Contemporary Issues in Corporate Finance
 MBACF 557: Seminar in Corporate Finance

Innovations in Finance

MBAIF 551: Derivatives, Options and Risk Management
 MBAIF 552: Commodity Markets and Futures

MBAIF 553: Corporate Restructuring, Mergers and Acquisitions
MBAIF 554: Project Financing and Reporting
MBAIF 555: Consumer Finance: Markets, Product Design and FinTech
MBAIF 556: International Financial Crisis Management
MBAIF 557: Financial Services and Wealth Management

Quantitative Finance

MBAQF 551: Financial Econometrics and Equity Research
MBAQF 552: Financial Modeling
MBAQF 553: Data Management System
MBAQF 554: Financial Forecasting and Time Series Analysis
MBAQF 555: Machine Learning and Artificial Intelligence
MBAQF 556: Business Simulation and Forecasting
MBAQF 557: Quantitative Methods for Finance
MBAQF 558: Analytics of Finance

Development Finance and Entrepreneurship

MBADF 551: Cooperative Management
MBADF 552: Economics of Microfinance
MBADF 553: Performance Evaluation and Impact Assessment of MFIs
MBADF 554: Municipal Financing and Accounting
MBADF 555: Social Entrepreneurship
MBADF 556: Entrepreneurial Finance
MBADF 557: Agribusiness and SME Financing
MBADF 558: Micro-finance and Rural Entrepreneurship

Electives (Any two courses of the following courses, 2 credits each)

- MBAE 551: Financial regulation, Crisis and Ethics
- MBAE 552: Financial Economics
- MBAE 553: Real Estate and Housing Management
- MBAE 554: Marketing Financial Services
- MBAE 555: Research in Nepalese Finance-Seminar
- MBAE 556: Action Learning Project-Capital Market
- MBAE 557: Business Tax Planning
- MBAE 558: International Business
- MBAE 559: Personal Financial Planning
- MBAE 560: Management and Financial Information System
- MBAE 561: Data Management System in Finance
- MBAE 562: Project Management
- MBAE 563: Fundamental of Public Finance
- MBAE 564: Hospitality Entrepreneurship
- MBAE 565: Technology Management for Banking and Finance
- MBAE 566: Financial Management for Family Owned Businesses
- MBAE 567: Travel and Tourism Management
- MBAE 568: Retail Banking
- MBAE 569: Corporate Governance and Business Ethics
- MBAE 570: Business Analytics for Managers

Dissertation & Experiential Learning Project

- MBAF 591: Dissertation 3
- MBAF 590: Experiential Learning Project 3

Course Cycle

Semester I

MBAF 501: Economic Analysis for Business	2
MBAF 503: Applied Business Statistics	2
MBAF 517: Managerial Communication	2
MBAF 505: Financial Management and Financial System	3
MBAF 513: Marketing Management	2
MBAF 509: Global Financial Markets	2
MBAF 518: Contemporary Issues and Concepts in Management: Seminar	1
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Semester II

MBAF 515: Accounting for Managers	2
MBAF 504: Commercial Bank Management	2
MBAF 506: Insurance and Risk Management	2
MBAF 508: Human Resource Management and Organizational Behavior	3
MBAF 510: Corporate Finance	2
MBAF 522: E-Business: Practicum	1
MBAF 521: Independent Study in Finance	1
MBAF 512: Entrepreneurship and New Venture Creation	2
	15

Semester III

MBAF 516: Research for Managers	2
MBAF 507: Behavioral Finance	2
MBAF 511: Financial Markets and Institutions	2
Elective I	2
Concentration I	2
Concentration II	2
MBAF 590: Experiential Learning Project	3
MBAF 520: Research in Finance: Seminar	1
	16

Semester IV

MBAF 502: Business Environment and Strategic Management	3
MBAF 514: Service Operation Management	2
Elective II	2
Concentration III	2
Concentration IV	2
MBAF 519: E-Finance: Graduate Seminar	1
MBAF 591: Dissertation	3
	15

10. Experiential Learning (Internship)

Students are required to undertake internship for practical exposure in the real world of business for a period of 10 to 12 weeks. Students are required to submit the Internship Project Report in the prescribed format provided by the concern institution. The evaluation of students for Internship will be based on the confidential report of authorized official of host organization (40 percent) and internship report (30 percent) and presentation of the report in a seminar (30 percent).

11. Graduate Research Project

The students are required to undertake a research assignment and prepare an integrative research project report under the research guidelines provided by the concern institution. It involves the preparation and presentation of a research project of approximately 30,000 words in length which begins with statement of problem, review of literature, specification of research design and analysis of data collected and implications of the research. Students are required to attend viva-voce examination and give a seminar presentation. The weight given for viva and the research report will be 40 percent and 60 percent respectively. For the evaluation of the research report, the Graduate Research Committee (GRC) at concern institution will appoint the external examiner.

12. Examination and Evaluation

The performance of students will be evaluated through ongoing in-semester evaluations and semester-end examinations. The office of the examination of FoM shall have the final authority in conducting, evaluating and awarding grades in semester-end examinations. The course facilitator (instructor) will decide the grades in the in-semester evaluations.

13. In-semester Evaluations

The in-semester (internal) evaluation shall generally have a total weight of 50 percent in class-room based course. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must

secure a minimum Grade Point Average (GPA) of 2.7 or Grade B minus (B-) in a course in order to be eligible to appear in the semester-end examination of that course.

14. Assessment Methods

A range of assessment methods are used across the course, the choice of which reflects the needs and demands of the different types of course module. Some course modules will assess the ability to work collaboratively in a team and others will assess individual capability. Types of assessment will range from written examinations to group and individual presentations including essays, reports, financial analyses, seminars and research based projects.

The interactive nature of the taught sessions offers opportunities to gain feedback on students' performance before being formally assessed and increasing use is made of eLearning to further support the feedback process.

15. Semester-end Examinations

The semester-end examinations on course work related subjects shall have a total weight of 50 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. The duration of the examination shall be 4 hours for 3 credit hour courses and 3 hours for 2 credit hour courses. The semester-end examinations will be conducted by the examination office of FoM.

16. Student Attendance

This program is the fusion of academic and professional program. This program demands a very high level of commitment from students. Students are required to attend all classes regularly and presentations as required by the course. Students failing to attend 80 percent of classes shall not be allowed to appear in the semester-end examinations.

17. Evaluation of Seminar, Practicum and Independent Study

The detail term of reference [TOR] of the learning strategies and evaluation scheme will be provided by concerned course instructor.

18. Grading System

The grading system followed in the program will be based on the absolute performance of a student in the in-semester evaluations and semester-end examinations. The performance of a student in the MBA – Finance program shall be made on a four point scale ranging from 0 to 4. The passing grade in the semester-end examination for an individual paper shall be grade “B minus” or GPA of 2.7 (50 percent). In order to pass the semester examinations, the student must secure a minimum of Grade “B” or

Cumulative Grade Point Average (CGPA) of 3.0. The following table presents the Letter Grade, GPA, percentage equivalent and Performance Remarks for the program:

<i>Grade</i>	<i>CGPA</i>	<i>Percentage Equivalent</i>	<i>Performance Remarks</i>
A	4.00	90 and above	Distinction
A-	3.7-3.99	80 - 89.9	Very Good
B+	3.30-3.69	70 - 79.9	Good
B	3.00-3.29	60 - 69.9	Fair
B-	2.70-2.99	50 - 59.9	Pass in Individual Course
F	2.70	below 50	Fail

The students shall receive their semester grades and academic transcript grades only in letter grades and GPA scores.

19. Failing in Course

Students who do not qualify to appear in the semester-end examinations will have to re-register and retake the course as per the semester cycle. Students who are qualified but failed to appear in the semester-end examinations or fail in the semester-end examination can appear in make-up examinations as per the semester cycle. Students failing in two or more courses in a semester will have to reappear in the chance make-up examinations of only two courses in the following semester-end examinations conducted by the Faculty of Management Examinations Control Division (FOMECD).

20. Degree Requirements

To receive MBA-Finance degree the student must have:

- 'B' minus or better grade in each of the courses as specified in the curricular structure section;
- Obtained an overall CGPA of 3.0 or better after combining the GPAs obtained in all courses and projects;
- Completed all the course requirements as specified in the curricular structure section within the maximum time period of *five years* from the date of registration.

MBAF 501: Economic Analysis for Business

Credits: 2

Lecture Hours: 32

Course Objectives

This course aims to enhance the understanding of economic concepts and theories and their practical applications by developing students' skill in the application of theories in business decisions making.

Course Description

This course comprises firms, managers and decisions, demand analysis, estimation and forecasting, production, cost and pricing, games, information and strategy, regulation and fair competition and macroeconomic analysis for financial markets.

Learning Outcomes

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

- Explain the concept of profits and also analyze the objectives of the managers.
- Examine the relationship between economic principles and business decisions.
- Explain the demand function and uses of elasticity of demand in business decisions.
- Explain the concept and methods of demand estimation and forecasting.

- Explain the production function and economies and diseconomies of scale and also acquire the knowledge about short-run cost estimation.
- Explain the determinants of market structure, pricing models under oligopoly market, and pricing practices.
- Explain the concepts of game theory and strategy and also examine the role of economics of information in managerial decisions.
- Explain the concept of market equilibrium and measurement of efficiency and to analyze effect of change in market demand and market supply to the market equilibrium and efficiency
- Explain the sources of market failure and government response to market failure.
- Examine the relationship between macroeconomic variables and financial data.

Course Details

Unit 1: Firms, Managers and Decisions

4 LHs

Economic principles and managerial decisions in financial institutions; Profit analysis: accounting profit vs economic profit; and Managers and their objectives

Unit 2: Demand Analysis, Estimation and Forecasting

7 LHs

Demand function, Demand estimation: Marketing research approaches, regression analysis; Demand forecasting: qualitative forecasts, time series analysis, smoothing techniques, barometric methods; and Uses of elasticity of demand in business decisions.

Unit 3: Production, Cost and Pricing

8 LHs

Production function; Economies and diseconomies of scale; Empirical estimation of short run cost function; Determinants of market structure; Oligopoly and firm architecture: kinked demand curve model, price leadership, cartel arrangements; and Pricing practices: price discrimination, joint /multiple product pricing, two-part tariffs

Unit 4: Games, Information and Strategy**4 LHs**

Strategy and types of games; Nash equilibrium; Prisoner's dilemma; and Decision making and economics of information: information, risk and financial market

Unit 5: Regulation and Fair Competition: The Role of Government in the Economy**5 LHs**

Market and efficiency; Market failure; and Government response to market failure

Unit 6: Macroeconomic Analysis for Financial Market**4 LHs**

Relationship between macroeconomic variables (GDP, inflation, money supply, business cycle, government expenditure, tax) and financial data of banking, insurance and other financial institutions; and macroeconomics to make sense of financial market volatility;

Suggested Readings

Salvatore, D & Rastogi, S.K. (2017). *Managerial Economics*, 8th Edition. New Delhi: Oxford University Press.

Truett, L.J. & Truett, D.B. (2004). *Managerial Economics: Analysis, Problems, Cases*. Hoboken, NJ: Wiley.

Hirschey, M. & Pappas, J.L. (1989). *Fundamentals of Managerial Economics*. New York: The Dryden Press.

Thomas, C.R. & Maurice, S.C. (2015). *Managerial Economics: Concepts and Applications*. New Delhi: McGraw-Hill Education.

Adhikari, G.M., Paudel, R.K & Regmi, K. (2018). *Managerial Economics*. Kathmandu: KEC Publications.

Kettell, B. (2002). *Economics of Financial Markets*. United Kingdom: Butterworth-Heinemann Publications.

Dwivedi, D.N. (2004). *Macroeconomics: Theory and Applications*. Delhi: Pearson Education Pvt Ltd

Various Publications of Nepal Rastra Bank, Ministry of Finance, IMF, World Bank, CBS

MBAF 502: Business Environment and Strategic Management

Credits: 3

Lecture Hours: 48

Course Objectives

This course intends to impart the skill of understanding and analyzing the business environment and ability to formulate and implement strategy.

Course Description

The course starts from the concept of business environment and its scopes. It has incorporated a clear description of internal and external environments along with analytical techniques. Similarly, the strategic part of the course contains concepts of strategy, process for formulating strategies and techniques of formulating and implementing strategies.

Learning Outcomes

On the completion of the course, students are expected to:

- understand the concept and need of business environment
- Know to conceptualise and analyse the internal and external business environment
- Know the different concepts used in the strategic management literature.
- Prepare the real case-based strategy.

Course Details

Unit 1: Introduction

6 LHs

Business environment: concepts and importance; Components: internal and external (micro and macro components); and Environmental analysis: process and methods.

Unit 2: Issues of Business Environment in Nepalese Context

7 LHs

Structure and challenges of Nepalese economy; Economic and monetary reforms in Nepal; Business government interrelationship; Emerging issues in Nepalese political and governance environment; Socio-cultural trends and their impact on Nepalese business organizations; Status of technology and its impact in Nepalese business; and Issues of technology transfer and management

Unit 3: Global Environment

7 LHs

Global economy: concepts and trends; Globalization: concepts, drivers and effects; Regional economic integration: concepts and forms; Impact of regional economic integration to Nepalese business; Foreign direct investment: trends, opportunities, threats and problems in Nepalese context; World Trade Organization: principles and opportunities and threats to Nepalese business

Unit 4: Fundamentals of Strategic Management

8 LHs

Strategic management: concepts, characteristics and importance, 21st century challenges in strategic management; Process of strategic management, Strategic decisions: concept, characteristics and approaches; Pattern of strategic decision making in Nepalese organizations; Red ocean vs blue ocean strategy; Strategic leadership: concept and role; and Social and ethical issues in strategic management.

Unit 5: Linking strategy to market

5 LHs

Analyzing market environment: PESTLE analysis, assessing the market, understanding the rivalry; Choosing approach: strength, knowing needs, striking a balance, fitting or stretching; Planning for growth; and Choosing customers and avoiding competition through the use of three generic strategies.

Unit 6: Creating a good strategy**8 LHs**

Setting priorities; Defining ingredients; Options: developing alternatives, evaluating alternatives, assessing suitability and acceptability and assessing feasibility; Reading the future: Porter's five forces model, SWOT analysis, forecasting, scenario planning for non-forecastable situation; Linking strategy to structure: analyzing organizational structure, making change, getting the timing right, reacting to events, keeping alert and working with others; Exploring partnership; and Developing derivative plans and budget.

Unit 7: Implementing strategy**5 LHs**

Demonstrating leadership; Achieving cultural fit; Preparing others for change; Managing change and analysing responses using force field analysis of a relocation; Re-assuring team; Communicating effectively; Revamping in structure; Guiding team; Monitoring process; Managing knowledge; and implementing strategy.

Unit 8: Strategic monitoring**2 LHs**

Strategy evaluation process; criteria and methods and the 21st century challenges in strategic management.

Basic Books

Chrunilam, F. (2018). *Business Environment*. New Delhi: Himalayan Publishing House
Agrawal, R. (2002). *Business Environment*. New Delhi: Excel Books

Reference Books

- Pant, P.R. (2009) *Business Environment in Nepal*. Kathmandu: Buddha Academic Enterprises. Williams, K. (2009). *Strategic Management*. Delhi: DK
- David, F.R. and David, F.R. (2017). *Strategic Management: Concept and Cases* (6th ed.). England: Pearson Educational Limited
- Porter, M.E. (1998). *Competitive Strategy: Techniques for Analysing Industries and Competitors*. New York: The Free Press.
- Michael E. Porter (1998). *Competitive Strategy: Techniques for Analysing Industries and Competitors*. New York: The Free Press.

MBAF 503: Applied Business Statistics

Credits: 2

Lecture Hours: 32

Course Objective

This course aims to provide practical knowledge about business statistics in finance area.

Course Description

This course covers the wide ranges including the concept and application organizing and visualizing variables, basic probability and probability distribution, sampling distribution, confidence interval estimation, hypothesis testing and model building.

Course Details

Unit1: Organizing and Visualizing variables

5 LHs

Organizing categorical variables, organizing numerical variables, visualizing Categorical variables, visualizing numerical variables, visualizing two numerical variables

Unit 2: Basic probability and probability distribution

6 LHs

Basic probability concepts, conditional probability, Baye's theorem, Binomial distribution, Poisson distribution, Normal distribution

Unit 3: Sampling distribution

3 LHs

Sampling distribution, sampling distribution of the mean, concept of standard error, central limit theorem

Unit 4: Confidence Interval Estimation

3 LHs

Point estimate and interval estimate, characteristics of a good estimator, confidence interval estimate for both population mean and proportion, determination of sample size

Unit 5: Hypothesis testing

10 LHs

Fundamentals of hypothesis testing, student's t-distribution, Z test of hypothesis for the proportion, ANOVA , Chi-square tests, Kruskal wallis test, Mann whitney test

Unit 6: Multiple regression

5 LHs

Developing a multiple regression model, Residual analysis for the multiple regression model, Inference concerning the population regression coefficients, using dummy variables and interaction terms in regression model

Reference Books

David M. Levine, Kathryn A. Szabat, David F. Stephan and P.K. Viswanathan (2017) . Business Statistics A first Course (Seventh Edition). Noida: Pearson India Education Services Pvt. Ltd

MBAF 504: Commercial Bank Management

Credit: 2
Lecture Hours: 32

Course Objective

The course aims to impart thorough knowledge on basic commercial banking concepts along with practical hands on exposure through project work/seminar. Major focus of the course is on the basic universal banking concept in combination with digital banking/technology banking and the indispensable concept of AML/ATF/KYC in line with local/universal FCC (Financial Crime Compliance) regulations.

Course Description

This course focuses on three aspects viz: conventional core banking areas like banking operations/credit operations/resources mobilization, digital/technology banking and Financial Crime Compliance.

