



# त्रिभुवन विश्वविद्यालय

व्यवस्थापन संकाय

व्यवस्थापन संकाय  
डीनको कार्यालय

टेलिफोन कार्यालय : ०१-४३३०८१८, ०१-४३३२७१८, ०१-५१९५५६८ (Exam)

फ्याक्सुर : ९७७-०१-५१९५४२९

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डीनको कार्यालय  
कीर्तिपुर, काठमाडौं, नेपाल ।

मिति २०७८/१०/१२

## सूचना

त्रि.वि.व्यवस्थापन संकाय, डीनको कार्यालयबाट संचालित Bachelor of Business Administration (BBA), Bachelor of Business Management (BBM) र Bachelor of Information Management (BIM) कार्यक्रमहरूको देहाय बमोजिमको संशोधित पाठ्य संरचना तथा पाठ्यक्रम यहि शैक्षिक वर्ष २०७७/०७८ (सन् २०२१) मा भर्ना भै अध्ययन गर्ने तथा त्यसपछिका विद्यार्थीहरूको लागि लागु हुने गरी त्रि.वि. प्राज्ञिक परिषद्द्वारा स्वीकृत भएको व्यहोरा जानकारी गराईन्छ र सोही अनुसार नै पठनपाठन गर्नुहुन समेत अनुरोध छ ।

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प्रा.डा. डिल्लीसज शर्मा

डीन

**Tribhuvan University**  
**Faculty of Management**  
**Office of the Dean**



**BACHELOR OF BUSINESS MANAGEMENT (BBM)**

**Curriculum**

**Effective from the Academic Batch 2021 AD**

**Office of the Dean**  
**Faculty of Management**  
**Tribhuvan University**  
**Kathmandu**

# **TRIBHUVAN UNIVESITY**

## **Faculty of Management**

### **BBM PROGRAM**

#### **INTRODUCTION TO FACULTY OF MANAGEMENT**

The Faculty of Management (FOM), Tribhuvan University has its ultimate objective 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 at developing 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 attempts to continuously innovate and promote cost-effective, socially relevant, modern technology based educational programs in Nepal.

The FOM offers instructions leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Information Management (BIM), Bachelor of Business Administration (BBA), Bachelor of Public Administration (BPA), Bachelor of Mountaineering Studies (BMS), Bachelor of Business Administration - Finance (BBA-F), Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Management (MBM),

Master of Business Studies (MBS), Master of Public Administration (MPA), Master of Travel and Tourism Management (MTTM), Master of Hospitality Management (MHM), Master of Finance and Control (MFC), Master of Business Administration (MBA) and Master of Business Administration in Global Leadership and Management (MBA in GLM), Master of Business Administration in Information Technology (MBA IT), Master of Business Administration - Finance (MBA-F), Master of Business Administration in Corporate Leadership (MBA-CL), Master of Business Administration in Marketing (MBA - M), Master of Adventure Tourism Studies (MATS), The FOM also offers Master of Philosophy (M. Phil.) in Management, Master of Philosophy (M. Phil.) in Public Administration 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 for updating the knowledge and skills in academia and corporate world.
- Innovate and promote management programs catering to the needs of various social and economic sectors of Nepal.
- Establish linkages with leading universities and management institutes abroad and collaborate with them in development programs and their implementation in the work place.

## **BACHELOR OF BUSINESS MANAGEMENT (BBM) PROGRAM**

The BBM program of Faculty of Management, Tribhuvan University is an industry based management course that prepares the students to develop critical and analytical skills with in-depth knowledge about different aspects of business. It nurtures skills like entrepreneurship, interpersonal skills, leadership skills that help the graduates in getting better job opportunities and career development. It is, therefore, designed for aspiring business leaders and managers of the future. The BBM graduates are equipped with the necessary knowledge, skills and self-confidence to assist in effective and successful management, within constantly changing and highly competitive national and global business environment. This course has been designed with the objective of producing middle-level managerial manpower in the sectoral areas.

### **Program Objectives**

The program is designed with the following objectives:

- Develop students' skills in creative thinking, decision making, leadership, communication, and gain understanding of operations and change.
- Develop students' understanding of entrepreneurship and innovation, and effective management of business operations in a dynamic business environment.
- Prepare students for professional life to work as business manager and entrepreneur.

### **ELIGIBILITY CONDITION FOR ADMISSION**

Students applying for admission to the BBM program must have

- Successfully completed twelve-year schooling or its equivalent from any university, board or institution recognized by Tribhuvan University.
- Minimum D+ grade in each subject of grade 11 and 12 with CGPA 1.80 or more / Secured at least second division in the 10+2, PCL or equivalent program; and
- Complied with all the application procedure.