Learning Outcome:

The student undergoing this course are expected to be updated with the apical level of understanding of the conventional as well as fintech linked modern banking concepts.

Course Details

Unit1: Basic Banking Operations

3 LHs

Types of Banks, Commercial banking, set up of new commercial bank, branch banking, banking operations (customer service), banker customer relationship, legal aspects of banking/banking regulations: Negotiable Instruments /Act, Banking Offence Act, BAFIA, Foreign Exchange Regulations; Act. Regulations in banking, role of central bank(NRB).

Unit2: Managing Deposits and non-deposit liabilities

3 LHs

Types of deposits offered by commercial banks, deposit pricing techniques, NRB regulations on interest rates and depository services pricing.

Non deposit sources: benefits over depository resources, types on non-deposit liabilities: Inter Bank/wholesale borrowing, Repurchase Agreements (Repo), CDs, CPs, borrowing from the central bank (LOLR facilities), choosing among non-deposit sources.

Unit3: Basel Regulations and Management of Capital

4 LHs

Evolution of Basel regime/regulations (Basel I, II and III), Managing Credit, Operations, Market and Liquidity Risk, concept of LCR/NSFR, Capital Requirement for commercial banks and NRB regulations on Capital.

Unit4: Lending Policies/procedures

4 LHs

Overview of types of loans, steps in lending process, credit analysis, sources of information about loan customers (Credit info via CICL), loan/facility agreements, lending regulations, loan review, loan classification and provisioning, rescheduling/restricting of loans.

Unit 5: Lending Operations and pricing business loans**4 LHs**

Type of business loans (Short term/long term), analyzing business loans (Credit Risk assessment, financial statement analysis), pricing of business loans, loan agreement, loan documentation, NRB regulation on business lending.

Unit6: Overview of financial statements and performance of commercial banks.**3 LHs**

Overview of financial statements: balance sheet, income statement, cash flow statement and income distribution statement, off balance sheet items

Evaluating the performance of banks, maximization of the value of firm, profitability ratios and prevalent risks in commercial banking.

Unit7: The investment function in banks**3 LHs**

Overview of money and capital market investment instruments, newly developed investment instruments, investment securities in bank's books, choice of investment securities and affecting factors, investment maturities strategies and management tools. NRB regulations on investment.

Unit 8: Digital Banking/Technology Banking**3 LHs**

Delivering the banking products and services through digital channels, digital signatures, Electronic Transaction Act (basic concept)

Concept of Debit Cards, Credit cards, ATMs, Mobile Banking, Internet Banking, Mobile wallets etc., Conventional banking vs digital banking (pros/cons)

Unit9: Banking and Regulations to control Money laundering**3 LHs**

Concept of AML/KYC in banking, Asset laundering prevention act (ALPA), FATF regulations/recommendations, Wolfsburg principles, FATCA, USA Patriot Act, Sanctions (International), CAATSA and SDN, Secondary sanctions.

Unit 10: Project Work/Seminar

There will be a project work or seminar on digital banking.

Reference Books:

1. Bank Management and Financial Services (Peter Rose/Sylvia C. Hudgins)
2. BAFIA, ALPA, NRB Unified Directives, NRB Directives on Payment Systems, Basel related BCBS publications etc.

MBAF 505: Financial Management and Financial system

Credits: 3

Lecture Hours: 48

Course Objectives

The course aim to provide understanding of theories and practices of financial decision making firm and make them acquainted with analytical and problem solving skills for making major (investment, financing, dividend and working capital management) decisions of financial management. The course also aims to familiarize students with financial system, financial market Interest rate determination and risk and their management in BFIs.

Course Description

This course covers core area of financial management and system. They are organized in eight units. The major topics covered in this course are : financial management and system, financial statement analysis, security and corporate valuation, cost of capital and capital budgeting, working capital management and dividend decisions, financial market in Nepal and interest rate determination, risk measurement and their management

Course Details

Unit 1: Introduction

5LHs

Meanings and Definitions of Financial Management, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions, Objectives of the Corporation; Agency conflicts; Corporate governance; Corporate Social Responsibility; Overview of financial system, influence of financial market in the economy , structure of financial markets, functions performed by financial system; Instruments of financial system; BFIs in Nepalese context.

Unit 2 : Financial Statement Analysis

5LHs

Financial statement and report; ratio analysis, Trend analysis; common size analysis; percentage change analysis; Du-Pont Equation comparative Ratios and Benchmarking, ‘ Uses and Limitations of Ratio Analysis.

Unit3: Security and corporate Valuation

5 LHs

Time value Money Concept, Valuation of Bonds; Required Rate of Return and valuation of Bonds, Basic stock valuation of models: Zero, Normal and supernormal Growth Model. Valuation of Entire Corporation.

Unit 4: Cost of Capital and Capital Budgeting

8LHs

Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital and MCC, Interrelationship of cost of capital and capital budgeting, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria: Payback, NPV, IRR, MIRR and PI.

Unit 5: Working Capital Management:

5LHs

Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital; Cash Conversion Cycle Cash, Inventory and Receivable management.

Unit 6: Dividend Decisions:

4 LHs

Procedural Aspects of Paying dividends ; Dividend Distribution Model , factors affecting dividend payment; Stability of Dividends, Forms of Dividends, Stock Split, Stock Repurchase ; Dividend payment Practices in Nepal.

Unit 7: Financial Market in Nepal

6 LHs

Meaning and Importance Nature and concept of money and capital market; . Money market and capital market Concept of securitization; primary and secondary security market stock market indexes NEPSE and stock market regulation in Nepal.

Unit 8: Measuring Risk and their Management in BFIs

4LHs

Measuring Risk -Interest Risk; Market Risk; Credit Risk , Off Balance Sheet Risk ; Foreign Exchange Risk ; Sovereign Risk; Technology and other Operational Risk . Managing different types of Risk.

Unit 9: Determination of Interest rate

6LHs

Determinants' of interest rates for individual securities:: inflation , real interest rate . default risk , liquidity risk ; term to maturity ; structure of interest rates: unbiased expectation theory , ;liquidity premium theory , market segmentation theory; and forecasting interest rate.

Basic Book

Basic textbooks

Brigham, Eugene F and Dhrhardt, Micheal C., ***Financial Management: Theory and Practice***, New Delhi: Cengage Learning India.

Ross, Stephen A, Westerfield , Randolph W., Jaffel, Jeffrey, and Kakani , Ram Kumar, ***Corporate Finance***, New Delhi: McGraw Hill Education India.

References:

Van Horne, James C.,***Financial Management and Policy***, New Delhi: Prentice Hall of India.

Brealey, Richard A, Myers, Stewart C., Allen, Franklin, and Pitabas Mohanty, ***Principles of Corporate Finance***, New Delhi: McGraw-Hill Education India.

Annual reports of listed companies, ***Nepal Stock Exchange***, Nepal Securities Board.

Sauders, Anthony and Marcia Million Cornett, ***Financial Market and Institutions*** Special Indian Edition , New Delhi : McGraw –Hill Education (india) Private Limited

Madura , J. , *Financial Market and Institutions* New Jersey: Thomson South – Western

MBAF 506: Insurance and Risk Management

Credit: 2

Lecture Hours: 32

Course Objectives

This course aims at preparing students with a good understanding of the theoretical foundation of insurance and risk management. Students will also learn the basic conceptual analysis of risk management and insurance as risk management tool in financial markets. This course allows to keep students updated on the latest discourse on practical issues and policies in the changing insurance industry. Student will be able to understand the role of insurance in risk management process.

Course Description

This course consists the border understanding of problem of risk, relation of risk and society, technique of managing risk, risk management process, Insurance device as risk management tool, fundamentals insurance management, legal framework and principle of insurance, basics of life insurance management, on life insurance management, Reinsurance management and regulation of insurance

Course Details

Unit 1: Introduction

3LHs

Concept of risk, current definition of risk, uncertainty and its relationship to risk, risk distinguished with peril and hazard, classification of risk, types of pure risk, major personal risk, commercial risk, Liability risk, source of liability as tort, law of negligence, imputed negligence, risk in our society, techniques of managing risk.

Unit 2: Risk Management

5LHs

History of risk management, meaning of risk management, objective of risk management, importance of risk management, risk management process, enterprise risk management, personal risk management, risk control, risk financing, risk management as business function, risk managements contribution to organization, Changing scope of Risk management.

Unit 3: Insurance Device

4LHs

Nature and function of insurance, risk sharing, risk transfer or risk pooling, insurance defined in various perspectives like individual, social, organizational etc. Insurance and gambling, insurance and hedging, adverse selection in insurance, requirement of an insurable risk, concept of self-insurance, social insurance and commercial insurance. insurance as risk management tools. Introduction to Insurance company, Social security Fund, Health insurance board.

Unit 4: Legal Framework of Insurance

5LHs

Insurance and law of contract, general requirement of enforceable contract, void and voidable agreement, characteristics of insurance contract, Application of Principles (Utmost good faith, insurable interest, indemnity and its corollaries, proximate cause) Insurance policy (Basic part of policy, cover note, rider, endorsement), journey from proposal form to issue of insurance policy.

Unit 5: Life Insurance Management

4LHs

Life insurance business defined, premature death, financial impact of premature death, amount of life insurance of own, types of life insurance, reason for saving with life insurance, rate of return and saving, shopping of life insurance, taxation of life insurance. Management of life insurance business.

Unit 6: Non-Life Insurance Management**5LHs**

Property insurance, liability insurance, pecuniary benefit insurance, Insurance management of fire, motor, marine transit, Aviation, Contractors All Risk and Machinery breakdown insurance, Miscellaneous insurance, Agriculture insurance.

Unit 7: Reinsurance Business**3LHs**

Introduction of reinsurance business, reasons for reinsurance, retention, cession, retrocession, methods for reinsurance arrangement, advantage and disadvantage of facultative method, proportional and non-proportional treaty, advantage and disadvantage of treaty method, Alternative to Reinsurance-Pool, coinsurance and its management.

Unit 8: Financial Convergence and Regulation**3LHs**

Changing faces of financial sector, need for regulation of insurance business, Beema Samiti, issues to be regulated, Scope of regulation to insurance intermediaries –Insurance Agent, surveyor and Broker.

Text Book

Rejda George, E., & McNamara, M. J. Principles of Risk Management and Insurance. Pearson Education India.

Vaughan, E. J., & Vaughan, T. *Fundamentals of risk and insurance*. John Wiley & Sons.

References

Insurance Act 2049, Insurance Regulation2049

Directive issued by Insurance Board-Property insurance tariff, Motor insurance tariff, Marine Transit Insurance Tariff.

Agriculture insurance directive issued By insurance Board

Financial reporting directive issued by insurance board

Investment directive issued by insurance board

Reinsurance directives

Reinsurance business Directive applicable to Reinsurance Company only

Health Insurance Act

Social Security Act

Concern Provision of Tax Laws

MBAF 507: Behavioral Finance

Credits: 2
Lecture Hours: 32

Course Objective

This course aims to help the students to acquire in-depth knowledge of the theory and practical approaches of capital and stock market operations. The purpose of this course is to expose students with an understanding of the concept and principles of capital and stock market together with a knowledge of the analytical techniques for developing skills in their application required for making investment decisions.

Course Description

This course deals with the structure of financial markets both in Nepal as well as global perspective, the primary market, secondary market, trading mechanism of stock, stock market related regulations and directives. The course also includes developing investment strategies as a value and growth investor considering behavioural finance and using fundamental and technical analysis and being aware of financial bubbles and crises. This course is designed from an investor's and portfolio manager's perspective focusing on the investment decision. The emphasis is on developing skills, competencies, techniques and knowledge of students related to successfully understanding and managing investment funds.

Learning Outcomes

As a result of this course, students will be able to:

- Evaluate various financial assets logically and systematically for investment decision;
- Develop the skills necessary to conduct effective research on publicly listed companies for the purpose of investment decision;
- Develop a critical understanding of the operation and trading mechanisms of stock markets;
- Critically examine the influence of macro and micro market anomalies during the investment decision
- Appreciate investment strategies considering a technical and financial perspective;
- Analyse suitability of value investing and growth investing style for investment;
- Evaluate investors behaviour in the stock market and understand the investors biases during their investment decisions; and
- Create portfolio of investment in stock considering fundamental value as well as market tools, behaviour of market, financial bubble/crisis, and market trend for long term or short-term investment decision

Course Details

Unit 1: Introduction of Capital Markets

5 LHs

Concept of capital markets and money markets; Capital market instruments; Primary and secondary markets; Stock exchanges, NEPSE, CDSCL and their objectives; Securities related laws and guidelines; OTC market; Trading mechanics: transaction costs, price limit, stock market indicators and mutual funds.

Unit 2: Efficient Capital Markets Theory

5 LHs

Types of market efficiency; Efficient market hypothesis: theoretical and empirical foundations, limit to arbitrage and empirical evidences on efficient market hypothesis

Unit 3: Financial Anomalies

4 LHs

Fundamental anomalies: capitalization effect, price to book, dividend yield and price to earnings;

Technical anomalies: Charts analysis (Resistance and support, Moving averages, Relative strength index, MACD, Price action); and Calendar anomalies: January effect, week-end effect, holiday effect, turn-of-the-year effect, festival effect and monthly effect.

Unit 4: Behavioural Finance

12 LHs

Introduction of behavioral finance; prospect theory; Cognitive and emotional biases; Biases: optimism; overconfidence; confirmation and illusion of control; Heuristics: representativeness, availability, anchoring and adjustment and interacting phenomena; and Framing effects: attitudes towards risk and loss, aversion to a sure loss and narrow framing bias.

Unit 5: Famous Real Life Bubbles and Financial Crisis

3 LHs

The 1929/1987 stock market crash, the dot.com/tech bubble, The U.S. housing boom and bust; and Behavioural finance perspective on financial crisis.

Unit 6: Behavioural Investing

3 LHs

Value investing vs. growth investing strategies and behavioural finance; Behavioural obstacles for pursuing value strategies; Behavioural characters for pursuing growth strategies; Things to consider in behavioural investing.

Basic Books

Fabozzi, F. J. & Modigliani, F. (2010). *Capital Markets: Institutions and Instruments*. New Delhi: PHI Learning Private Limited

Pompian, M. M. (2006). *Behavioural Finance and Wealth Management*. New York

Wiley Shleifer, A. (2000). *Inefficient markets: An Introduction to Behavioral Finance*. New York: Oxford University Press

Parikh, P. (2012). *Value Investing and Behavioral Finance*. New Delhi: Tata McGraw Hill Education Private Limited.

References

Chorafas, D. N. (2006). *The Management of Equity Investments*. Butterworth-Heinemann Hede, P. D. (2012). *Behavioural Finance*. bookboon.com (e-book)

Siegel J.J. (2008). *Stock for the Long- run*. New Delhi: Tata McGraw Hill Education Private Limited.

Shefrin, H. (2000). *Beyond Greed and Fear*. New York: Oxford University Press

MBAF 508: Human Resource Management and Organizational Behavior

*Credit: 3
Lecture Hours: 48*

Course Objectives

The main objective of this course is to familiarize students with the concepts and practices of human resource management and understanding of behavioral processes. This course is designed to provide students with specific knowledge, skills, and abilities associated with human capital of the organization so that they are actually prepared to perform the essential functions that are expected to perform by the professionals.

Course Description

This course contained in Human Resource Management section includes an overview of HRM, analysis and design of job, human resource planning, recruitment, selection and socialization, human resource development and training, career planning, performance management, and international human resource management.

Organizational Behavior section of this course contains introduction, foundations of individual behavior, perception and attribution, personality and attitudes, positive organizational behavior, motivation, groups and teams in organizations, leadership, and conflict and stress management.

Learning outcomes

upon the completion of the course, students are expected to be able:

- To apprehend the basic nature and processes of human elements of the organization.
- To understand, analyze, and solve problems and complexities related to human side of the organization.
- To ensure the optimum utilization of talents of the organization.

Human Resource Management

Unit 1: An Overview of Human Resource Management

2 LHs

Concept; Developments in HRM Concepts; HRM environment; Ethics in HRM; Changing Role of HR functions.

Unit 2: Strategic Human Resource Management (SHRM)

4 LHs

Concept; Linkage between strategy and HRM; SHRM Models (Matching Model, Harvard Model, Warwick Model, Guest's Model); SHRM Process; Generic HR strategies.

Unit 3: Human Resource Planning

3 LHs

Concept; HRP process; Strategic planning and HR planning; Human resource information system; Techniques of forecasting HR demand and supply.

Unit 4: Job Analysis and Design

3 LHs

Concept of job design and job analysis; Writing job descriptions and specification.

Unit 5: Recruitment, Selection and Induction

3 LHs

Recruitment: Concept, Methods and sources of recruitment. Selection: Concept; Process. Induction: Concepts; Elements of induction; Types of induction; Design of induction process.

Unit 6: Human Resource Development, Career Planning

3 LHs

Concept of human resource development (HRD) and training; Training needs analysis (TNA); On-the-Job and Off-the-Job training and development techniques.

Unit 7: Performance Management **3 LHs**
Concept of performance management; Key issues in performance management; Performance planning; Performance appraisal – Purpose of performance appraisal, Appraisal methods, Balanced Scorecard.

Unit: 8 International Human Resource Management (IHRM) **3 LHs**
Introduction; Role, Dimensions, and Employee relations of IHRM; Need and issues of IHRM.

Organizational Behavior

Unit: 1 Introduction **2 LHs**
Concept of organizational behavior; Disciplines contributing to the OB field; Environmental context of OB - Globalization, diversity and ethics; OB model.

Unit: 2 Understanding Individual Behavior **2 LHs**
Factors influencing individual behavior: Personal Factors, Environmental Factors, Organizational Systems, and Resources; Models of Individual Behavior.

Unit 3: Perception and Attribution **3 LHs**
Meaning and definition of perception; Perceptual Selectivity and Organization - Attention Factors in Selectivity, Perceptual Organization; Social perception - Characteristics of Perceiver and Perceived, stereotyping, Halo Effect; Attribution : concept and theory; Attribution Errors; Individual differences and organizational constraints.

Unit 4: Personality and Attitudes **3 LHs**
Concept of Personality; Hofstede's Framework of Personality; Approaches to Understanding Personality Traits and Dimensions - Cattell's 16 Personality Factors (16PF), The "Big Five" Personality Theory; Personality Traits - Locus of Control, Authoritarianism, Dogmatism, Machiavellianism, Risk Propensity, Self-esteem, Self-monitoring; Concept, components, and functions of Attitudes; Changing Attitudes - Barriers to changing attitudes; The Coopting Approach; Organizational commitment - Meaning and dimensions (Affective, Continuance, and normative).

Unit 5: Positive Organizational Behavior **2 LHs**
Concept; Optimism – Dimensions of Optimism, Optimism in the workplace, Hope, Subjective Well-Being (SWB), Resiliency; Emotional Intelligence, self-Efficacy –

Unit 6: Motivation **3 LHs**
Work motivation theories; Motivational application through job design; Motivational application through goal setting.

Unit 7: Groups and Teams in Organizations **3 LHs**
Concept of Groups and Group Dynamics; Stages of Group Development; Group Structure – Roles, Norms, Status, Size, cohesiveness; Group Decision making; Concept and nature of Teams; Types of Teams; Creating Effective Teams.

Unit 8: Leadership **3 LHs**
Concept of Leadership; Theories of Leadership;; Modern Theoretical Processes of Leadership – Charismatic Leadership, Transformational Leadership, Social Cognitive Approach, Substitutes for Leadership, Authentic Leadership; Contemporary issues in leadership.

Unit 9: Stress Management and Conflict

3 LHs

Meaning and definition of stress; Work Stress Model –Individual Level Stressors, Group Level Stressors, Organizational level Stressors, Extra-Organizational Stressors; Stress Management –Individual Strategies, Organizational Strategies, Employee Assistance Programs (EAPs); Stress and Performance. Concept and nature of conflict; Changing views of conflict; Functional and Dysfunctional conflict; Process of conflict; Levels of conflict; Conflict resolution strategies.

Text and Reference Books of Human Resource Management

Armstrong, M.,(2015). *A Handbook of Human Resource Management*, New Delhi: Aditya.
Adhikari, D.R.,(2015) *Human Resource Management*, Buddha Publication.
Books. Armstrong, M., (2015). *A Handbook of Human Resource Management*, Aditya Books
Bernardin J.H., (2014).*Human Resource Management: An Experiential Approach*, McGraw-Hill.
Cascio, W., (2015).*Managing Human Resources*, McGraw-Hill.
Decenzo, D.A.,(2014). *Fundamentals of HRM*, Wiley.
Dessler, G. and Varkkey, B,(2016). *Human Resource Management*, Pearson.
Geprge W. Bohlander,(2016). *Principles of Human Resource Management*, Cenage Learning India Private Limited

Text and Reference Books of Human Resource Management

Robbins, S. P., *Organizational Behavior*, New Delhi: Pearson.
Luthans, F., *Organizational Behavior*, New Delhi: McGraw Hill.
Newstrom, J. W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw Hill Publishing Company.
Greenberg, J. and Baron, R.A., *Behavior in Organizations*, New Delhi: Pearson Education.
Aswathappa, K., *Organizational Behaviour*, New Delhi: Himalayan Publishing House.
Singh, K., *Organizational Behaviour*, New Delhi: Vikas Publishing House.
Arnold, H.J. & Fieldman, D.C., *Organizational Behavior*, New York: McGraw Hill.
Adhikari, D.R., *Organizational Behavior*, Kathmandu: Buddha Academic Enterprises.
Hellriegel, D. Slocum, J.W. & Woodman, R. W., *Organizational Behavior*, Singapore: South Western College Publishing.
Moorhead, G. & Griffin, R. W., *Organizational Behavior*, New Delhi: AITBS Publishers.

MBAF 509: Global Financial Markets

Credit s: 2
Lecture Hours: 32

Course Objectives

This course aims at preparing students with a good theoretical foundation of global financial markets and its implications in real life situation. Students will also learn basic analytical skills for financing and investing in international financial markets. This course allows to keep students updated on the latest discourse on practical issues and policies in the changing landscape of global financial environment. In today's financially integrated world, student will get opportunity to learn global perspective in finance through this course.

Course Description

This course consists of introduction to global financial markets, role of governments in financial markets, credit rating agencies and their role in financial markets, investment banking firms, financial assets and risk management, primary and secondary markets, global funding markets and financing market for small, medium-sized, and entrepreneurial enterprises.

Course Details

Unit 1: Introduction

3LHs

Financial assets, Financial markets, Globalization of financial markets, Financial markets and real economy, Regulation of financial markets, Global financial crisis and ethical issues, Global features of Nepal's financial markets.

Unit 2: Role of Governments in Financial Markets

3LHs

Macroprudential versus microprudential government policies, Regulation of financial markets, Role of central bank in financial markets, Government bailouts, Role of World Bank, IMF, Asian Infrastructure Investment Bank and financial stability board.

Unit 3: Credit Rating Agencies and Their Role in Financial Markets

3LHs

The role of CRAs in the financial system, US and European regulation of CRAs, Credit rating systems, Rating transition matrix, Credit rating mechanism in Nepal's securities markets, Concerns regarding CRAs.

Unit 4: Investment Banking Firms

5LHs

Investment banking industry, Public offerings of securities, Private placement of securities, Securitization of assets, Mergers and acquisitions, Merchant banking, advising on financial restructuring, Trading of securities, Prime brokerage, Trading and creation of derivative instruments, Asset management, Investment banking practice in Nepal

Unit 5: Financial Assets and Risk Management

6LHs

Properties of financial assets. Principles of pricing financial assets, Defining risk, Financial risk, Investment risk, Funding risk, Systemic financial risk, Financial innovation, Foreign exchange

Unit 6: Primary and Secondary Markets

5LHs

Regulation of primary and secondary markets, variation in underwriting securities, Architectural structure of secondary markets, Role of brokers and dealers in real markets, Electronic trading, Introduction of foreign exchange markets, World capital market integration and fundraising implications.

Unit 7: Global Funding Markets**5LHs**

Sovereign debt markets: Primary and secondary, US equity trading market structures and venues, Asian corporate bond markets, South Asian equity markets.

Unit 8: Financing Market for Small, Medium-Sized, and Entrepreneurial Enterprises **2LHs**

Defining small and medium-sized enterprises, Government programs and initiatives, Stages of development and financing for a business venture, Sources for seed stage financing: Crowd funding, Expansion financing, Equity dilutive securities used for new ventures.

Text Book

Fabozzi, F. J., & Jones, F. J. (2019). *Foundations of Global Financial Markets and Institutions*. Massachusetts, USA: MIT Press.

References

Valdez, S., & Molyneux, P. (2015). *An Introduction to Global Financial Markets*. Macmillan International Higher Education.

Hill, C. W. L. (2016). *Global business today 8th Eds*. New Delhi: Tata McGraw-Hill Education.

Thomas, M. (2019). *The Financial Times Guide to Social Media Strategy*. New Delhi: Pearson India.

Caprio, G., Arner, D. W., Beck, T., Calomiris, C. W., Neal, L., & Veron, N. (Eds.). (2012). *Handbook of Key Global Financial Markets, Institutions, and Infrastructure*. USA: Academic Press.

Financial Times: <https://www.ft.com/>

The Wall Street Journal: <https://www.wsj.com/>

MBAF 510: Corporate Finance

Credit: 2

Lecture Hours: 32

Course Objectives

The purpose of this course is to impart knowledge and analytical skills of corporate finance on raising funds most effectively by a corporate firm. At the completion of this course, the students will have a clear understanding of the issues of financing decision and analyze the impact of capital structure on value of the firm and cost of capital, raise capital from the capital market by issuing securities.

Course Description

This course begins with corporate financing decision and efficient capital markets and discusses the theories of capital structure in detail. Then it covers different aspects of long-term financing, lease financing including warrants and convertibles and short-term financing. Finally, it covers the major issues related to international corporate finance.

Learning Outcome

On completion of the course, students are expected to:

- Understand how market efficiency and corporate financing decisions are interrelated
- Analyze the impact of capital structure on the value of the firm
- Raise equity and debt capital from the capital market
- Evaluate lease-versus-buy decision
- Use warrants and convertibles as sweetener while issuing securities
- Evaluate different sources of short-term financing and use appropriate source
- Understand the basics of international corporate finance.

Course Details

Unit 1: Corporate Financing Decisions and Efficient Capital Markets

3 LHs

Financing decisions and value of the firms; Efficient capital markets and corporate financing decisions; Sources of funds: Long-term versus short-term, debt versus ownership; Financing patterns of Nepalese firms; Ethics in financial decisions.

Unit 2: Capital Structure

4 LHs

Capital structure and financial structure, Capital structure issues, Leverage and firm value; Introduction to capital structure theory; Modigliani-Miller propositions, taxes and capital structure, effect of bankruptcy costs, other imperfections, incentive issues and agency costs; The pecking-order theory.

Unit 3: Common Stock Financing**4 LHs**

Pros and cons of common stock financing, Public offering of common stock: Initial public offering, further public offering and privileged public offering; Selling common stock through a rights issue, value of each right, effect of rights offering on shareholders' wealth; Private equity market and venture capital.

Unit 4: Long-term Debt and Preferred Stock Financing**4 LHs**

Long-term debt instruments: Term loan and bonds, Key features, pros and cons of long-term debt financing, Issue of bonds in Nepal, Preferred stock financing; Bond and preferred stock refunding.

Unit 5: Lease Financing**4 LHs**

Features and types of leases; Nepal accounting standard and lease accounting; The cash flow and leasing; Analysis of lease-versus-buy decision; Competitive lease rent; Reasons for leasing; Leasing practices in Nepal.

Unit 6: Warrants and Convertibles**4 LHs**

Valuation of warrants; Convertible securities, valuation of convertible securities, effect of bonds/debentures with warrant and convertible financing; Reasons for issuing warrants and convertibles.

Unit 7: Short-term Financing**4 LHs**

Nature of short-term financing; Trade credit financing; Accrual accounts as spontaneous financing; Unsecured short-term loans; Inventory and receivable financing practices in Nepal.

Unit 8: International Corporate Finance**5 LHs**

Foreign exchange markets and exchange rates; Purchasing power parity; Interest rate parity, unbiased forward rates, and international Fisher effect, Exchange rate risk; Political risk.

Basic Readings

1. Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. *Corporate finance*. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.
2. Brigham, E. F. & Ehrhardt, M. C. *Financial management: Theory and practice*. New Delhi: Cengage Learning India.

References

1. Brealey, R., Myers, S. C., Allen, F. & Mohanty, P. *Principles of corporate finance*. New Delhi: McGraw-Hill Book Company.
2. Van Horne, J. C. & Dhamija, S. *Financial management and policy*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.

MBAF 511: Financial Markets and Institutions

Credits: 2
Lecture Hours: 32

Course Objectives

The course aims to provide the students overall understanding on the financial markets and institutions. In addition, it helps to understand money and capital markets, money and capital market instruments, central bank, monetary policy, commercial banking industry and other financial institutions, and contemporary issues of financial markets and institutions. The course also aims to familiarize students with current issues on financial institutions and financial markets and enables them to critically analyze these issues.

Course Description

This course provides an overview of the financial markets and institutions with a special emphasis on financial markets, central bank, monetary policy and interest rates, capital markets, money markets and capital and money market instruments, commercial banking industry, mutual funds and other lending institutions, insurance company, pension funds, investment banks, securities brokers, and dealers. This course intends to familiarize the students with the nature of the financial system, its functions, the major parts and components of the financial system, and the principles and practices relating there to.

Learning Outcomes

On completion of the course the students are expected to:

- Understand financial market and institutions
- Differentiate different types of market and their functions
- Explain the role of central bank in the economic development
- Analyze the current monetary policy
- Discuss different types of bonds
- Explain different types of mutual funds and calculate their NAV
- Explain the types of pension funds.

Course Details

Unit 1: Financial Markets and Theory of Interest

7 LHs

Financial markets: primary market and secondary market, money market and capital market; Overview of financial institutions; Functions and Types of financial intermediaries; Regulation of financial system.; Globalization of financial markets and institutions; Theories of interest: loanable funds Theory, term structure of interest rate, unbiased expectation theory, liquidity premium theory and market segmentation theory.

Unit 2: Monetary Policy

6 LHs

Role of the central bank in the economic development; Monetary tools: open market operations, discount rate and cash reserve ratio; Goals of monetary policy: the price stability goal and the nominal anchor and other goals; Current monetary policy and achievement of recent past monetary policy of Nepal.

Unit 3: Instruments of Money Market and Capital Market

8 LHs

Money market: concepts, Nature of money market securities: treasury bills, federal funds, repurchase agreements, commercial paper, negotiable certificate of deposit, banker's acceptance; money market participants; Yield on money market securities: bond equivalent yields, effective annual return, discount yields; Capital Market: concepts and purpose; Bond market instruments: treasury notes and bonds, municipal bond, corporate bond; Capital market participants; Capital market trading; and The stock market.

Unit 4: Financial Institutions**3 LHs**

Regulatory; Depository; Non-bank Financial Institutions, Saving and Loan Associations and Credit Union

Unit 5: Investment Banks and Mutual Fund**5 LHs**

Functions of investment banks; Securities issue process; Securities brokers and dealers; Investment objective classes; Mutual funds: structure of mutual funds, Net Asset value, holding period return; and Mutual fund industry in Nepal.

Unit 6: Pension Fund Management**3 LHs**

Pension funds: Types of pensions, defined benefits pensions, defined contribution pensions, Insured versus non insured pension funds, private and public pension plans; and Practices of pension fund in Nepalese context.

Basic Readings

Saunders, A. & Cornet, M. M.. (2012). *Financial Markets and Institutions*. New Delhi: McGraw- Hill Education (India) Pvt. Ltd.

Mishkin, F. S. & Eakins, S. G. (2013). *Financial Markets and Institutions*. New Delhi: Pearson.

References

Madura, J. (2012). *Financial Markets and Institutions*. New Delhi: Cengage Learning (India) Private Limited.

Rose, P.S. & Marquis, M.H. (2006). *Money and Capital Markets: Financial Institutions and Instruments in a Global Marketplace*. New York: McGraw-Hill Irwin.

Nepal Rastra Bank. *Monetary Policy*.

MBAF 512: Entrepreneurship and New Venture Creation

Credit: 2
Lecture Hours: 32

Course Objectives

The purpose of this course is to explore business creation and growth as a multidimensional phenomenon in both independent and corporate (intrapreneurship) settings. By linking theory and practice the course aims to provide students an entrepreneurial perspective and a hands-on experience in the development of new business ventures.

Learning outcomes

The course has the following main learning objectives:

- Build the skills, framework and knowledge in entrepreneurship and new venture creation in order to acquire the knowledge and spirit for venturing;
- Set the context for entrepreneurship and understand the role and importance of the small to medium sized enterprises in the economic and social development of countries and regions;
- Gain knowledge on the characteristics of entrepreneurs and the entrepreneurial process;
- Understand the importance of the planning process and learn how to develop, write and present an effective business plan for a new venture.

Course Description

The focus of the course is the development of a plan for a new venture and provide conceptual and practical understanding of entrepreneurship. To this end, during the first week, the class will divide into teams of up to 5 persons. Each team member should provide the group with at least one idea for a new business. During the brainstorming session, each team will select one idea it believes would result in the most viable business. The selected idea will be the team's New Venture Proposal for which a comprehensive Business Development Plan will be prepared and presented. Classes will be conducted in seminar format promoting student's participation. Being the aim of the lectures to cover the subjects described in the "Course Details" section both from a practical and theoretical perspective, the course divides into theoretical lectures and tutorials. These two formats will alternate during the week that is each theoretical lecture will be followed by tutorials. The tutorials represent practical applications of the knowledge acquired in the weekly lectures, through case-studies and/or business idea and plan development. At the end of the session the students will have to prepare business plan and conduct feasibility study.

Course Details

Unit 1: Introduction to Entrepreneurship

4 LHs

Concept and importance of entrepreneurship; Characteristics to successful entrepreneurship; Common myth about entrepreneurship; Types of start-up firms; changing demographics of entrepreneurs; Entrepreneurial process; Present status of entrepreneurship in Nepal

Unit 2: Recognizing Opportunities and Generating Ideas

4 LHs

The difference between opportunities and idea; The three ways to identify the opportunities: observing trends, solving a problem, finding gaps in the market place; Techniques for generating ideas; Encouraging the development of new ideas;

Unit 3: Feasibility Analysis**6 LHs**

Feasibility analysis: concept and importance; Product and service feasibility analysis: product service desirability and product service demand; Industry and Target market feasibility analysis: industry attractiveness and target market attractiveness; organizational feasibility analysis; financial feasibility analysis; Industry and Competitor Analysis (Five forces model, Competitor analysis grid); Feasibility analysis template and conduct feasibility study.

Unit 4: Developing an Effective Business Model and Business Plan**8 LHs**

Business models and their importance; General categories of business model: standard business model and disruptive business models; Business model canvas and lean canvas model with template and description; The business plan: Concept and importance; Reasons for writing a business plan; Guidelines for writing a business plan; Outline of the business plan; Preparation of business plan.

Unit 5: Moving from an Idea to an Entrepreneurial Firm**5 LHs**

Preparing the ethical and legal foundation: establishing a string ethical culture for a firm, dealing effectively with legal issues, obtaining business license and permits, choosing a form of business organization; Assessing a new venture's financial strength and viability; Building a new venture team: new venture creation, liability of newness as a challenge; Overcoming the lack of business experience; The management team and key employees; Getting finance and funding: the importance of getting finance and funding, sources of personal financing, sources of debt and equity financing ; Creative sources for financing and funding .