### **ADMISSION CRITERIA**

#### **Written Test:**

Eligible applicants are required to appear in the entrance test commonly known as Central Management Admission Test (CMAT) conducted by the Faculty of Management. The test will follow the international testing pattern and standards. It includes the areas like:

Verbal ability

Quantitative ability

Logical reasoning

General awareness

There shall be altogether one hundred (100) objective questions in the CMAT containing twenty (25) questions in each section with a total weight of 100 marks. Student must secure a minimum of 40% in the CMAT in order to qualify for the interview.

### **Interview**

Applicants securing above cut off point marks in the CMAT will be short-listed. Only short listed candidates will be interviewed and selected for admission.

### **TEACHING PEDAGOGY**

The BBM program is based on the student-centered learning approach. The general teaching methodology of the program includes interactive lectures, students' presentations, case studies, and projects. The teaching faculty shall determine the appropriate teaching-learning methods suitable for each course.

### **SEMINAR AND PRACTICUM**

Seminar and Practicum may conduct in accordance to guideline and evaluation criteria strictly follow as per direction mentioned in guidelines.

### **PROJECT AND REPORT WRITING OR INTERNSHIP**

A student is required to undertake a research assignment and prepare a Research Project Report at the end of the eight semester. The concerned colleges shall assign a faculty member to supervise the research work. The research work/ internship report must be presented in the format as prescribed by FOM. The evaluation of the project work/report shall be based on the following two components:

Written Report:	70 %
Presentation:	30%

FOM shall conduct the written report evaluation and report presentation through independent external evaluator(s). The concerned college shall organize the student's presentation of the project report in a seminar format.

In lieu of Project and Report Writing students shall be attached to organizations where they have to work for a period of eight weeks. Each student shall prepare an individual project report in the prescribed format based on his / her work in the respective organization assigned to him / her. Evaluation of the internship shall be based on the confidential report by the organization, project report and presentation of the report. The report must be submitted by the end of the eighth semester. Students must secure a minimum grade of "C" in the internship. The internship carries a weight equivalent to 6 credit hours. The evaluation of the Internship shall be based on the following three components:

Organizational Evaluation	25%
Written Report:	50 %
Presentation:	25%

## **ATTENDANCE**

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

## **EXAMINATION AND EVALUATION**

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

## **IN-SEMESTER EVALUATIONS**

The in-semester (internal) evaluation shall generally have a total weight of 40 percent in each 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 2.0 or Grade C in a course in order to be eligible to appear in the semester-end examination of that course. The in-semester evaluations will be based on the following components.

## **SEMESTER-END EXAMINATIONS**

The semester-end examinations on course work related subjects shall have a total weight of 60 percent. The semester-end examination shall be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by the courses. The duration of the examination shall be 3 hours for theory courses. Courses having practical components shall have two hour practical examinations.

<b>In-semester Evaluation: 40 Marks</b>	
<b>Evaluation Activities</b>	<b>Weight in %</b>
In-semester pre-board Examination	40
Class-room activities (Class presentations, case analysis, group works etc)	30
Projects and Assignments	20
Class Attendance and discipline	10
Total	100 %

## **PASSING GRADE AND GRADING SYSTEM**

The grading system followed in the BBM program will be based on the absolute performance of a student in the in-semester evaluation and semester-end examinations. The performance of a student in the program shall be made on a four point scale. The final evaluation of students is done through the

examination conducted by Tribhuvan University. Students must secure a minimum of grade ‘B’ or Grade Point Average (GPA) of 3.0 in the in-semester evaluation in order to qualify to appear in the semester examination.

The grading system of semester examination shall be as follows:

<b>Letter Grade</b>	<b>Cumulative Grade Point Average (CGPA)</b>	<b>Marks Obtained in Percent</b>	<b>Divisions / Remarks</b>
A	4.00	90 - 100	Distinction
A-	3.70 - 3.99	80 - 89.9	Very Good
B+	3.30 - 3.69	70 - 79.9	First Division
B	3.00 - 3.29	60 - 69.9	Second Division
B-	2.70 - 2.99	50 - 59.9	Pass in Individual Subject
F	Below 2.70	Below 50	Fail

### **NORMAL AND MAXIMUM DURATION OF STUDY**

The normal duration and the maximum duration for the completion of the requirements for the various programs are as follows:

Normal duration	48 months (8 semesters)
Maximum duration	96 months (16 semesters)

### **MAKE UP/RETAKE EXAM**

Make up/Retake examination shall be conducted as per the semester guidelines

### **GRADUATION REQUIREMENTS**

The BBM program extends over eight semesters (four academic years). The BBM degree is awarded upon its successful completion of all the following requirements specified by the curriculum.