Unit 6: Managing and Growing Entrepreneurial Firm**5 LHs**

Unique marketing issues: selecting a market and establishing a position (STP), branding, marketing mixes for new ventures, sales process and related issues; Intellectual property: four key form of intellectual property, patent, trademark, copyright, trade secret; Conducting intellectual property audit; Preparing for and evaluating the challenges for growth: prepare for growth, reasons for growth, managing growth, challenges of growth; Strategies for firm growth: internal growth strategies and external growth strategies; Managing and growing entrepreneurial firms in Nepalese perspective.

Reading Materials:

Barringer, R.B., Ireland, D.R. (2012). Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Donald F. Kuratko (2016). Entrepreneurship: Theory and Practices, 4th edition. Cengage learning Australia.

MBAF 513: Marketing Management

Credits: 2
Lecture Hours: 32

Course Objective

The purpose of this course is to develop knowledge and skills in the managerial aspects of marketing. The course provides an understanding of marketing as the basis for general management decision-making and as a framework for analyzing business situations. It includes environmental analysis, industry and competitor analysis, marketing strategies, market mix components. Additionally, the course will provide opportunities for the practical implementation of the concepts covered and the development of problem solving skills by means of case studies. The specific objectives are to:

Course Details

Unit 1: Introduction to Marketing

3 LHs

Core Concepts of Marketing Approaches to Marketing: Product, Production, Selling, Marketing, Societal Marketing Concept, Concept of Marketing Myopia, Holistic Marketing Orientation & Customer Value.

Unit 2: Winning Markets through Market-Oriented Strategic Planning

3 LHs

Value-delivery sequence, Value chain analysis and core competency, Business Unit Strategy Planning, The nature and contents of Marketing Plan.

Unit 3: Scanning the Marketing Environment

3 LHs

Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Tools to Deal with uncertainty.

Unit 4: Analyzing Consumer Markets

2 LHs

Key Psychological Process, Social, Cultural Factors, Consumer Decision Making Process.

Unit 5: Market segmentation and targeting

3 LHs

Levels of Segmentation, Basis for segmenting Consumer Markets. Requirements for Effective Segmentation, Evaluating and Selecting the Market Segments.

Unit 6: Dealing with competition

3 LHs

Concept and Types of Competition, Key Competitor Analysis, Analyzing and Creating, Competitive Advantage (Michael Porter's Approach), Strategic Response to Competition;

Unit 7: Building Strong Brands

4 LHs

Brand Equity, Building and Managing Brand Equity, Devising Branding Strategy. Brand Positioning Process: Defining the Competitive Frame of Reference, Identifying and choosing POPs and PODs, Establishing Positioning, Brand Mantra. Differentiation Strategies.

Unit 8: Setting Product Strategy

3 LHs

Product Characteristics and Classification, Product Mix, Product Line Analysis, Packaging, Labeling and Guarantees.

Unit 9: Developing Pricing Strategies and Programs

3 LHs

Changing Price Environment, Setting the Price, Adapting the price, Initiating and Responding to Price Changes.

Unit 10: Designing and Managing Integrated Marketing Channels.

3 LHs

Channel Design decisions, Channel Management Decisions, Channel Integration and Systems, Channel conflicts, cooperation and competition, E-Commerce marketing practices.

Unit 11: Designing and Managing Integrated Marketing Communication

2 LHs

Developing the effective communications, deciding on the Marketing Communication Mix, Managing the Integrated Marketing Communication Process.

Reference Book

Kotler & Keller, Marketing Management, 15th edition, Pearson Education India.

References:

Aaker, David. *Strategic Market Management*. John Wiley & Sons, Singapore.

Cravens and Piercy *Strategic Marketing*. TATA McGraw Hill, New Delhi.

MBAF 514: Service Operation Management

*Credits: 2
Lecture Hours: 32*

Course Objective

This course focuses on designing, delivering, improving and implementing service to improve the service performance.

Course Description

The course deals with understanding the service operations management via conceptualizing in five clusters: Frame, Connect, Deliver, Improve and Implement. Further, the course also deals with seminar in order to deal with recent research on the concept.

Learning Outcomes

- Recognizing what service operations management is and illustrating its contribution to organizational success.
- Understanding the key challenges for operations managers.
- Understanding how the service concept is developed and relate it with reality
- Summarizing and managing the relationship in service connect
- Articulating the service deliver and planning the improvement of service operations
- Developing service strategy and understanding the cultural influence

Course Details

Unit 1: Introduction

3 LHs

Service Operations Management; and Challenges for operations manager.

Unit 2: Frame

3 LHs

Framing the service: Connect, Deliver, Improve and Implement; Developing the service concept; and Use of service concept.

Unit 3: Connect

7 LHs

Understanding Customers and relationships; Managing Customer expectations and perceptions; Managing Supply networks and supplier relationships

Unit 4: Deliver

7 LHs

Designing customer experiences and service process; Measuring, controlling and managing the operations; managing people and service resources

Unit 5: Improve

3 LHs

Driving continuous improvement; Learning from problems and other operations

Unit 6: Implement

3 LHs

Creating and implementing the strategy; Understanding and influencing culture;

Unit 7: Seminar on Service Operations Management

6 LHs

Connect, deliver, improve and implement of service operations

Basic Books

Johnston, R., Clark, G., and Shulver, M., (2012). *Service Operations Management: Improving Service Delivery*. Pearson: England

References

Hollins, B., and Shinkins, S., (2006). *Managing Service Operations: Design and Implementation*. Sage: London.

International Journal of services and operations Management

<https://www.inderscience.com/jhome.php?jcode=ijson>

MBAF 515: Accounting for Managers

*Credit: 2
Lecture Hours: 32*

Course Objectives

This course aims to impart essential knowledge of accounting for enhancing the capability of understanding and applying accounting information in managerial and financial decisions. It helps the students to upgrade their knowledge on various accounting tools and technique applicable in performance evaluation of the business organizations.

Course Description

This course includes financial accounting, accounting process, financial statement analysis, cost accounting, cost volume profit analysis, budgeting and budgetary control.

Course Details:

Unit 1: Financial Accounting

3 LHs

Meaning of financial accounting, Accounting as an information system, Importance and scope of financial accounting, Accounting concepts and principles, Generally accepted accounting principles, Accounting standards.

Unit 2: Accounting Process

8 LHs

Recording of transactions in primary books, Special purpose subsidiary books, Cash books, Journals, Posting to ledger A/C, Preparation of trial balance, Preparation of financial statements, Disclosure of major components of financial statements, International financial reporting standards (IFRS), Nepal financial reporting standards (NFRS).

Unit 3: Financial Statement Analysis

6 LHs

Meaning and managerial purposes of financial statement analysis, Analyzing financial statement through ratios: liquidity ratios, capital structure ratios, profitability ratios, activity ratios, coverage ratios; Interpretation of ratios, Comparative cash flow statement and analysis.

Unit 4: Cost Accounting

5 LHs

Objectives and importance of cost accounting, Cost concepts, Classification of costs including cost for managerial decision, Elements of cost, Cost centre, Allocation and apportionment of cost, Cost sheet, Unit cost, Total cost of production, Cost of goods sold, Concepts of cost control and reduction.

Unit 5: Cost, Volume, Profit Analysis

4 LHs

Concepts, objectives, assumptions, and limitations of CVP analysis; Marginal cost, Contribution margin, PV ratio, Margin of safety, Application of CVP for breakeven point analysis, planning, controlling, and decision making.

Unit 6: Budgeting and Budgetary Control**6 LHs**

Concepts of budgeting, Budgetary control system, Preparation of functional and master budgets for manufacturing companies, Flexible and zero base budgeting.

Suggested References:

Norton, C. & Porter, G.A., *Financial Accounting*. Dryden Press, New York

Lal, Jawahar, *Financial Accounting*, S. Chand & Company, New Delhi.

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

MBAF 516 : Research for Managers

Credits: 2
Lecturer Hours: 32

Course Objectives

The primary purpose of this course is to impart knowledge about methodology of research for enabling students to design a feasible project for independent research, define an appropriate methodology for investigating the topic, analyze the different sets of data and write a research report.

Course Description

This course is designed to develop an understanding and skills of research in students. The course deals with the tools, techniques, and changing paradigms of social sciences research, and their application to business research. The topics covered are the research process, research methods, literature review, formulation of the problem and related hypothesis, theoretical framework, research designs, qualitative research, sampling techniques, measurement and scaling, use of primary and secondary data sources, construction of questionnaires, interviewing techniques, sources of qualitative data, observation and participatory research, data preparation and analysis, citation and referencing styles, writing research proposals, and writing research reports.

Learning Outcomes

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

- Understand scientific research process.
- Identify research problems/issues.
- Design a feasible project for independent research.
- Select appropriate methodology for conducting research.
- Collecting data from appropriate sources.
- Analyzing the data using suitable tools.
- Writing the research project report.

Course Details

This syllabus outline provides a general plan for the course. The facilitator reserves the right to make periodic changes to content, requirements, and schedule to accommodate the needs of the class and to fulfill the goals of the course.

Unit 1: Research in Business

5 LHs

Research: concepts, types and purpose; Scientific research Process; Characteristics of scientific research; Different paradigms of research; Case for triangulation, Deductive and inductive logic; Research in business administration; Applying scientific thinking to business administration problems; Role of research in business administration; Nature of business research and Ethics in business research.

Unit 2: Review of Literature

4 LHs

Review of literature: concepts, need and phases; Literature search through the Internet; Format and guidelines for conducting literature review; and recording references.

Unit 3: Problem Definition, Theoretical Framework and Hypothesis Formulation **3 LHs**

Concept of a research problem; steps in problem formulation; Research questions; Characteristics of a well formulated problem; developing a theoretical framework; and Concept and formulation of hypothesis.

Unit 4: Research Designs and Sampling**6 LHs**

Concepts; Types: descriptive (historical, explanatory, case study and developmental), comparative (correlation and causal comparative), experimental and qualitative research designs, Concept of sample and sampling; sampling process and problems; types of samples; probability and non-probability sampling; Determination of sample size; and sampling and non-sampling errors.

Unit 5: Measurement and Scaling**3 LHs**

Variable: concepts and types; Nature of measurement; Reliability and validity; Nature of scaling; Response methods; and Scale construction.

Unit 6: Data Collection and Analysis**7 LHs**

Methods of collecting primary data; Questionnaire designing; Research interview; Exploration and use of secondary data; Coding, editing, and tabulating; Presenting data in tables, Graphs and diagrams; Use of descriptive and inferential statistical techniques in data analysis and interpretation of results; and Qualitative data analysis: concepts, methods and importance

Unit 7: The Research Proposal and Research Report Writing**4 LHs**

Topic selection; Criteria of topic selection; Purpose of research proposal; Contents of research proposal; Concepts and purpose of report writing and presentation; Types of reports; Components and layout of various types of reports; and Essentials of a good research report.

Basic Books

Donald R. Cooper, Pamela S. Schindler & J. K. Sharma (2019), *Business Research Methods*, New Delhi: Tata McGraw-Hill Publishing Company Limited.

Zikmund, W. G., Babin, B.J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage Learning.

Lawrence, N. W. (2020), *Social Research Methods-Qualitative and Quantitative Approach*, New Delhi: Pearson Publication.

References

Pant, P.R. (2009), *Social Science Research and Thesis Writing*, 5th Edition, Kathmandu: Buddha Academic Publishers and Distributors Pvt. Ltd.

MBAF 517: Managerial Communication

Credits: 2
Lecture Hours: 32 hrs.
Practicum: 16 hrs

Course Description and Objectives

Managerial Communication emphasizes communication competencies that can help ensure business success. Students learn how to write effective, persuasive messages; conduct business research, analyze information, and write a business proposal or report; deliver an effective oral presentation with visual aids; and create corporate training materials. Also addressed are group dynamics, intercultural communication, media relations and ethics.

The purpose of Managerial Communication is to improve students' basic communication skills, primarily writing. Writing is categorically imperative skill required for every manager. Writing is a skill that takes a long time to hone because it has two interconnected components: thinking and expansion. To communicate with confidence, we require clarity. As a result, discovering and expressing the underlying logic of our thinking by categorizing the information chronologically is the motif of business professionals.

Further, digital technologies are driving an increase in the amount of written communication, especially in short forms for instance email, instant messages/texting, Twitter. In addition, written communication such as routine messages (positive, negative and persuasive) memos, reports, and proposals remain as important as it's always been. The examples from reports and proposal writing provide audience with a level of detail and reasoning that is not possible in short forms or in spoken communication. Moreover, these 'long form' writings are considered an important memory device; it is a key part of 'institutional memory'.

Besides orienting students to the effective business writing practices along with some communication theories, this course also comprises collaborative projects and individual and group presentation in order to advance students' basic communication aptitude. This is a seminar course, where we collectively grapple with issues and challenges to communication management today. Class discussion is a critical part of the effectiveness of this course. Each individual is expected to be actively involved in class discussion during each class period. The primary assessment will be the quality of those contribution to the group effort. Good contribution rubrics include:

- Thoughtful
- Analytical
- Constructive to the group effort
- Relevance to the issues of discussion
- Linked to the assigned reading

Overall, this course provides students with the skills and guided practice necessary to master fundamental concepts in Managerial Communication. Students learn how to manage and lead more effectively by organizing and executing successful communication strategies.

Academic integrity Policy

Any serious violation or pattern of violations of the Academic Integrity will result in students negative marking or might result into 'zero-credit' for the course. Students must be aware of and avoid plagiarism, fabricating data for a project, submitting a paper authored by anyone other than yourself. Please consider the authenticity issues while paraphrasing, quoting and citing.

Course Contents

Part I- Managing in Contemporary Organizations 5 LHs

Communicating in Contemporary Organizations; Understanding the Managerial Communication Process; Communicating with Technologies

Part II- Communicating with Groups 5 LHs

Managing Meetings and Teams; Making Presentations; Communicating Visually

Part III- Writing as a Manager 12 LHs

Writing in the Workplace; Writing Routine Messages; Writing Reports and Proposals

Part IV- Understanding Messages 5 LHs

Listening; Communicating Nonverbally; Communicating across Cultures

Part V- Communicating Interpersonally 5 LHs

Managing Conflict; Negotiating; Conducting Interviews

Practicum and Assignments

- i. Comprehensive Learning Assessments (CLA)
 - CLA1 (Week 4) : Part-I and Part-II
 - CLA2 (Week 8): Part-III (Routine Message)
 - CLA3 (Week 11) Part-III (Report and Proposal Writing, APA citation)
 - CLA 4 (Week 14): Part IV and Part -V
- ii. Final presentation (Week 16)
- iii. Mock meeting, Mock Interviews

Note: The assignment details including CLA format will be discussed in the class. A separate detailed course plan will be provided to the students in the inaugural class.

Required Texts

Hynes, G. E., & Veltsos, J. R. (2019). *Managerial Communication: Strategies and Applications*.

Los Angeles: SAGE.

Anderson, C. (2016). *Ted Talks: The Official Ted Guide to Public Speaking*. Boston: Houghton Mifflin Harcourt.

References

Harvard Business Review Press. (2017). *HBR Guide to Emotional Intelligence*. Boston, MA. Harvard Business Review Press. (2013). *HBRs 10 must reads on communication*. Boston, MA. Walker, R., & Aritz, J. (2014). *Leadership Talk: A Discourse Approach to Leader Emergence*.

New York: Business Expert Press.

MBAF 518: Contemporary Issues and Concepts in Management: Seminar

Credit s: 1
Lecture Hours: 16

Objective

The purpose of this seminar course is to give students theoretical and practical application of contemporary management practices and concepts adopted by the organizations. This seminar familiarizes students with the latest developments in the literature of contemporary issues and concepts in management. It also enables them to review, comment, and write a seminar paper or report through the process of active participation in the seminar like classroom situation. The course is designed to impart the knowledge and skills in conducting the seminars and producing the papers based on theoretical and empirical literatures.

Description

This seminar course helps students practically apply in conducting the seminars. This seminar includes the recent literature published in the leading journals in the field of contemporary issues in management, leadership and others. The major components of the seminar include knowledge management, emotional intelligence, appreciative inquiry, corporate spirituality, transformational leadership, workforce diversity in organization, corporate governance in Nepalese organization, role of global entrepreneurship and business, learning organization, international management orientation and research directions.

Learning Outcomes

After the completion of this seminar, students will be able to:

- Read, understand and evaluate literature
- Understand how academic publications may be a source of information, inspiration, and guidance for practical purpose
- Improve diagnostic and analytical skills
- Enhance communication skills via presentation, group discussion and individual question answer processes
- Build up insight views, critical thinking and appreciation
- Enhance interaction with an academic debate
- Able to conduct the seminar in the areas of management
- Encourage students to write the paper for seminar and carry out the research works

Required textbook and Materials

The textbook and other instructional materials i.e. journals, articles, working papers will be determined by the instructor to ensure that current and relevant concepts, theories and practices are present.

Seminar format

This seminar integrates the students' reading, presentation, in-class discussion and individual question answer. The students are responsible for all required pre readings of the recommended articles, journals and others materials before they come to the class. Basically, this course is designed to foster active reading, presentation, and exchange of views in individual as well as in group. Students are encouraged to

share their critical views, appreciation and experiences in the class. The seminars will be conducted by the group of students and individually.

Ongoing evaluation (50) marks will compose of the following activities:

- a) Individual review presentation: 25 marks
- b) Presentations of comment on review presentation: 10 marks
- c) Group discussion: 10 marks
- d) Individual question answer: 5 marks

Final evaluation of 50 marks will be made on the basis of survey report of Management Practices in Nepalese. Students must have approval of the instructor before conducting a study and writing a survey report. Students should conduct the seminar for the dissemination of study report.

MBAF 519: E-Finance: Graduate Seminar

Credits: 1

MBAF 520: Research in Finance: Seminar

Credits:1

MBAQF 551: Financial Econometrics & Equity Research

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objective

This course introduces the basics of financial econometrics that enables them to learn the econometric tools for application in the fields of investment management and corporate finance. The course also provides necessary knowledge and skills for advanced equity analysis for valuing different types of companies and preparing equity research reports.

Course Description

This course covers the selected topics from financial econometrics and equity research. The course consists of nature and source of financial data, regression on financial data, issues in classical linear regression models, equity valuation approaches, company valuation, equity Research and Portfolio. After the completion of the course, it is expected that students will be able to understand the nature of financial data, perform basic econometric analysis and relate the results with financial theories and equity research.

Learning Outcomes

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

- Understand the nature of financial data, estimate the regression equation, and interpret the results including inferential statistics
- Identify basic issues in the regression equation such as normality, multi- collinearity, heteroscedasticity and autocorrelation
- Discuss the approach of preparing equity research reports in terms of top down approach encompassing economy, industry and company
- Evaluate various valuation frameworks required for evaluating different types of companies
- Measure the systematic and non-systematic risk of assets using regression and simulation
- Apply spreadsheet for modeling portfolio of equity, options and futures

Course Details

Unit 1: Nature and Source of Financial Data

4 LHs

Nature of financial data; frequency of data collection (annual, quarter, monthly, daily); sources of data: International (Bloomberg, capital IQ, yahoo finance) & National (NRB, Banking institutions, public firms, NEPSE etc.); time series properties of the financial data (trend, oscillations, seasonality) and data generations process.

Unit 2: Regression on Financial Data

6 LHs

Estimation of simple and multiple regression using OLS with illustrative examples; interpretation of estimated coefficients; statistical significance; Goodness of fit and Assumption of classical linear regression model.

Unit 3: Issues in Classical Linear Regression Models

6 LHs

Normality; Multi-collinearity; Heteroscedasticity; Autocorrelation with focus on causes; tests and remedial measures and Illustrative examples.

Unit 4: Equity Valuation Approaches**6 LHs**

Free cash flow; Discounted cash flow approach; economic profit method of Economic Value Management (EVM) approach; Adjusted present value method; Capital cash flow model; Company characteristics and stock valuation; Advanced technical analysis: psychological and aggregate market indicators; trading systems; Contingent claims approach and Equity research reports.

Unit 5: Company Valuation**4 LHs**

Valuing manufacturing and financial companies; Valuation of multi business firms; Valuation of Mergers and acquisitions; Distressed firm valuation; Asset and liability side real options; Valuing start-up firms and Pricing of initial public offerings (IPO).

Unit 6: Equity Research and Portfolio**6 LHs**

Measuring the systematic and non-systematic risk of assets using regression and Simulation; Spreadsheet models for construction of portfolio of equity; options and futures and Portfolio performance.

Basic Books

Fabozzi, F. J., Focardi, S. M., Rachev, S. T., & Arshanapalli, B.G. (2014). *The Basics of Financial Econometrics: Tools, Concepts, and Asset Management Applications*. John Wiley & Sons.

Goedhart, M., Koller, T., & Wessels, D. (2015). *Valuation: Measuring and Managing the Value of Companies*. JohnWiley & Sons.

References

Valentine, J. (2011). *Best Practices for Equity Research Analysts: Essentials for Buy-side and Sell-side Analysts*. McGraw Hill Professional.

MBAQF 552: Financial Modeling

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objectives

The objective for this course is to develop the financial modeling skills used in the application of financial theory to practical problems in investment analysis, portfolio management, and valuation. In particular, the course will cover the application of Excel spreadsheet functions for the analysis of financial market data, the use of optimization models to determine mean- variance efficient allocations of financial assets, and the valuation of fixed income and derivative securities.

Course Description

This course basically focuses on using MS Excel for financial modeling. The course starts with a basic introduction of financial modeling and MS Excel. Then after, it moves further to the application of the modeling to the different valuation concepts studied in different finance related courses. For this purpose, the course initially focuses on calculating cost of capital and then moves towards the different valuation issues. At the end the course incorporates valuation derivative securities using financial models.

Learning Outcome

On completion of the course, students are expected to:

- Understand the basic concept of financial modeling using excel.
- Be able to model basic financial calculations relating to valuation.
- Use a financial model to find out the cost of capital of different components of capital and for a firm/project.
- Be able to use pro-forma statements for the corporate valuation.
- Understand risk, return and CAPM using financial modeling.
- Uses financial model for portfolio optimization.
- Be able to use financial models to evaluate derivative security.

Course Details

Unit 1: Overview of Modeling in Excel

4 LHs

Introduction to financial Modeling; Overview of Excel and its Workbook; Basic mathematical operations and formulae in Excel and Introduction to Excel Functions

Unit 2: Basic Financial Calculations

6 LHs

Present Value; Future Values and Applications; Net Present Value; The Internal Rate of Return (IRR) and Multiple Internal Rates of Return; Loan Tables and Flat Payment Schedules

Unit 3: Calculating the WACC

4 LHs

Computing the Value of the Firm's Equity and Debt; Computing the Firm's Tax Rate; Computing the Firm's Cost of Debt and Equity; The CAPM: Computing the Beta; Using the Security Market Line (SML) to Calculate Cost of Equity and Computing the WACC.

Unit 4: Performa Statements and Corporate Valuation

8 LHs

Four Methods to Compute Enterprise Value (EV); Valuation Based on the Consolidated Statement of Cash Flows; Free Cash Flow (FCF); Measuring the Cash Produced by the Business; Using the Free Cash Flow (FCF) to Value the Firm and Its Equity.

Unit 5: Portfolio Models

LHs 6

Calculating Portfolio Means and Variances; Portfolio Mean and Variance—Case of N Assets; Calculating the Efficient Frontier; Finding Efficient Portfolios; Optimization Procedure using Excel Solver and Finding the Market Portfolio: The Capital Market Line (CML).

Unit 6: Valuation of Option

LHs 4

Basic Option Definitions and Terminology; Option Payoff and Profit Patterns; Option Strategies: Payoffs from Portfolios of Options and Stocks; Pricing American Options Using the Binomial Pricing Model (Excel Application); The Black-Scholes Model and Using Excel to Define a Black-Scholes Pricing Function.

Basic Books

Benninga, S. (2014). **Financial Modelling**. Cambridge: The MIT Press

Benninga, S & Mofkadi, T. (2018). **Principle of Finance with Excel**. New York: Oxford Univertiy Press.

References

Charnes, J. (2007). **Financial Modeling with Crystal Ball and Excel**. New Jersey: John Wiley & Sons, Inc.

Randoy,T., Down,J. & Herrmann, D. (2002). **Financial Modeling for Managers with Excel Applications**. New York: Authors Academic Press

MBAQF 554: Financial Forecasting and Time Series Analysis

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objectives

The main objective of this course is to develop the skills needed to do forecasting in financial analysis and empirical research in time series data sets. The course aims to provide students with techniques of forecasting and estimation of econometric models with time series data.

Course Description

This course consists of single equation forecasting, stationery time series models, univariate non-stationery time series models, spurious regression and co-integration and causality in time series analysis

Learning Outcomes

On completion of course student are expected to

- Understand single equation forecasting model and apply in financial forecasting
- Apply ARIMA model in financial forecasting
- Understand stationary and nonstationary series and their implications in estimation
- Apply co-integration and error correction models in financial analysis
- Distinguish between liner association and forecasting

Course Details

Unit 1: Single equation forecasting

6 LHs

Concept; Types of forecasting; Unconditional forecasting , Estimation of forecast error in unconditional forecast; Forecasting with serially correlated errors. Concept of Conditional forecasting. Illustrative examples.

Unit 2: Stationary time series models

10 LHs

Stochastic difference equation; ARMA model; Stationarity; Stationarity restriction in AR(1) process; Stationarity restriction in ARMA(p,q) model; Autocorrelation function (ACF) and partial autocorrelation function (PACF); Forecasting with ARMA and ARIMA model; Selection of appropriate ARIMA model; Forecast evaluation; Illustrative examples.

Unit 3: Univariate Non-stationary Time series

6 LHs

Stationarity and Main characteristics of stochastic processes (means, autocovariation and autocorrelation functions). Lag operator. Unit root tests- Dickey-Fuller and Philip Perron(Test . Choice of the number of lags in unit root tests ; SIC and SBC Criteria and their limitations . Illustrative examples

Unit 4: Spurious Regression and Co-integration

6 LHs

Concept of Spurious regression; Concept of Co-integration; Estimation of Cointegration (Granger) and Error correction models; Diagnostic testing of the models ; Illustrative examples

Unit 5: Causality in time series analysis

4 LHs

Introduction to VAR model; Granger causality. Causality in cointegrated series and noncointegrated series ; Illustrative examples

Basic Books

Enders, W.(2004). *Applied Econometric Time Series*. Singapore: John wiley & Sons (ASIA) Pte Ltd
Hamilton, J. D. (1994). *Time Series Analysis*. Princeton: Princeton University Press,

References

Lütkepohl, H. & Kräzig, M. (Eds.) (2004). *Applied Time Series Econometrics*. Cambridge: Cambridge University Press.
Pindyck, R. S. & Rubinfeld, D.L. (1991). *Econometric Models and Economic Forecasts* (3rd ed.). New York: McGraw-Hill, Inc.
Verbeek,M.(2002). *A Guide to Modern Econometrics*. New York: John Wiley and Sons.Ltd.

MBAQF 556: Business Simulation and Forecasting

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objectives

The purpose of this course is to impart the knowledge of business simulation and forecasting to the students. This course also aims to provide the skills to the students in using computer based simulation in running the virtual companies.

Course Description

This course provides an overview of business models and modeling, Modeling of Dynamic Business Model, Optimization Technique, Functional Strategy, and Computer Experiment & Simulated Actual Combat. It mainly focuses on building the business model and tracking the performance through computer based simulation techniques.

Learning Outcome

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

- Understand the classification of Models
- Relate the dynamism of the business model in real world context
- Use excel solver and LINDO for solving optimization problems
- Connect the functional strategies to each other
- Conduct computer experiment and combat among competitors

Course Details

Unit 1: Introduction

4 LHs

Structural Analysis in Decision Making; Models and Modeling; Classification of Models: Classification Based on Structure, Classification Based on Time Reference, Classification Based on Degree of Certainty, Classification Based on Methods of Solution, Simulation Experiment and Various Application of Simulation.

Unit 2: Modeling of Dynamic Business Model

4 LHs

Introduction; Making the Organization More Manageable; Creating and Using a Model; Structural Complexity and Complexity due to Random Variation

Unit 3: Optimization Technique

6 LHs

Problem Formulation, Solution through Solver Excel and LINDO, Sensitivity Analysis, Solving Various Problems from all spheres of Business and Sustainability

Unit 4: Functional Strategy

6 LHs

Marketing; Production Management and LINDO Modeling; Financial Management and Excel Report Analysis

Unit 5: Computer Experiment & Simulated Actual Combat

12 LHs

Introduction to Software; Software Learning; Simulated Actual Combat among Virtual Companies; Report about the Virtual Company

Basic Readings

McGarvey B. & Hanon B. (2004). *Dynamic Modeling for Business Management An Introduction*. New York: Springer-verlag New York, Inc.

Anderson, D.R., Sweeney D.J., Williams T.A., Martin K. (2011). *An introduction to Management Science Quantitative Approaches to Decision Making* 13 e .Delhi: Cengage Learning India Private Limited

Sharma J.K.(2001). *Quantitative Techniques for Managerial Decision*. Delhi: Macmillan India Ltd.

References

Rees, M. (2015). *Business Risk and Simulation Modeling in Practice*. United Kingdom: John Wiley & Sons Ltd.

Allman K.,Lauroti J., Loh M (2011). *Financial Simulation modeling in Excel*. New Jersey: John Wiley & Sons Inc.

MBAFM 551: Financial Markets and Instruments

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objectives

The purpose of this course is to provide the students in-depth understanding of the financial markets and instruments in general. Upon completion of this course, the students will have necessary theoretical foundation and be able to analyze contemporary issues of money markets, debt markets, stock markets, derivative security markets and foreign exchange markets and instruments traded in the financial markets.

Course Description

This course provides an overview of the financial markets and instruments with a special emphasis on money markets and instrument, bond markets, mortgage markets, stock markets, derivative securities and their markets and foreign exchange markets and financial instruments traded in the markets.

Learning Outcomes

On completion of the course, the students are expected to:

- Describe the functions and structure of financial markets
- Explain the characteristics of various types of financial instruments
- Explain the purpose of money markets, debt markets and stock markets
- Calculate yields on money market instruments, debt instruments and equity instruments
- Construct market indexes and interpret the index value
- Explain the types of derivative securities and their markets
- Analyze the issues of foreign exchange markets

Course Details

Unit 1: Introduction

4 LHs

Overview of financial markets, Functions of financial markets, Structure of financial markets: Primary markets versus secondary markets, money markets versus capital markets, Debt markets versus Equity markets, Exchanges versus over-the-counter markets, Derivative security markets, Foreign exchange markets; Financial market regulations; Classification of financial instruments: Money market instruments, capital market instruments, derivative securities, mutual fund units and other financial instruments.

Unit 2: Money Markets and Money Market Instruments

5 LHs

Purpose of money markets; Participants of money markets; Money markets instruments: Treasury bills, federal funds, repurchase agreement, negotiable certificate of deposit, commercial paper, banker's acceptances; Yields on money market securities; Comparing money market securities.

Unit 3: Bond Markets

4 LHs

Purpose of the bond markets; Bond market securities: Treasury notes and bonds, municipal bonds, corporate bonds, Foreign bonds and Eurobonds; Bond ratings; Bond market participants; Comparison of bond market securities; Valuation of bonds; Bond yields; Bond markets in Nepal.

Unit 4: Mortgage Markets**4 LHs**

Mortgage and mortgage backed securities; Need for mortgage markets; Primary mortgage market; Secondary mortgage markets, Participants in the mortgage markets.

Unit 5: Stock Markets**5 LHs**

Stock market Securities: Common stock and preferred stock; Return on stock: Dividend yield, capital gain yield and total yield; Primary and secondary stock market; Nepal stock exchange, Construction of stock market indexes, Stock market participants, Stock market regulation in Nepal.

Unit 6: Derivative Securities and Their Markets**6 LHs**

Meaning and types of derivative securities, Forwards and Futures: Spot markets, forward markets, future markets; Options: Call options and put options, option markets, Swaps: Interest rate swaps, currency swaps, swap markets; Issues of derivative securities market in Nepal.

Unit 7: Foreign Exchange Markets**4 LHs**

Meaning and development of foreign exchange markets; Foreign exchange rates, foreign exchange transactions, return and risk of foreign exchange transactions, Purchasing power parity and interest rate parity.

Basic Books

Saunders, A. & Marcia, M. C. *Financial Markets and Institutions*. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. *Investments*. New Delhi: McGraw Hill Education (India).

References

Mishkin, F. S. & Eakins, S. G. *Financial Markets and Institutions*. New Delhi: Dorling Kindersley.

MBAFM 553: Investment Banking

Area: Concentration

Credits: 2

Lecture Hours: 32

Course Objectives

The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking. Students will get the opportunity to apply financial concepts and techniques in valuation, corporate restructuring, LBOs, M&A and successfully close the financial deals.

Course Description

This course examines the primary functions of investment banking such as capital markets, mergers & acquisitions (M&A), leveraged buyouts (LBO), corporate restructuring, and asset management. The course starts with an overview of investment banking, moving to the analysis of primary equity and debt markets, private placement, evaluation of M&A, restructuring, leveraged buyout (LBO), assessment of business advisory, assets management and introduction of investment banking in Nepal.

Learning Outcomes

Students after completing this course will be able to:

- Understand the role of investment banking in corporate value creation and capital market development
- Explain four division of investment banking
- Appreciate the ethical investment banking for the development of capital markets
- Analyze structure of the primary equity and debt markets for suggesting best approach to raise capital for corporations
- Determinate appropriate way to make a successful deal in the process of private placement of equity and debt securities
- Design effective mergers and acquisition strategies of corporations
- Discuss the various divestiture options and develop appropriate leverage buyout (LBO) strategy for businesses
- Evaluate various corporate advisory services of investment banks
- Apply financial concepts in designing financial restructuring of a corporation
- Manage traditional and alternative assets using various investment banking tools including valuations
- Explain the history of investment banking in Nepal, and understand the issues and challenges of investment banking in Nepal

Course Details

Unit 1: Introduction to Investment Banking

2 LHs

Meaning and origin of investment banking; Investment banking and merchant banking; Investment banking and commercial banking; Universal and investment banking; Conflict of interest; Global industry structure; Four divisions of investment banking and Ethics in investment banking.

Unit 2: Primary Equity and Debt Markets

5 LHs

Reasons for going public: IPO offering process; Primary equity markets: equity offerings, primary market intermediaries and support service providers; SEOs and private placement; Primary debt markets: bond offerings, securitization, loan syndicate; pricing mechanism of an IPO and Types of primary market investors.

Unit 3: Private Placements**4 LHs**

Venture capital finance; Raising venture capital; Raising private equity; Private placement to non-institutional investors; Regulatory framework for raising equity privately; Process of a deal; Recent trend in institutional equity deal and Private placement of debt securities: deal process and role of investment bankers.

Unit 4: Mergers and Acquisitions and Restructuring**5 LHs**

Rationale behind M&A deals; Deal life cycle and buyer companies; Deal process; Three types of M&A process; Acquisition process; Valuation of target companies; Payment options in M&A deals; Financial and corporate buyers;

Unit 5: Leverage Buyouts**5 LHs**

Meaning of LBO; Key participants; Characteristics of a strong LBO candidate; Economies of LBOs; Primary exit strategies; LBO financing: structure, primary source, selected key terms, determining financing structure; Building pre and post LBO models and Performing LBO analysis.