- The successful completion of 120 credit hours as prescribed with a minimum of passing grade in all courses with CGPA of 3.00.
- A minimum of grade ‘B’ obtained in the Project Report Writing or Internship.
- Completed all the course requirements as specified in the curricular structure section within the maximum time period specified in the normal and maximum duration of the study section.

### **Credit Transfers and Withdrawal**

The program allows students to transfer the credits earned by them in similar program of other universities recognized by Tribhuvan University. A student who has partially completed the BIM program and would like to discontinue his / her studies shall also be allowed to withdraw from the program. In such cases, a certificate specifying the credit earned by the student in the program shall be provided.

### **Curricular Structure**

The BBM program is based on semester system. It is a 4 year program spread over eight semesters, each semester constitute of 16 weeks of intensive study. The program covers 120 credit hours. The curricular structure has business tool courses, business foundation courses, focus area courses and elective area courses.

Code	Course	Credit Hours
<b>Business tool courses: 36 Credit hours</b>		
<b>(Each course constitute of 3 credit hours)</b>		
ECO 203	Microeconomics for Business	3
ECO 204	Macroeconomics for Business	2
ECO 205	Seminar on Contemporary Issues of Macro Economics	1
ENG 201	English- I	3
ENG 202	English -II	3
ENG 203	Business Communications	3
MTH 201	Business Mathematics I	3
MTH 202	Business Mathematics -II	3
PSY 202	Psychology	3
RCH 201	Business Research Methods	3
SOC 203	Sociology for Business Management	3
SOC 204	Nepalese History and Politics	3
STT 201	Business Statistics	3
<b>Business foundation courses: 54 Credit hours</b>		
ACC 201	Financial Accounting	3
ACC 202	Cost & Management Accounting	3
ACC 204	Taxation and Auditing	3
FIN 206	Fundamentals of Finance	3
FIN 207	Financial Management	3
FIN 208	Financial Markets & Services	3
IT 204	E-commerce	3
IT 232	Database Management System	3
MGT 231	Foundation of Business Management	3
MGT 234	Legal Environment for Business in Nepal	3
MGT 205	Operations Management	3
MGT 237	Entrepreneurship & Business Resource Mapping	2
MGT 238	Practicum on Business Plan	1
MGT 240	Strategic Management	3
MGT 232	Leadership and Organizational Behavior	2
MGT 233	Seminar on Leadership & Organizational Behavior	1
MGT 237	Entrepreneurship & Business Resource Mapping	2



MGT 238	Practicum on Business Plan	1
MGT 239	Business Ethics and Corporate Governance	3
MGT 234	Legal Environment for Business in Nepal	3
MKT 201	Fundamentals of Marketing	3
<b>Focus Area Courses: 15 Credit hours</b>		
<b>Focus Area: Bank Operations and Cooperative Management (5 Courses)</b>		
BNK 211	Banking Law	3
BNK 212	Wholesale and Retail Banking	3
BNK 214	Commercial Banking Operations	3
BNK 215	Capital and Money Markets	3
BNK 216	Treasury Management	3
BNK 217	Cooperative Management	3
BNK 218	Micro Finance and Rural Banking	3
BNK 219	Investment Banking	3
BNK 220	Security Analysis and Profit Management	3
<b>Focus Area: Sales and Marketing (5 Courses)</b>		
MKM 201	Consumer Behavior	3
MKM 214	Sales Force Management	3
MKM 209	Retail Marketing	3
MKM 215	Industrial Marketing	3
MKM 216	Rural Marketing	3
MKM 212	Branding	3
MKM 211	Internet Marketing	3
MKM 204	Services Marketing	3
MKT 217	Fundamentals of Advertising	
MKM 210	Marketing Research	3
<b>Focus Area: Insurance and Risk Management (5 Courses)</b>		
INS 219	Fundamentals of Risk and Insurance	3
ISN 212	Insurance Broking and Bancassurance	3
INS 220	Property Risk Management	3
ISN 214	Commercial Liability Risk Management	3
INS 221	Life Insurance	3
INS 222	Nonlife Insurance	3
ISN 217	Global Trade and Marine Insurance	3