Unit 6: Advisory services**4 LHs**

Overview of corporate advisory services; Corporate restructuring; Joint venture; Foreign collaboration; Investment board of Nepal; Project advisory services; Project financing process; Financial restructuring: debt and equity restructuring and Disinvestment: meaning, methods, valuation and issues.

Unit 7: Assets Management**4 LHs**

Meaning of asset management; Types of assets: traditional and alternative; Risk return comparison; Private equity fund; Company valuation; Enterprise value and equity value; Multiple valuation: process, rationale, transition vs trading multiples, enterprise vs equity multiples, popular multiple and comparable firms.

Unit 8: Investment Banking in Nepal**4 LHs**

History of investment banking in Nepal; Main functions of merchant banks in Nepal: issue manager, underwriting, advisory and portfolio management services (PMS); Merchant bank regulations 2011; Securities Board of Nepal and Issues and challenges of investment banking in Nepal.

Basic Books

Subramanyam, P.G.(2005). *Investment Banking: An Odyssey in High Finance*. New Delhi: Tata McGraw Hill Publishing Company Ltd.

Rosenbaum, J., & Pearl, J. (2013). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions*. New Jersey: John Wiley & Sons.

References

Krantz, M., & Johnson, R. R.(2014). *Investment Banking for Dummies*. New Jersey: John Wiley & Sons.

Liaw, K. T. (2015). *The Business of Investment Banking: A Comprehensive Overview*. New York: John Wiley & Sons.

MBAFM 554: Mutual Fund, Hedge Fund and Private Equity

Area: Concentration

*Credits: 2
Lecture Hours: 32*

Course Objectives

The course aims to provide the students overall understanding on the investment vehicles in general and on mutual funds, private equity and hedge funds, markets operations, regulation and contemporary issues of such funds. The course also aims to familiarize the students with the current issues of investment vehicles and enables them to critically analyze these issues.

Course Description

This course provides an overview of the alternative investment vehicles with a special emphasis on mutual fund, private equity fund and hedge funds, their operation, strategy and regulation along with their secondary market operation. It also covers the regulatory aspects of funds and their issues and opportunities.

Learning Outcomes

On completion of the course, students are expected to:

- Understand the basics of mutual fund, private equity and hedge fund
- Understand the operation modality and structure of funds
- Analyze the issues and opportunities of funds
- Evaluate the financial model of private equity and impact on corporation
- Evaluate the investment strategy of hedge fund
- Understand the regulatory environment of funds

Course Details

Unit 1: Introduction

5 LHs

Evolvement of mutual fund, private equity and hedge fund and their role; Comparison with funds; Global and Nepalese Perspectives; Regulatory environment; Specialized Investment Fund Regulation 2019; Other Funds; Issues and Opportunities.

Unit 2: Mutual Fund

6 LHs

Structure and growth of mutual fund; Types of mutual fund; Mutual fund investment objective class; Fee structure, Mutual fund performance; Regulation of mutual fund industry; Global and Nepalese perspective: size, activities; Mutual Fund Regulation 2011, and Mutual Fund Guidelines, 2013; Issues and Opportunities

Unit 3: Private Equity

6 LHs

Features, participants and structure of private equity; Secondary markets; Private equity impact on corporation; Structure and regulation; Global and Nepalese perspective: size, activities; Legal provision in Nepal; Private equity issue and opportunities; Global private equity report

Unit 4: LBO Financial Model

6 LHs

Determining cash flow available for debt service and debt sources; Determining financial sponsor internal rate of return; Determining purchase price and sale; Price leveraged buyout analysis example and Leveraged buyout analysis post credit crisis.

Unit 5: Hedge Fund**5 LHs**

Features of hedge fund; types and structure; Hedge fund risk & return; Hedge fund investment strategy; Hedge fund regulation; Global and Nepalese perspective: size, activities; Legal provision in Nepal; Hedge fund issue & performance and Global hedge fund industry report.

Unit 6: Hedge Fund Investment Strategy**4 LHs**

Equity Based Strategies; Macro Strategies; Arbitrage Strategies and Event Driven Strategies

Basic Books

Mishkin, F. S., & Eakins, S. G. (2017). *Financial Markets and Institutions*. Pearson Education India. Stowell,

D. P. (2017). *Investment Banks, Hedge Funds, and Private Equity*. Academic Press.

References

Bratton, W., & McCahery, J. A. (2015). *Institutional Investor Activism: Hedge Funds and Private Equity, Economics and Regulation*. OUP Oxford.

Scharfman, J., & Equity, P. (2020). *Alternative Investment Operations*. Springer Books.

MBAFM 556: Seminar in Capital Markets

Credits: 2

Lecture Hours: 32

MBAIF 551: Derivatives, Options and Risk Management

Area: Concentration

Credits: 2

Lecture Hours: 32

Course Objectives

Objective of this course is to develop an understanding of concepts and terminologies used in the derivative market and make students familiar with the operating system of the option market. Students will also acquire skills of calculating the price of options and deciding on investing in options. This course also aims to develop students in identifying portfolio risk, commodity price risk, currency risk and applying options in mitigating these risks.

Course Description

This course introduces the students to basic concepts about derivative markets and instruments like option forward and futures. In addition, it covers the different types of options, their pricing and properties of option prices. Furthermore, the course also includes the analysis of different option investment strategies involving spreads and combinations. Finally, the course will deal with the analyses of portfolio risk and currency risk, and application of options to hedge these risks.

Learning outcomes

Upon completion of this course, students are expected to be able to:

- Understand the terminologies and functioning of the derivative market.
- Analyze the payoff and profits from option contracts.
- Analyze the properties of option prices to identify the possible arbitrage opportunities.
- Calculate the price of options using different models.
- Compare and contrast advantages and disadvantages of different investment strategies involving options.
- Identify the portfolio risk and currency risk, and apply option in mitigating these risks.

Course Details

Unit1: Introduction

5 LHs

Concept of derivative instruments: Forward contracts, payoff from forward, Futures contracts, Option contracts: call and put, payoff from option; Exchange-traded markets and over-the-counter (OTC) markets; Types of traders – hedgers, speculators and arbitrageurs; Hedging using forward and options; Speculating using options and futures and Danger of derivatives.

Unit 2: Mechanics of option market

6 LHs

Types of options: call and put, American and European options; Option terminologies; Origin and development of option market; Exchange-listed option trading – physical versus electronic trading; Types of orders. Margin requirement; Standardization of contract: Expiration dates, strike prices, option class and option series, dividend and stock split, and price and position limits; Market makers; Offsetting options; Clearing and settlement; Over-the-counter derivative trading and Transaction costs in option trading.

Unit 3: Payoff and Properties of stock options

4 LHs

Option payoff and profit diagrams; Factors affecting option prices: stock price, strike price, time to expiration, volatility, risk-free interest rate and future dividends; Upper and lower bounds for

option prices and Put-call parity.

Unit 4: Option pricing models

8 LHs

Concept of Option pricing; Option pricing models: Cox, Ross and Rubinstein (binomial) model – one-period model valuation of call and put; Mispricing and arbitrage; Two-period valuation of European call and put; Black-Scholes-Merton (BSM) model of option valuation and Variables in BSM model.

Unit 5: Option investment strategies

4 LHs

Covered call and protective put; Option combination: straddle, strangle, strip and strap; Playing the spread: bull, bear and butterfly spreads; Calendar spread and box spread and Synthetic instruments.

Unit 6: Managing risk with options

5 LHs

Portfolio insurance using put options; Fiduciary call; Currency options: payoffs and valuation; Hedging foreign currency liability using call option; Hedging foreign currency assets using put option and Hedging stock portfolio using binomial model.

Basic Books

Hull, J. C. (2018). *Options, Futures, and Other Derivatives*. Pearson Publications

Reference Books

Chance, D. M. and Brooks, R. (2016). *An Introduction to Derivatives and Risk Management*. Cengage learning.

Johnson, R. Stafford (2017). *Derivative Market and Analysis*. Wiley

Kolb, Robert W., & Overdahl, J. A. (2010). *Financial Derivatives: Pricing and Risk Management*. New Jersey: John Wiley & Sons, Inc.

Parasuraman, N. R. (2013). *Fundamentals of Financial Derivatives* . New Delhi: Wiley India.

Pokharel, J. (2018). *Derivatives and Risk Management*. Kathmandu: Asmita Publication.

MBAIF 552: Commodity Markets and Futures

Area: Concentration

Credits: 2

Lecture Hours: 32

Course Objective

Commodity trading has progressively dominated global trade. The purpose of this course is to provide knowledge on various commodities, familiarity with the function and mechanism of Commodity Exchanges, commodity risks faced by suppliers & consumers of commodities, and managing the risk arising out of fluctuations in prices of commodities.

Course Description

Topics covered commodity markets overview, trading on commodity exchange, clearing and settlement mechanism, commodity futures pricing, commodity futures application, and commodity market in Nepal.

Learning Outcomes

Upon the completion of this course students will be able to:

- Demonstrate familiarity with commodity and futures markets mechanisms, with focus on how they work, who are the key participants and their regulation.
- Recognize the difference between spot, forward and futures trading.
- Identify the risks and rewards characteristics in commodity trading.
- Develop abilities to explain and calculate price for commodity futures.
- Develop skills for measuring and managing market price risk through commodity market trading.
- Perceive major opportunities and challenges of commodity markets in Nepal.
- Demonstrate capability and capacity to be competent traders and/or to run brokerage firms in Nepal.

Course Details

Unit 1: Commodity Markets: An Overview

LHs 5

Introduction to Derivatives; Derivatives Characteristics; Types of Derivatives; Commodity Markets: Types and Features, Spot Market Vs Commodity Derivative Markets; Difference Between Commodity and Financial Derivatives Market; Global Commodity Derivatives Exchanges and Latest Developments; Commodities Traded on the Commodity Market Platform; Participants in Commodity Markets; Importance Commodity Markets for Agricultural Products and Functions of Commodity Markets.

Unit 2: Trading on Commodity Exchange

6 LHs

Forward Vs Futures; The Commodity Market Platform; Market Structure and Exchange Membership; Commodity Futures Trading Mechanism; Entities in the Trading System; Contract Specifications for Commodity Futures; Order Types and Trading Parameters; Commodity Brokerage Firms; Charges in Commodity Futures Trading and Commodity Futures Price Quotation.

Unit 3: Clearing and Settlement Mechanism

4 LHs

The Life Cycle of a Commodity Futures Risk in Commodity Markets; Clearing Mechanism: Clearing Banks and Depository Participants; The Settlement Process; Entities Involved in Physical Settlement; Logistics and Warehousing and The Delivery Process

Unit 4: Commodity Futures Pricing**6 LHs**

Investment Assets Versus Consumption Assets; Price Vs Value for Commodity Futures and Forward; Normal and Inverted Markets; The Cost of Carry Model; Commodity Futures Pricing and Arbitrage Strategy in Commodity Futures

Unit 5: Commodity Futures Applications**7 LHs**

Price Risk Management; Hedging; Fundamental Principles of Hedging; Hedging Vs Not Hedging; Basis Risk; Optimal Hedge Ratio; Commodity Futures for Hedging; Commodity Futures for Speculation and Commodity Futures for Arbitrage

Unit 6: Commodity Exchange in Nepal**4 LHs**

Commodity Exchanges in Nepal: History and Recent Development, Linkages Between Stock/Bond Markets and Commodity Markets; Prospects and Challenges of Commodity Market in Nepal; Taxation for Commodity Derivatives and Commodity Market Regulatory Framework in Nepal

Basic Books

Chatnani, N. N.(2019). *Commodity Markets and Derivatives*. Noida, India: Cengage Learning India Pvt. Ltd.

Jhabak, P. (2016). *Commodity and Derivatives Market*. Mumbai India: Himalaya Publishing House Pvt. Ltd.

References

Kolb, R. W. (2003). *Futures, Options and Swaps*. USA: Blackwell Publishing (Indian Reprint)

Dahal, G.B. and Dahal, K. B. (2021). *Fundamentals of Financial Derivatives and Risk Management*. Anamnagar, Nepal: Buddha Publication Pvt. Ltd.

Commodities Market Module Work Book.

<https://www2.deloitte.com/content/dam/Deloitte/in/Documents/risk/in-risk-overview-of-commodity-noexp.PDF>

Mahajan, N. and Singh, K. **A Beginner's Guide to Indian Commodity Futures Markets.**

<https://www.madhyam.org.in/wp-content/uploads/2015/04/Commodity-Guide.pdf>

An approach on how to trade in commodities market.

<http://www.karvycommodities.com/Documents/AnApproachToHowToTradeInCommoditiesMarket13052013.pdf>

Commodity Price Risk Management.

<https://www2.deloitte.com/content/dam/Deloitte/in/Documents/risk/in-risk-overview-of-commodity-noexp.PDF>

MBAIF 554: Project Financing and Reporting

Area: Concentration

Credits: 2

Lecture Hours: 32

Course Objectives

The purpose of this course is to impart knowledge and analytical skills of project financing and its reporting most effectively by a corporate firm. At the completion of this course, the students will have a clear understanding of the issues of project financing, types of project financing, sources of project financing, risk associated with project financing, project evaluation and decisions and project reporting.

Course Description

This course begins with the need of project financing and discusses various options available in project financing in detail. Then it covers different aspects of project financing evaluation, selection of best option for project financing and risk associated with project financing. It also covers infrastructure financing especially hydro power projects and construction projects. Finally, it covers the major issue related to project financing and its reporting in the financial statements.

Learning Outcome

On completion of the course, students are expected to;

- Understand about project financing and various sources of project financing
- Understand project types and risks associated with projects
- Understand financial structuring and model
- Understand project selection and evaluation process
- Understand infrastructure financing and current practices of financing
- Able to prepare projection of various projects considering all related facts

Course Details

Unit 1: Project Finance and Development

2 LHs

Project finance: concepts, elements, and importance; Project development and management; and Project finance markets: commercial banks, bonds and working with lenders.

Unit 2: Project Characteristics, Documentation and Risks

3 LHs

Project arrangements: concepts, common aspects, sub contract and other related arrangements; Project characteristics; and Project risks: commercial risks, macroeconomic risks, regulatory risks and political risks.

Unit3: Financial Structuring and Model

3 LHs

Project financial structuring: investor's analysis and equity structure, debt cover ratios, debt equity ratios, debt service profile, interest rate and fees and optimizing the financial structure;
Financial model: model input, project cost and financing, operating revenue and cost, model output and sensitivity analysis; Project finance loan documentation; Public sector financial support; and The project life cycle.

Unit 4: Project Evaluation and Decision**8 LHs**

Project budgeting: concepts, estimating and evaluating cash flows, payback period, discounted payback period, net present value, internal rate of return, profitability index, discounted IRR; Projects with unequal lives; Net present value profiles and crossover rate; and The decision.

Unit 5: Infrastructure Projects and Financing**6 LHs**

Infrastructure projects: concepts and types; Joint venture arrangement in infrastructure projects; Sources of infrastructure financing: bid bond, performance bond, advance payment guarantee and credit supply guarantee; Bidding in construction projects; NRB criteria for financing; and Risk associates.

Unit 6: Project Financing and Reporting, Development**6 LHs**

Private debts: bank debts, capital market, institutional investors; Public debts; Equity financing; Disclosure of project financing in financial statements; Consolidation and reporting; Financial crisis 2008; The 'BASEL' process; Non-bank lenders; Improving project- finance credit risks; New models; and Future of project finance.

Unit 7: Practical Session and Workings**4 LHs**

Preparation of projections of large hydro, energy and construction projects and SME projects considering different aspects of project financing; and Decision making modules.

Basic Books

Yescombe, E.R.(2013) *Principles of Project Finance*. Waltham, MA, USA: Academic Press.

Gatti, Stefano (2019) *Project Finance in Theory and Practice*. Waltham, MA, USA: Academic Press.

Reference Books

Agrawal, G.R. (2014). *Project Management in Nepal*. Kathmandu: MK Publishers.

MBAIF 553: Corporate Restructuring Merger and Acquisition

Area: Concentration

Credits: 2

Lecture Hours: 32

Course Objectives

The main aim of this course is to examine the role of Mergers and Acquisitions (M&A) and to know its use as a strategic movement to get inorganic growth, to secure competitive advantage and create shareholders value. Further this course will help to gain a comprehensive understanding of the strategic, history, valuation, and post merger integration issues, pitfalls of M&A. This course requires both academic and personal growth of its students. Different case studies will serve vivid ideas and knowledge that helps the students to be a vibrant in practical in their field.

Course Description

The course starts with the conceptual framework of M&A, defines related terminologies of M&A, it explores the historical background of companies restructuring. This course examines the domestic as well as international legal framework of M&A and also examines the valuation methodology and gives adequate knowledge of determining swap ratios. Furthermore, it gives to the students the knowledge of Post-merger integration factors and helps to develop a integration model of M&A, to know the risks of M&A. Number of case studies add more practical knowledge to the students.

Learning Outcomes

Students after completing this course will be able to:

- Understand the role of inorganic growth, restructuring of companies.
- Understand the domestic as well as international regulatory framework of companies restructuring.
- Explain the history of M&A and understand the issues and challenges of M&A in Nepal along with the international market.
- To be practical to prepare a model of legal documents, determining share swap ratios of merging companies.
- Able to plan a roadmap of M&A, implantation of those plans and understand the integration strategy of M&A.
- The vehicle of case analyses provides the adequate knowledge to apply these concepts to real or simulated business situations.