ISN 218	Micro Insurance	3
BNK 202	Financial Derivatives	3
<b>Focus Area: Entrepreneurship and Enterprise Development (5 Courses)</b>		
MEM 205	Social Entrepreneurship	3
EED 218	Small Business Planning & Management	3
EED 219	Innovation and Technology Management	3
EED 214	Entrepreneurial Marketing	3
EED 220	Micro-finance & Cooperatives	3
EED 221	Project Planning & Management	3
EED 222	Design Thinking & Entrepreneurial Skills Management	3
<b>Focus Area Accounting</b>		
ACS 201	Taxation in Nepal	3
ACS 202	Accounting for Banking	3
ACS 203	Corporate Accounting	3
ACS 204	Budgeting	3
ACS 205	Corporate Auditing	3
ACS 206	Accounting for Business	3
ACS 207	Accounting for Insurance	3
ACS 208	Accounting for Financial Analysis	3
<b>Electives: 9 Credit hours (Three Courses)</b>		
ELE 221	Emerging Global Business Issues	3
ELE 223:	Management of Foreign Trade	3
ELE 224	Organizational Development and Change	3
ELE 225	Budgeting and Financial Forecasting	3
ELE 226:	Event Management	3
ELE 227	Service Operations Management	3
ELE 228	Labor Relations Management	3
ELE 242	Negotiation Skills	3
ELE 243	Real estate Management	3
MGT 350	<b>Internship Or</b>	<b>6 Credit hours</b>
PRJ 351	<b>Summer Project</b>	

<b>Course Cycle</b>		
	<b>Semester I:</b>	<b>15 Cr</b>
ECO 203	Microeconomics for Business	3
ENG 201	English- I	3
MGT 231	Foundation of Business Management	3
MTH 201	Business Mathematics I	3
SOC 203	Sociology for Business Management	3
	<b>Semester II:</b>	<b>15 Credit Hours</b>
ACC 201	Financial Accounting	3
ECO 204	Macroeconomics for Business	2
ECO 205	Seminar on Contemporary Issues of Macro Economics	1
ENG 202	English -II	3
MTH 202	Business Mathematics -II	3
MGT 232	Leadership and Organizational Behavior	2
MGT 233	Seminar on Leadership & Organizational Behavior	1
	<b>Semester III:</b>	<b>15 Credit Hours</b>
ACC 202	Cost & Management Accounting	3
ENG 203	Business Communication	3
FIN 206	Fundamentals of Finance	3
SOC 204	Nepalese History and Politics	3
STT 201	Business Statistics	3
	<b>Semester IV</b>	<b>15 Credit Hours</b>
MGT 234	Legal Environment for Business in Nepal	3
FIN 207	Financial Management	3
PSY 202	Psychology	3
ACC 204	Taxation and Auditing	3
RCH 201	Business Research Methods	3
	<b>Semester V</b>	<b>15 Credit Hours</b>
<b>9   Page</b>		

MKT 201	Fundamentals of Marketing	3
MGT 205	Operations Management	3
FIN 208	Financial Markets & Services	3
IT 231	IT and Application	3
	Focus Area Course I	3
	<b>Semester VI:</b>	<b>12Credit Hours</b>
IT 232	Database Management System	3
MGT 236	Business Environment	3
MGT 237	Entrepreneurship & Business Resource Mapping	2
MGT 238	Practicum on Business Plan	1
	Focus Area Course II	3
	<b>Semester VII</b>	<b>15 Credit Hours</b>
	Elective Course I	3
	Focus Area Course III	3
	Focus Area Course IV	3
IT 204	E-commerce	3
MGT 239	Business Ethics and Corporate Governance	3
	<b>Semester VIII</b>	<b>18 Credit Hours</b>
MGT 240	Strategic Management	<b>3</b>
	Elective Course II	<b>3</b>
	Elective Course III	<b>3</b>
	Focus Area Course V	<b>3</b>
	Project Report Writing/ Internship with Report	<b>6</b>

### **MATTERS NOT MENTIONED**

The FOM shall have the final authority to decide any other matters and issues not mentioned in the aforementioned clauses.

Business Tools course.

# **ECO 203: Microeconomics for Business**

## **(BBM)**

**Credits: 3**  
**Lecture Hours: 48**

### **Course Objectives**

This course aims to develop students' understanding of the microeconomic concepts and theories in order to enhance their skill in analyzing business opportunities and markets for efficient use of resources.

### **Course Description**

This course comprises fundamentals of microeconomics, analysis of demand, supply and market efficiency, theory of consumer's behavior, production and cost analysis, pricing theory and practices and market for resources.

### **Course Learning Outcomes**

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

- Describe the nature of microeconomics and its use in business and also understand basic principles of economics.
- Use the demand and supply as the basic tools of market equilibrium and efficiency.
- Measure elasticity of demand and supply and use price elasticity of demand in business decision making.
- Derive the demand curve for normal goods by analyzing the consumer's behavior in both cardinal and ordinal approach.
- Explain the production functions and determine optimal combination of inputs and also examine the behavior of short-run and long-run cost and cost curves.
- Explain market structures, determine profit maximizing price of the products in those market and explain the pricing of real practices.
- Describe the pricing of resources.

### **Course Details**

#### **Unit 1: Fundamentals of Microeconomics**

**5LHs**

Microeconomics: concept and scope; Microeconomics in business decisions: nature and uses; Basic principles of economics: how people make decisions, how people interact and how the economy as a whole works.

#### **Unit 2: Analysis of Demand, Supply and Market Efficiency**

**12LHs**

Demand function: concept and types, movement and shifts in demand curve; Supply function: concept and types, movement and shifts in supply curve; Market equilibrium; Effect of changes in demand and supply on market equilibrium; Effect of government policy (Tax, subsidy and price control) on market equilibrium; Market efficiency: concepts and measurement (by consumer's surplus and producer's surplus); Price elasticity of demand: concept and calculation; Price elasticity of demand in demand curve; Relationship between revenue and price elasticity; Uses of price elasticity of demand in business decision making; Concept of income elasticity of demand, cross elasticity of demand, advertisement elasticity of demand and elasticity of supply.

**Unit 3: Theory of Consumer's Behavior****4LHs**

Cardinal approach: assumptions, consumer's equilibrium and derivation of demand curve; Ordinal approach: concept, assumptions and properties of indifference curve; Marginal rate of substitution; Price line; Consumer's equilibrium; Price effect and derivation of demand curve for normal goods

**Unit 4: Production and Cost Analysis****11LHs**

Production function: concept and types; Optimal employment of one variable inputs; Isoquants: assumptions, MRTS, properties and isocost line, optimal employment of two variable inputs; Laws of returns to scale; Cobb-Douglas production function; Cost function: concepts, implicit cost and explicit cost, accounting cost and economic cost, opportunity cost; Behavior of short-run costs and cost curves; Derivation of long-run average and marginal cost curves; Economies and diseconomies of scale; Relation between average cost and marginal cost

**Unit 5: Pricing Theory and Practices****10LHs**

Market structure: concept and characteristics; Profit maximization goal of firm; Price and output determination under perfect competition: short-run and long-run equilibrium, Derivation of short run supply curve of a firm and industry; Price and output determination under monopoly: short-run and long-run equilibrium; Price and output determination under monopolistic competition: short-run and long-run equilibrium; Pricing practices: price discrimination, cost plus pricing, incremental cost pricing and two-part tariffs

**Unit 6: Markets for Resources****6 LHs**

Wage determination: competitive labor market, Three union models, The minimum-wage controversy, Wage differentials and Pay for performance; Interest rate differentials; Economic rent and its determination; Profit: business profit and economic profit

**Basic Book**

McConnell, C.R., Brue, S.L. and Flynn, S.M., *Economics: Principles, Problems and Policies*, New Delhi, McGraw Hill. Latest Edition

**References**

Browning and Browning (1994), *Microeconomic Theory and Applications*, New Delhi, Kalyani Publishers

Adhikari, G.M. and Shreshtha, R.G. *Microeconomics for Business*, Kathmandu: KEC Publications, Latest Edition.

Case, K. E. and Fair, R.C. *Principles of Economics*, Singapore, Pearson Education. Latest Edition.

Dwivedi D.N., *Microeconomics Theory and Practice*, New Delhi, Tata McGraw Hill. Latest Edition

Koutsoyianis, A., *Modern Microeconomics*, London, Macmillan. Latest Edition

# **ENG 201: English - I**

**(BBM)**

*Credits: 3*  
*Lecture Hours: 48*

## **Course Description**

English 201 course focuses on English language and communication skills required for general as well as professional contexts. It encourages students to expand their English vocabulary, improve their reading and writing abilities in English in both social and professional interactions, and learn terminology and skills that they can apply to different communicative purposes. It also seeks to enhance students' cross-cultural understanding by presenting a wide array of ideas from different spheres of human activity, which is of vital importance for success as an executive in management. Reading opinions of thoughtful people is important because we learn about other opinions and ideas in the process and they help shape our ideas and prepare us to become educated citizens who can think and form their own conclusions.