Unit 1: Introduction

7 LHs

Meaning of Corporate Restructuring; Need; Scope and modes of Restructuring, Various Corporate Restructuring Strategies :Growth, Synergy, Operating Synergy, Diversification, Other Economic Motives, Merger and Acquisition (M&A); Amalgamations, Takeover, Joint Ventures and Strategic Alliances. Comparing Strategic Alliances and Joint Ventures with Mergers and Acquisitions. Recent M&A Trends, motives behind the M&A, advantages and disadvantages of M&A, types of mergers. Different Stages Of Mergers. Case Studies : domestic M&A and its impact, Cross border M&A and its impact.

Unit 2: History of Merger

3 LHs

International History of Mergers, Merger Waves, What Causes Merger Waves?, First Wave, 1897–1904, Second Wave, 1916–1929, The 1940s, Third Wave, 1965–1969, Fourth Wave, 1984–1989, Fifth Wave, Sixth Merger Wave, Nepal's Merger Movement.

Unit 3: Legal Framework

5 LHs

Legal and Regulatory Framework of M&A: Domestic Laws Governing Mergers, Acquisitions and Restructuring, provisions relevant to M&A activity in the Income Tax, International Securities Laws (Specially focused on US and Indian Laws) Relating to Takeovers - Regulation of Insider Trading, Antitrust Laws, Recent Trends in Antitrust Enforcement, M&A and Too big to fail concept, Antitrust Remedies. Case studies : Format of Legal Documents e.g. Memorandum of Understanding (MOU), Final Agreement Documents of both parties, EGM minutes etc.

Unit 4: Valuation of Merger and Acquisition

6 LHs

Valuation Methods: Meaning of Fair market value, Determining the Share Swap Ratio, institutional criteria and special features of acquisition of different companies, Benchmarks of Value, How the Market Determines Discount Rates, Discounted Future Cash Flows or Net Present Value Approach, Valuation of the Target's Equity. Case Studies of valuation and determining swap ratios, Numerical problems : valuation, Determining Share swap ratios, Merger as capital budgeting decision.

Unit 5: Implementation and Integration of Merger and Acquisition Plan

5 LHs

M&A Plan Implementation: The Implementation Process, Implementation Risk Management, Role of Managerial Levels, Transformation Tools, The Concept of Disintegration and Reintegration; Practical Knowledge of M&A of domestic market: Merger of Bank and financial institutions (BFIs) in Nepal, Cause and Rational behind the BFIs merger, Legal Provision for BFIs merger, Merger process, Pre merger Activities, Post merger performance, Problem Challenges of M&A of BFIs in Nepal.

Unit 6: Post-Merger Management

6 LHs

Post-Merger Management: Role of integration planning and implementation task force; Factors in post-merger integration model; Role of various aspects in integration; Cultural assessment; Role of HRM issues in post merger; problems in integration and Case studies: the impact of M&A

Basic Books

Gaughan, P. A. (2010). *Mergers, Acquisitions, and Corporate Restructurings*. John Wiley & Sons.

Galpin, T. J. (2014). *The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level*. John Wiley & Sons.

MBADF 551: Cooperative Management

Area: Concentration

Credit:2

Lecture Hour: 32

Course Objectives

The aim of the course is to provide appropriate knowledge and skills to students in understanding and managing cooperatives in the context of Nepal. This course also expects to motivate students to engage in the cooperative sector for its institutional development by utilizing local resources.

Course Description

This course provides an opportunity to develop understanding and basic skills of students in managing cooperative enterprises successfully. Major topics will include concepts of cooperation; origin & principles of cooperative, cooperative movement in global context, cooperatives in Nepal; functional, financial, human resource and marketing management of cooperative; and regulation of cooperative business.

Learning Outcomes

Students after completing this course will be able to:

- Explain the concepts of cooperation and cooperatives with their basic philosophies;
- Discuss the various principles of cooperatives and their relevance in the context of Nepalese context;
- Explain evolution of cooperative and changing role of key players in the cooperative movement of Nepal;
- Describe how the functional management takes place in cooperative enterprise;
- Describe key business functions such as finance, marketing and human resource in the context of cooperatives.
- Assess the socio-economic performance of cooperatives using various internationally accepted approaches;
- Appreciate the role & significance of cooperative institutions in economic development & for fighting against poverty and securities in the context of developing countries like Nepal;
- Evaluate the regulatory environment of cooperatives in providing opportunities and understanding threats to their growth and development;
- Apply the managerial concepts and theories in managing cooperatives effectively and efficiently.

Course Details

Unit 1: An Overview of Cooperation

3 LHs

Concept of cooperation; Fundamental and moral values of cooperation; Cooperation versus capitalism & socialism; Pre and Post Rochdale Thinkers on cooperation; Cooperative sector school and Common wealth school; Federal and unitary structure and Small and large size society.

Unit 2: Forms and Principles of Cooperative

3 LHs

Concept and significance of cooperatives; Forms of cooperatives: Agriculture: fruits and vegetables, Dairy, Bee keeping, Tea and coffee, Savings and credit, Multipurpose, Consumer and Producer; WOCCU international operating principles: Cooperative structure, Services to members, Social responsibilities and International Cooperative Alliance (ICA) seven cooperative principles.

Unit 3: Cooperative Movement in Nepal

8 LHs

Milestones of cooperative movement in Nepal; Cooperative and economic development; Cooperative and human securities; National Cooperative Development Board: Roles, functions, structure and power; National Cooperative Federation of Nepal: Roles and functions; Cooperative as third pillar of National economy; Cooperative rules 2075; Cooperative Act 2074; National Cooperative Policy 2069; Federal structure of cooperatives regulatory institutions and Issues in cooperative movement in Nepal

Unit 4: Functional Management of Cooperatives

6 LHs

Principles and Functions of Management and Their Application in Cooperative Sector. Organizational structure of a cooperative; Qualification of Member; Role of General body, Registrar; Board of directors, Registrar : functions, powers and duties/responsibilities; Management committee; Audit committee: Right, duties and responsibilities of account supervising committee of co-operative; Reporting system of cooperative to department of cooperative and Need of leadership in cooperative management.

Unit 5: Financial Management in Cooperative

4 LHs

Cooperative Accounts, Audit & MIS :Differences of Cooperative accounting from double and single entry; Four types of accounts in co-operatives, Statement of receipts and payments; Performance evaluation using WOCCU model; Credit risk management and Use of FinTech in credit cooperative and MIS for cooperatives.

Unit 6: Marketing Management of Cooperatives

4 LHs

Concept of cooperative marketing; Objectives and role of cooperative marketing; Cooperative marketing approach; marketing research; Digital marketing; Marketing intelligence and Integrated marketing.

Unit 7: Human Resource and Meeting Management in Cooperatives

4 LHs

Role of human resource in cooperatives; Organization of HR function in cooperatives; Job analysis; Training and development; Meetings in cooperatives: Annual General Body Meeting & Special General Meeting. Needs, Types and Procedures of meetings; Emerging issues of HR in Nepal's cooperatives and Managerial Problems in Cooperative Sector & Strategies for making them more professional.

Basic Books

Jossa, B.(2020). *Managing the Cooperative Enterprise: The Rise of Worker-Controlled Firms*. Edward Elgar Publishing.

Nakkiran, S. (2006). *Co-Operative Management: Principles and Techniques*. New Delhi: Deep and Deep Publications.

References

Sinha, S. K. (1981). *Management of Cooperative Enterprises: Principles & Practices*. National Council for Cooperative Training, National Cooperative Union of India.

Hajela, T. N. *Cooperation Principles, Problems and Practice*. Ane Books Pvt Ltd.

Kamat, G. S. *New Dimensions of Cooperative Management*. Himalaya Publishing House.

Sharma, N.P. *Sahakari Sambandhi Rastriya Kanoon Ra Neeti*. Kathmandu: Pairavi Book House.

Zopounidis, C., Kalogeras, N., Mattas, K., Van Dijk, G., & Baourakis, G. *Agricultural Cooperative Management and Policy*. Springer.

MBADF 552: Economics of Microfinance

Area: Concentration

Credit:2

Lecture Hour: 32

Course Objectives

The objective of this course is to prepare students to take on roles as managerial positions on microfinance institutions/projects, policy analysts and technical advisers on Microfinance programs, governments, multilateral development institutions and international agencies. Students will have an appreciation of the broader context with the theoretical foundation that underpins the microfinance field; understand how and why microfinance banking emerges as alternative banking to meet the financial needs of the poor. This course make knowledgeable about the challenges and controversies facing Microfinance.

Course Descriptions

This course covered the introduction of microfinance, the evolution of microfinance, credit markets and group lending, financial services and delivery channels, measuring impacts of microfinance, microfinance business model and regulations, seminar on key issues in microfinance.

Learning Outcomes

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

- Understand the roots of microfinance and the evolution of microfinance
- Explain the rationales of intervention in credit markets
- Identify the solution of agency problems, adverse selection, moral hazard and problems with conventional banking practices
- Describe the role of savings for low-income people and households
- Identify the products and services to meet clients needs (demand)
- Access the of impact of microfinance program
- Apply the microfinance business model
- Evaluate the regulatory framework to establish and run the microfinance institutions
- Explore the current issues in the microfinance industry
- Identify the solutions for the problems facing by the microfinance industry

Course Details

Unit 1: Introduction of Microfinance

5 LHs

Meaning and Importance of Microfinance; Roots of Microfinance: ROSCAs, Credit Cooperatives; Marginal returns to capital; Women as clients of microfinance; The Grameen Bank and the beginnings of modern microfinance and Microfinance revolution from microcredit to microfinance.

Unit 2: Credit Markets and Group Lending

5 LHs

Credit Market and Agency Problems: Limited liability, Adverse selection, Credit Market and Moral Hazard: Ex-ante moral hazard, Ex-post moral hazard; Group-Lending Methodology: Role of dynamic incentives, Mitigating Adverse Selection, Overcoming Moral Hazards, Evidence in groups and contracts and Limits to Group Lending

Unit 3: Financial Services and Delivery Channels

4 LHs

Savings services; Uses and forms of savings by the poor; Credit; Agricultural finance; Insurance; Payment services and Delivery channels.

Unit 4: Measuring Impacts

6 LHs

Selection bias and focus on causality; Impact evaluation basics; Non-randomized approaches: Pipeline, with and without; before-after; longitudinal; Randomization approaches and Qualitative evaluation.

Unit 5: Microfinance Business Model and Regulation

4 LHs

Institution types and their loan size, funding structure; costs and interest rate; Profitability; Subsidies; Financial performance of MFIs; Prudential and non-prudential regulations; Types of institutions in Nepal and Microfinance regulatory framework of Nepal.

Unit 6: Seminar in Microfinance

8 LHs

In the seminar, students will be given an emerging issue and they will prepare a presentation which will be major input for the discussion. Students are also encouraged to pick any of the issues they are interested in. At the end of the seminar, each student should prepare a report reflecting on the seminar issues. Key themes of the seminar will include financial inclusion, financial literacy, women empowerment, poverty reduction, microenterprise creation, employment generation, sustainability of microfinance institutions, advanced technologies for microfinance and microfinance risk and mitigation.

Basic Books

Aghion, B. A. D., & Morduch, J. (2005). *The Economics of Microfinance*. The MIT press.

Ledgerwood, J., Earne, J., & Nelson, C. (2013). *The New Microfinance Handbook A Financial Market System Perspectives*. The World Bank.

References

Rutherford, S., & Arora, S. S. (2010). *The Poor and Their Money: Microfinance From a Twenty- First Century Consumer's Perspective* (2nd ed.). Oxford University Press.

Yunus, M. (2009). *Creating a World Without Poverty: Social Business and the Future of Capitalism*. Public Affairs.

Fanconi, P. A., & Scheurle, P. (2017). *Small Money Big Impact: Fighting Poverty with Microfinance*. John Wiley & Sons.

Hulme, D. (1997). *Impact Assessment Methodologies for Microfinance: A Review*. AIMS, USAID.

O'Connor, M., & Afonso, J. S. (Eds.). (2019). *Emerging Challenges and Innovations in Microfinance and Financial Inclusion*. Palgrave Macmillan.

MBADF 556: Entrepreneurial Finance

Area: Concentration

Credits: 2

Lecture Hours: 3

Course Objective

The main objective of this course is to enhance the understanding of students regarding new venture financing and provide necessary skills to evaluate various funding alternatives of start-up. This also aims at encouraging students to initiate new ventures by developing necessary skills of idea screening, financial planning and managing the successful new venture.

Course Description

Major topics included in this course are: introduction to finance for entrepreneurs, measuring and evaluating operating and financial performance, financial planning, venture capital valuation methods, professional venture capital, and harvesting and turnaround strategies for new venture.

Learning Outcomes

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

- Understand entrepreneurial ecosystem and life cycle of new venture
- Evaluate financial performance of the venture.
- Develop financial plan of new value
- Value the new venture by applying various valuation approaches.
- Appreciate various sources of financing a new venture, including professional venture capital.
- Explain methods of harvesting and turnaround strategies of new ventures

Course Details

Unit 1: Introduction to Finance for Entrepreneurs

4 LHs

Entrepreneurial process, Entrepreneurial ecosystem, Sources of entrepreneurial opportunities, Principles of entrepreneurial finance, Role of entrepreneurial finance, Successful venture life cycle, Financing through venture life cycle.

Unit 2: Evaluating Operating and Financial Performance

6 LHs

Financial statements of new venture, Users of financial performance measures by life cycle stage, Using various financial ratios, Cash burn rates, liquidity, leverage, profitability and efficiency ratios, Industry comparable ratio analysis.

Unit 3: Financial Planning

4 LHs

Financial planning throughout the venture's life cycle, Surviving in the short run, Short-term cash-planning tools, Cash planning from a projected monthly balance sheet, Systematic financial forecasting, Estimating additional financing needs to support growth. Percentage-of- sales projected financial statements.

Unit 4: Venture Valuation

8 LHs

Concept of value and cost of capital, Basic mechanics of valuation, Required versus surplus cash, Just-in-time equity valuation, Accounting vs. equity valuation cash flow, Basic venture capital valuation method, Earnings multipliers and discounted dividends

Unit 5: Professional Venture Capital**4 LHs**

History and current status of venture investing, Professional venture cycle, Major elements in the design and structure of a venture capital fund, Roles of venture capitalists, Terms or conditions to be negotiated when structuring venture capital financing.

Unit 6: Harvesting and Turnaround**4 LHs**

Exit strategy, Valuing the equity or enterprise, Systematic liquidation, Outright sale, Going public, Troubled venture and financial distress, Resolving financial distressed situation

Basic Books

Leach, J. C., & Melicher, R. W.(2019). *Entrepreneurial Finance*. New Delhi: Cengage Learning.

References

Adelman, P. J., & Marks, A. M. (2011). *Entrepreneurial Finance*. New Delhi: Pearson India.

Stancill, J. M. (2003). *Entrepreneurial Finance: For New and Emerging Businesses*. New York: Thomson/South-Western.

MBADF 554: Municipal Finance and Accounting

Credits:2
Lecture Hours: 32

Course Objectives

This course aims to enhance the understanding of concepts and theories of municipal finance and accounting with their practical applications by developing students' skill in managerial decision making.

Course Description

This course comprises introduction to municipal finance, municipal accounting, revenue management in local level, Municipal Accounting, Budgeting and Auditing, Municipal Financial Performance Measurement, Local assets management system, local governance and its implications on contemporary issues of municipal finance and accounting.

Learning Outcomes

- By the completion of the course students will be able to:
- Explain the nature and scope of municipal finance and accounting and also analyze the role of local government in different approaches.
- Explain the importance of revenue management and resource mobilization in local government and enhance the knowledge to calculate local tax.
- Explain the classification and source of tax and nontax revenue, resource gap, and responsiveness and rights of local government in tax collection.
- Explain the financial performance indicator, comparative financial statements, financial reporting.
- Explain the formulation process of municipal budgeting, allocating and auditing system in local level.
- Explain the local assets, process of procurement of goods and services and its usages.
- Explain the principles, approaches and implications of local governance.
- Explain the contemporary issues of local finance and accounting.
- Explain the general working process, guideline and system of municipality and some provisions in Nepalese constitution, acts and regulation related to local level.

Course Details

Unit 1: Introduction to Municipal Finance and Accounting

4 LHs

Meaning and significance of municipal financial; Introduction of municipal accounting; Accounting system local level; Financial management decisions; Structure of local level and Role of financial controller in local level.

Unit 2: Revenue Management in Local Level

9 LHs

Meaning and importance of revenue management; resource mobilization and gap in local government; Major sources of local government revenue: Property tax, Business tax, Rent tax, Advertisement tax, Entertainment tax, Registration and recommendation fee etc. Calculation of property tax: value of land, value of property and depreciation of property; Tax rate: process, determine and approval. Rights and duty of local level for tax collection; tax discount; Relation to federal government and provincial government for revenue sharing, debt, borrowing and grants

Unit 3: Municipal Accounting, Budgeting and Auditing**7 LHs**

Concept of municipal accounting; cash, accrual and other; Chart of municipal account and explanation; Fiscal policy for local level; Concept of budgeting; Budget preparation process in local level and allocation of budget; Role of Municipal Board and City Council; Execution of budget; Concept of auditing in local level; types of audit: internal and external; Process of audit; Remarks and submission of audit report and Settlement of unclarified expenses (audit observations).

Unit 4: Municipal Financial Performance Measurement**5 LHs**

Financial performance indicators; financial analysis tools: income statements, trend analysis, ratio analysis and comparative financial statements; Financial reporting: monthly, quarterly, half yearly and annually and Performance evaluation: evaluating content, process, quality, and impact.

Unit 5: Managing Local Assets**3 LHs**

Meaning of local assets; Procurement of goods and services; process and types; Inventory of local assets; Types of inventory of local assets and Laws of public procurement at the local level.

Unit 6: Local Governance and Implications**4 LHs**

Meaning and importance of local governance; Principles of local governance; Approaches of local governance; area based approach; thematic approach; project specific initiatives; Citizen engagement; local devolution; best practices and implications in local government.