The course has two main components of equal weightage: (50% + 50%)

- I. Core English**
- II. Genres and Disciplines**

## **Course Objectives and Outcomes**

After completing this course, students will be able to:

- read texts written in various disciplines and discourses
- express themselves using varied forms in both speech and writing
- adapt content to purpose, context and audience
- understand and use appropriate style and tone
- conduct general and business communications
- work successfully in a team
- match audience with the purpose and medium of communication
- use presentational and rhetorical techniques for effective communication
- gain disciplinary and interdisciplinary insights

## **Course Contents**

### **I. Core English**

#### **Unit 1.**

1. What are you like?
2. Customs and traditions
3. Looking ahead
4. Into the wild
5. Health matters
6. Would you believe it?
7. Traces of the past

#### **Unit 2.**

8. The big issues
9. It's a crime
10. Buying and selling
11. Entertainment or art
12. A changing world
13. Writing guide
14. Grammar reference

### **II. Genres and Disciplines**

#### **Unit 3**

1. New Nepal
2. Shooting an Elephant
3. The Parrot in the Cage
4. Advertise Your Business
5. The Company Man
6. Light My Lucky
7. The Etiquette of Freedom
8. The Rights of Animals



9. Professions for Women

10. The Stronger

11. Here I Love You

#### **Unit 4**

12. Girl

13. Popular Mechanics

14. The Fly

15. Jest and Earnest

16. The Hundredth Dove

17. The Lunatic

18. The Clock Tower

19. Beauty

20. All-Pervading Poetry

21. The Allegory of the Cave

22. Not the Non-Existent

#### **Teaching Method**

The suggested teaching method is to introduce the theme and the writing task and then guide the students to practice specific skills and put language knowledge to produce their own writings. It is important to discuss what it means to be educated and how great thinkers lead the way for students to become educated through different ideas and opinions. The study of thoughtful writings on different disciplines by experts in their fields should spark discussion and action around topics of societal importance. The method, therefore, is to engage students in a dialogue about the questions and ideas raised in each text by exploring different perspectives, listening to the voices of others, and respectfully sharing their own experiences and thoughts.

#### **Evaluation**

The examinations will cover the language skills and include a range of tasks which assess students' ability to use English in a variety of contexts. Above all, the examinations will assess the students' ability to communicate effectively in English, especially in reading and writing

activities using appropriate writing style. Special credit will be given to originality of expression and depth of thinking,

### **Prescribed Texts**

Gude, Kathy, & Mary Stephens. *Cambridge English Advanced Result: Student's Book with Online Practice*. Oxford UP, 2018.

Lohani, S., compiler & editor. *Visions: A Thematic Anthology*. Kathmandu: Vidyarthi Pustak Bhandar, 2020.

### **References**

Carter, Ronald, and Michael McCarthy. *Cambridge Grammar of English*. Cambridge UP, 2006.

Larsen-Freeman, Diane, and Marti Anderson. *Techniques and Principles in Language Teaching*. 3<sup>rd</sup> ed., Oxford UP, 2011.

Klarer, Mario. *An Introduction to Literary Studies*. 3<sup>rd</sup> ed., Routledge, 2013.

Abrams, M.H., and G.G. Harpham. *A Glossary of Literary Terms*. 11<sup>th</sup> ed., Cengage Learning, 2014.

Minot, Stephen, and Diane Thiel. *Three Genres: The Writing of Literary Prose, Poems and Plays*. 9th ed., Pearson, 2014.

Harmer, Jeremy. *The Practice of English Language Teaching*. 5<sup>th</sup> ed., Pearson, 2015.

Pearson Education. *Longman Business English Dictionary*. 2nd ed., Longman, 2018.

*Oxford Advanced Learner's Dictionary of Current English*. 10th ed., Oxford UP, 2020.

# **MGT 231: Foundation of Business Management**

(BBM)

Credit Hours: 3  
Lecture Hours: 48

## **Course Objectives:**

The course aims to impart the knowledge of fundamental management principles and integration of those principles with the real time business situation and managerial activities that they have to perform in future so as to enhance their managerial capability and enable them to apply in the practical field. The course will remain important in the development of the soft skills of the students.

## **Course Description:**

This course covers introduction of the management that covers the concept, functions and roles of a manager and business environment and their analysis for the purpose of business use. It also incorporates major principles of management that covers classical and recent management principles. Similarly it covers some fundamental concepts and philosophies of business ethics and social responsibility. The fundamental functions of a manager has also been incorporated in the course with the Nepalese management practices.

## **Learning Outcomes:**

On completion of this course, the student will be able

- a. To understand the concept of business, management and business management, role and functions of manager and analysis of business environment using porter model.
- b. To understand the unethical behaviour in business and ethical behaviour as well the additional social responsibility of the business.
- c. To know the philosophical aspects of management with the understanding of management culture
- d. To know the functions of a manager and develop skill to apply them in practice.
- e. To communicate, present and play as a role of manager with the development of soft skills.
- f. To understand business management trends and scenario in Nepal

## **Learning Strategies:**

- *Quizzes/ Surprise Test:* Quizzes to be taken individually without prior information. The quizzes is to be taken using objective questions covering the related text chapter materials.
- *Project & Live Projects:* The students should work in team for producing live project report as a part of experiential learning. They should go to the field, collect real time data and develop report. They also should present it in the class within 10 minutes of each group.
- *Case analysis:* The students should submit analysis of the cases provided by the course instructor reflecting the text/ practice related problems, genesis of the problems. It may be presented in class too.

- *Assignments:* The students tend to develop and deliver a presentation of 15 minutes on contemporary issues that are worthy enough. Home assignment in preparation of term paper can be provided.
- *Simulation:* The students need to participate in the activities that are set inside the class room. Course Convenor should provide issues and make practice as in real life situation.
- *Term paper & Thematic review:* The course convenor should provide issues that are importantly raised in the society and ask students to review related articles and develop the theme as the part of term paper and ask them to present in the class.
- *Oral Presentation:* The convenor should provide issues a day before and ask them to speak 5-10 minutes without any supportive materials in the class.

## **Course Details:**

### **Unit 1: Introduction**

**6 LHs**

Concept of management and business management, the management process, type of managers (general, functional and line managers), basic managerial roles and skills, changing job of managers, management challenges, acquaintance to task and general environment of business and analysis of task environment using Porter model.

*Activities:* Preparation of company profile focusing task environment and case analysis.

### **Unit 2: Philosophical Aspects of Management**

**6 LHs**

The classical philosophy (scientific management, administrative management and bureaucratic management), behavioural management philosophy (human relation movement and Hawthorne studies), system and contingency philosophy and emerging issues and challenges in Nepalese business.

*Activities:* Surfing and finding out the techniques of using these theories in practice and presenting in class.

### **Unit 3: Business Ethics and Social Responsibility**

**4 LHs**

Ethical issues in management, the roots of unethical behaviour, philosophical approaches to ethics, social responsibility of business and arguments for social responsibility and Friedman doctrine.

*Activities:* Oral presentation on social and ethical issues in Nepalese business and society and case analysis.

### **Unit 4: Planning and Decision Making**

**7 LHs**

Planning: Meaning and levels of planning, planning horizons, planning process, meaning and use of single use, standing, contingency and derivative planning, pitfalls and their improvement in planning.

Decision Making: Concept of decision making, process of rational decision making, type of problems and decision making, decision making conditions and styles.

*Activities:* Simulation and case analysis

**Unit 5: Organizational Architecture****7 LHs**

Meaning and concept of organizational structure and architecture, elements of organizational architecture, designing structure: vertical differentiation (Tall Vs. Flat), horizontal differentiation (Functional, multidivisional, geographical and matrix), and integrating mechanisms (formal knowledge network and strategy, coordination and integrating mechanisms), definition and source of authority, responsibility and accountability and creating accountability in business organizations, emerging issues in organization design and architecture, Nepalese practices in organizational structure.

*Activities:* Project work and case analysis.

**Unit 6: Organizational Culture****4 LHs**

Meaning and concept of organizational culture, importance of organizational culture, change and strengthening organizational culture, managing organizational culture during merger, organizational culture in Nepalese organization.

*Activities:* Term paper on culture after merger and case analysis

**Unit 7: Group and Team****4 LHs**

Meaning of team and group, difference between team and group, importance of team in organization, creating effective team, types of group and team, managing team conflict, position of team work in Nepalese organization.

*Activities:* Simulation and case analysis.

**Unit 8: Communication and Control****5 LHs**

Meaning of business communication, communication process, parties involved in communication, communication barriers and their improvement, meaning, process and types of control, essentials of effective control system, control tools and techniques.

*Activities:* Simulation, oral presentation and case analysis

**Unit 9: Business Management Trends and Scenario in Nepal****5 LHs**

Growth of business sector in Nepal, major industries in Nepal – manufacturing, export – oriented, import- substitution, and service sector, existing management and business practices in Nepalese business, major problems of Nepalese business

*Activities:* Live project and presentation

**Reading Materials:**

Charles W. L. Hill & Steven L. McShane (2008). *Principles of Management*. Irwin: McGraw-Hill.

Stephen P. Robins & David A. Decenzo (2008). *Fundamentals of Management*. Delhi: Pearson Education Inc.

Ricky W. Griffin (2012). *Management Principles and Applications*. New Delhi: CENGAGE Learning

Chalise, M. & Gautam, P. K. (2021). *Principles of Management*. Kathmandu: KEC Publication and Distributors (P.) Ltd.