Basic Books

Fourie M. L. and Opperman L. (2007). *Municipal Finance and Accounting* (3rd) Ed. Van Schaik Publishers, 1059 Francis Baard St, South Africa.

Anwar Shah (2013). *Local Governance in Developing Countries: Public Sector Governance and Accountability*. The World Bank Publication. Washington, D.C.

References

Government of Nepal, Ministry of Urban Development (2017). *National Urban Development Strategy*.

MBAE 551: Financial Regulation, Crisis and Ethics

Area: Elective

*Credits: 2
Lecture Hours: 32*

Course Objectives

The course is designed to provide conceptual skill about financial crisis and ethics including necessary content related to overall financial system. The knowledge from these courses will enable student to understand the various aspect of financial crisis and its ethical dimension.

Course Description

This Course covers the fundamental the concept of financial crisis which includes definition, nature, features etc.The knowledge regarding global and local financial system is placed Different types of financial instrument is described and various financial risk, causes and effect of financial crisis,This course covers the ethics related matter which directly and indirectly associates with financial transaction and also describe various ethical dimension associate with financial crisis and its overall impact.This course explains the trend of global financial crisis and role of policy maker included case study related to the various global crisis and lesson learn

Learning Outcome

Students after completing this course will be able to:

- Familiar with the concept and features of financial crisis including Global and local context.
- know financial system and role of various players in the system
- Understand the financial market, instrument, financial risk, causes and effect of financial crisis,
- Obtained knowledge about various ethical dimension associate with financial crisis and its overall impact
- Gained knowledge about trend of financial crisis and remedial policy initiation.

Unit 1: Introduction to Financial Crisis

6 LHs

Concept and definition of financial crisis; Features of financial crisis; Early warning signal of financial Crisis; Cause and effect of financial crisis ; Stages of financial crisis and A Philosophical approach of ethics and finance

Unit 2: Financial System, Product and Instrument

6 LHs

Global Vs local financial system; Shadow banking and its impact in financial system; Assets valuation assets price bubble; speculative trading; Deposit, credit, interbank transaction, off balance sheet and derivatives

Unit: 3: Financial Risk and Mitigating Tool Technique

5 LHs

Concept and definition of risk; Counterparty risk, operational risk and systemic risk; The principal/agent problem Analysis and Mitigating

Unit 4: Role of Regulator and International Agency

5 LHs

Key elements and tool of regulatory role; Financial Stability Board; G-20-Basel Committee; National Supervisors and Regulators

Unit: 5: Global and Regional Financial**5 LHs**

Back ground of financial crisis 2007; Sub- prime crisis; Asian financial crisis; Main cause, effect and remedies; Case Study with mentioning ethical weakness and financial crisis

Unit 6: Ethical Dimension of Financial crisis**5 LHs**

Ethics and moral practice; Institutional Vs individual ethics, corporate governance; Market Integrity and fairness

Basic Books

Hendry. J. (2013), *Ethic and Finance an Introduction*, Cambridge University Press Sharma. M. (2008) , *Management of Financial Institutions with a Special Emphasis on Bank and Risk Management*, Publisher: Prentice Hall India

References

Edward J.Schoen (2017), " The 2007–2009 Financial Crisis: An Erosion of Ethics: A Case Study" [The 2007–2009 Financial Crisis: An Erosion of Ethics: A Case Study | SpringerLink](#)

Blundell et al. (2008) "The Current Financial Crisis: Causes and Policy Issues" ISSN 1995-2864 Financial Market Trends © OECD (<https://www.oecd.org/finance/financial-markets/41942872.pdf>)

Financial Stability Report annually Published by Nepal Rastra Bank (https://www.nrb.org.np/contents/uploads/2020/11/Special_Publications-Financial_Stability_Report_Issue_No._1.pdf)

MBAE 558: Business Tax Planning

Area: Elective

*Credits: 2
Lecture Hours: 32*

Course Objectives

This course aims to provide students with the knowledge of various provisions of direct and indirect tax laws focusing primarily on income tax, tax planning and management for decision making and enable them to work as tax administrators or experts and consultants in the corporate as well as government sector focusing primarily on Nepalese legal framework and context.

Course Description

This course includes concept, key definitions and meaning of various types of tax and the terms related to the same. It includes computation of assessable income, taxable income and tax liability, especially of business organizations. Recognition of expenses, losses, and deductions are also covered. Indirect taxes including value added tax, customs duties and excise duties are also briefly discussed. The course focuses more on the concept and practical aspects of tax planning, tax management and their difference with tax avoidance, tax evasion and tax delinquency, especially in Nepalese context.

Learning Outcome

On completion of the course, students are expected to:

- Understand the concept of direct and indirect taxes
- Evaluate tax implications of various businesses and legal status of organizations
- Use tax assessment tools and assess various tax liabilities
- Evaluate different sources of income
- Understand the basics of tax planning
- Differentiate between tax planning and tax evasion
- Be able to advise business organizations and its management on tax planning
- Be able to review and administer tax collection

Course Details

Unit 1: Introduction of Taxation

5 LHs

Tax: concepts and types; Development of tax theories and principles; Types of indirect taxes; Impact of the taxes; and Right of different tax collection by central government, province governments and local levels of Nepal.

Unit 2: Basis of Tax Accounting and Classification of Income

4 LHs

Implication and quantification of income; Classification of income; and Basis of accounting, deductions, allowable and disallowable.

Unit 3: Calculation of Assessable Income and Taxable Income

5 LHs

Calculation of assessable income and taxable income of an entity and natural person.

Unit 4: Disposal of Assets and Liabilities

3 LHs

Gain on disposal of assets and liabilities; Deemed disposals of assets and liabilities; and Change in control

Unit 5: Tax Rebate, Concession and Tax Credit:**4 LHs**

Tax rebate and tax concessions available; Set off and carry forward of losses; Tax credit to female taxpayers; and Foreign tax credit.

Unit 6: Assessment, Recovery and Tax Administration:**5 LHs**

Assessment, fines and penalties; Appeals; Public circulars; Advance ruling; Tax directive issued by Inland revenue department; and Double taxation avoidance agreements with various countries

Unit 7: Accounting and Taxation:**2 LHs**

Difference between taxable profit and financial profit; and Deferred tax

Unit 8: Tax Planning and Evasion:**4 LHs**

Tax avoidance and tax evasion; Tax planning and Aggressive tax planning and clear distinctions between them; General anti avoidance rules; Income splitting; Transfer pricing; and Indirect payment.

Basic Books

GON, Income Tax Act, 2058 with amendment, Kathmandu: Ministry of Finance, Government of Nepal.

GON, Income Tax Rules, 2059 with amendment, Kathmandu: Ministry of Finance, Government of Nepal.

GON, Value Added Tax Act, 2052 with amendment, Kathmandu: Ministry of Finance, Government of Nepal.

GON, Value Added Tax Rules, 2053 with amendment, Kathmandu: Ministry of Finance, Government of Nepal.

MOF. (various years). Finance Act (Budget Speeches). Kathmandu: Ministry of Finance, Government of Nepal.

Double Taxation Avoidance Agreements with various countries, Kathmandu: Ministry of Finance, Government of Nepal.

References

Kandel, P.R., *Tax Laws and Tax Planning*. Kathmandu: Buddha Publication Pvt. Ltd.

Dhakal, K.D., Bhattarai I., Koirala G.P., Bhattarai R.K.(updated edition) *Tax Laws and Planning*, Kathmandu, Ashmita Books Publishers and Distributors Pvt. Ltd.

Agrawal, J., (updated edition), *Income Tax Theory and Practice*, Kathmandu

Dahal, B.N. (updated edition) *Taxation IPs*, Kathmandu, Professional Studies Resources Developers

Dahal, S.M. (updated edition) *The Purple Book of Tax and The Purple Book of Province Tax*, Kathmandu, Nepal

Shinghania, V.K., (updated), *Direct Tax Laws and Practice*, New Delhi, India, Taxmann Publications Pvt Ltd

MBAE 560: Management and Financial Information System

Area: Elective

Credits: 2

Lecture Hours: 32

Course Objectives

The main objective of the course is to provide students with the understanding that information technology and related financial technologies are transforming the financial services industry. The course would help students understand how technologies are creating paradigm shifts in traditional management practices and supporting innovation in business models of banking and financial markets. The course would also help understand the key concepts of cyber security and risk management with financial information systems. The course would also touch upon the concepts of channel management and customer relationship management. The course would also help understand key concepts of risk management and cyber security that are related to management and financial information systems.

Course Description

The course starts with the concept of information systems and its implementation to business benefits. The course will then focus on use of information systems (financial information systems) in the areas of banking and financial markets. The course also covers other key business considerations such as communication channels, customer relationship management, and risk management. The course also touches upon the local context in relation with the financial information systems. The course content also examines innovation areas and emerging technologies, including digital currencies, blockchain, artificial intelligence, and mobile payments

Learning Outcomes

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

- Understand basic concepts, theories and practices related information systems in business
- Understand basics concepts of business process management, solution architecture and technology infrastructure
- Understand the concept of banking, trade services, foreign exchange markets
- Understand the concept of financial markets technology in relation with capital markets and financial markets intermediaries.
- Understand the concept of channels & customer relationship management, risk management and local context of financial information systems.

Course Details

Unit 1: Information Systems in Global Business Today

4 LHs

The role of information systems in business today; Business processes and information systems; Types of business information systems; Systems for collaboration and teamwork; How information systems impact organizations and business firms; and Using information systems to achieve competitive advantage.

Unit 2: Foundations of Financial Services Technology

4 LHs

Business process management; Solution architecture; Technology solution delivery; and Technology infrastructure and operations

Unit 3: Banking Technology

8LHs

Banking contexts, deposits and cash management; Lending and debt collection; Payments, trade

services and finance; Treasury and foreign exchange; and Treasury derivatives

Unit 4: Financial Markets Technologies

6 LHs

Capital markets contexts; Exchanges and execution venues; and Financial markets intermediaries

Unit 5: Cross Functional Considerations

4 LHs

Channels and customer relationship management; Enterprise resource planning (ERP) systems; ERP implementation issues; Cybersecurity; Market risk management; Operational and compliance risk management; and Innovation.

Unit 6: Information Systems and Financial Information Systems–Local Regulatory Framework
6 LHs

Digital Nepal framework 2020; Payments and e-commerce system regulations; Electronic transactions act; Intellectual property act . Nepal National RTGS system; National ID system Nepal; and Online revenue payments in Nepal

Basic Books

Randall E. Duran *Financial Services Technology: Processes, Architecture, And Solutions* (1st First Edition)

Laudon, K. C., & Laudon, J. P. (2012). *Management Information Systems: Managing the Digital Firm*. Toronto: Prentice Hall.

References

Marakas, G. M., & O'Brien, J. A. (2013). *Introduction to Information Systems*. New York: McGraw-Hill
IrwinLawcommission.gov.np. 2021. [online] Available at:
<https://www.lawcommission.gov.np/en/wp-content/uploads/2018/10/electronic-transaction-act-2063-2008.pdf>

Nepal Rastra Bank.(2021). *Payment Systems Department*. [online] Available at:
<<https://www.nrb.org.np/departments/psd/>> .

Lee, C. K. M., Zhang, L., Lee, P. X., & Au, K. O. (2009). *Using ERP Systems to Transform Business Processes: A Case Study at a Precession Engineering Company*. International Journal of Engineering Business Management. <https://doi.org/10.5772/6784>

Mak, M. K. Y., Ho, G. T. S., & Ting, S. L. (2011). *A Financial Data Mining Model for Extracting Customer Behavior*. International Journal of Engineering Business Management. <https://doi.org/10.5772/50937>

Cyber Risk Surveillance: *A Case Study of Singapore. (2020, February)*. IMF.org. <https://www.imf.org/~media/Files/Publications/WP/2020/English/wpiea2020028-print-pdf.ashx>

MBAE 563: Fundamental of Public Finance

Area: Elective

*Credits: 2
Lecture Hours: 32*

Course Objectives

This course aims to enhance the understanding of concepts and theories of public finance and their practical applications by developing students' skill in managerial decision making.

Course Description

This course comprises introduction to public finance, public expenditure, public revenue and debt, fiscal policy, budget and financing, fiscal federalism and seminar on contemporary issues of public finance.

Learning Outcomes

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

- Explain the nature and scope of public finance and also analyze the role of government in different approaches.
- Discuss the classification of public expenditure and cost-benefit analysis and also understand the causes for growth of public expenditure.
- Explain the classification and theories of tax, resource mobilization and gap, and responsiveness and productivity of tax yields.
- Examine the impact, shifting, incidence, capitalization and transformation of tax.
- Describe The concepts and significance of public debt and also the concept of debt trap.
- Explain the fiscal policy, budget and deficit financing.
- Explain fiscal decentralization and fiscal federalism.
- Analyze the contemporary issues of public finance.

Course Details

Unit 1: Introduction to Public Finance **3 LHs**

Nature and scope of public finance and Role of government in different approaches.

Unit 2: Public Expenditure **4 LHs**

Classification; Causes for growth of public expenditure and Cost-benefit analysis.

Unit 3: Public Revenue and Debt **9 LHs**

Tax revenue: Classification of tax; Theories of taxation: principle of benefit and principle of ability to pay; Impact, shifting, incidence, capitalization and transformation of tax; Resource mobilization and gap; Responsiveness and productivity of tax yields; Effects of taxation; and public debt: concepts, significance and concept of debt trap.

Unit 4: Fiscal Policy, Budget and Financing **5 LHs**

Fiscal policy: concepts, types, methods, goals and models; Fiscal multipliers; Fiscal cliffs; Budget: components and budget cycle and Deficit financing: concepts and significance.

Unit 5: Fiscal Federalism**5 LHs**

Fiscal decentralization: concepts, indicators, forms and rationale; Fiscal federalism: concepts, building blocks, key issues, objectives, theories and main assignments.

Unit 6: Seminar on Contemporary Issues of Public Finance**6 LHs**

Black economy, corruption and money laundering; Good governance; Economic crisis and fiscal stimulus; Fiscal federalism models in Nepal; Current fiscal policy of Nepal; Fiscal issues in Nepal.

Basic Books

Lekhi, R.K., & Singh, J. (2016). *Public Finance*. New Delhi: Kalyani Publishers. Shah, R. K. (2016). *Fiscal Federalism in Nepal*. Kathmandu: Ekta Books.

References

Bista, R.B. (2021). *Economics of Nepal*. Kathmandu: New Hira Books Enterprise. Bagchi, A. (2008). *Readings in Public Finance*. India: Oxford University Press

Goode, R.(1983). *Government Finance in Developing Countries*. Washington: Brooking Institute

Musgrave, R and Musgrave, P.(1969). *Public Finance in Theory and Practice* . USA: McGraw-Hill

MBAE 570: Business Analytics for Manager

Area: Elective

*Credits: 2
Lecture Hours: 32*

Course Objectives

The purpose of this course is to impart the knowledge of business analytics to the students. This course also aims to provide the skills to the students in using the widely used performance analytical tool namely Data Envelopment Analysis (DEA).

Course Description

This course provides an overview of business analytics at strategy level, functional level, and analytical level. It mainly focuses on models in business analytics; strategy and business analytics; business process optimization; analyst's role in business analytics model' and performance analytics.

Learning Outcome

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

- Relate the existing business analytics models in real world
- Understand the business analytics at the strategy level
- Develop and deploy the information at functional level
- Use business analytics at the analytical level
- Apply performance analytics

Course Details

Unit 1: Introduction

6 LHs

Business analytics: concepts; Evolution of business analytics: impacts and challenges; Scope of business analytics: software support; Data for business analytics: datasets and databases, big data, metrics and data classifications, data reliability and validity; Models in business analytics: decision models, model assumptions, uncertainty and risk and prescriptive decision models; Problem solving with analytics: recognizing a problem, defining the problem, structuring the problem, analyzing the problem, interpreting results and making a decision, and implementing the solution.

Unit 2: Business Analytics at Strategy level

4 LHs

Link between strategy and the deployment of business analytics; Strategy and business analytics: no formal link between strategy and business analytics, business analytics supports, strategy at a functional level, dialogue between the strategy and business analytics functions, and information as a strategic resource; Information prioritization: The product and innovation perspective, customer relations perspectives; and The operational excellence perspectives

Unit 3: Development and Deployment of Information at the Functional Level

6 LHs

Establishing the business processes with the Rockart model; Optimizing existing business process: customer relationship management activities, campaign management, product development, web log analysis, pricing, corporate performance management, supply chain management, lean; and Key performance indicators for the company's different functions

Unit 4: Business Analytics at the Analytical Level

4 LHs

Data, information and knowledge; Analyst's role in business analytics model; Business

competencies; Method competencies; Data competencies; and Explorative methods.

Unit 5: Performance Analytics

12 LHs

Basic concept of efficiency measurement; Frontier analysis; Mathematical programming aspects of data envelopment analysis (DEA); Output maximization and input minimization DEA programs; Charnes, Cooper and Rhodes (CCR) Model; and Banker, Charnes and Cooper (BCC) Model.

Basic Books

Gert, H.N. Laursen & Jesper Thorlund. (2017). *Business Analytics for Managers*. New Jersey: John Wiley & Sons Inc.

James, R. Evan . (2017). *Business Analytics Methods, Models and Decisions*. England: Pearson Education Limited

Ramanathan, R. (2003). *An Introduction to Data Envelopment Analysis: A Tool for Performance Measurement*. New Delhi: Sage Publications India Pvt. Ltd

References

D.R. Anderson, D.J. Sweeney, T.A. Williams & K. Martin. (2011). *An introduction to Management Science Quantitative Approaches to Decision Making*. Delhi: Cengage Learning India Private Limited.

Jean Paul Isson & Jesse S. Harriott . (2016). *People Analytics in the Era of Big Data* . New Jersey: John Wiley & Sons Inc.