# MTH 201: Business Mathematics I

(BBM)

Credits:3  
Lecture Hours: 48

## Course Objectives

The course introduces mathematical techniques through examples of their application to economic and business concepts. It also tries to get students tackling problems in economics and business using these techniques as soon as possible so that they can see how useful they are.

The purpose of the course, then, is to present mathematical skills and concepts, and to apply them to ideas that are important to the management students. In addition, the course includes the basics of spreadsheet operations relating to solving equations, systems of equations, quadratic equations, non-linear functions, applications of derivatives, financial mathematics and some numerical methods as well.

## Course Contents

Straight lines and Functions, their Applications in Market Analysis, Excel for Linear Functions Simultaneous Equations and Use them in Equilibrium Market Analysis, Quadratic Equations and Economic Applications, Non-linear Functions, Numerical Methods for Solving Nonlinear Equations, their Graphs and Applications, Financial Mathematics, Differentiation and Applications in Marginal Analysis, Derivatives for Economic and Business Applications.

## Detailed Course

### Unit 1: Straight lines and Functions

6 LHs

Straight lines, Linear functions, Applications: demand, supply, cost, revenue, Elasticity of demand, Supply and income, Budget and cost constraints, Least square method and line of best fit (two variables only), Least square method for time series analysis.

**Lab. Work:** Introducing Excel, Excel for linear functions.

### Unit 2: Simultaneous equations

5 LHs

Simultaneous linear equations, Equilibrium and break-even points, Consumer surplus, Producer surplus and Total surplus, National income and the IS- LM model

**Lab. Work:** Excel for simultaneous linear equations.

### Unit 3: Quadratic Equations

5 LHs

Graphs of Quadratic functions, Quadratic equations, Applications to economics and business;

**Lab. Work:** Excel for quadratic equations.

**Unit 4: Non-linear functions, their graphs and applications****10 hrs**

Cubic and other polynomial functions, Exponential functions, Logarithmic functions, Hyperbolic functions of the form  $a/(bx + c)$ ; Bisection method, Newton-Raphson method for solving nonlinear equations.

**Lab. Work:** Excel for non-linear functions; Smart math calculator (software): Bisection method, Newton-Raphson method.

**Unit 5: Financial mathematics****10 LHs**

Arithmetic and geometric sequences and series; Simple interest, compound interest and annual percentage rates, Depreciation, Net present value and internal rate of return, Annuities, debt repayments, sinking funds; Relationship between interest rates and the price of bonds.

Lab. Work: Excel for financial mathematics.

**Unit 6: Limit and Differentiation, Applications of derivatives****12 LHs**

Idea of limit, Limit of algebraic functions at a point and at infinity (basic concept only), Slope of a curve and differentiation, Rules of differentiation (power rule, sum rule, product rule, quotient rule, and chain rule), Differentiation by first principle (algebraic, logarithmic and exponential functions), Differentiation and marginal analysis (marginal cost, marginal revenue and marginal profit), Increasing and decreasing function, Stationary point, Point of inflection, Differentiation of implicit and parametric functions, Economic applications of derivatives for maximum and minimum points, Higher order derivatives (up to 3<sup>rd</sup> order), Curvature, Elasticity of demand and the derivatives.

**Lab. Work:** Excel for applications of derivatives.

**References**

Alpha C. Chiang, **Fundamental Methods of Mathematical Economics**, McGraw-Hill, Inc.

Frank S. Budnick, **Applied Mathematics for Business, Economics, and the Social Sciences**, McGraw-Hill Ryerson, Limited.

G. S. Monga, **Mathematics for Management and Economics**, Vikas Publishing House Pvt. Ltd., New Delhi.

Mike Rosser, **Basic Mathematics for Economists**, Routledge Taylor & Francis Group.

Ronald J. Harshbarger, James J. Reynolds, **Mathematical Applications for the Management, Life, and Social Sciences**, Houghton Mifflin Company.

Srinath Baruah, **Basic Mathematics and its Application in Economics**, Macmillan India.

Teresa Bradley, **Essential Mathematics for Economics and Business**, John Wiley & Sons Ltd.

Vassilis C. Mavron, Timothy N. Phillips, **Mathematics for Economics and Finance**, Springer-Verlag.

# **SOC 203: Sociology for Business Management (BBM)**

**Credits: 3  
Lecture Hours: 48**

## **Course Overview.**

Business administration, business management and business information management have sociological embeddedness. The business leadership, entrepreneurship, business acumen, and corporate success emanate from the social network, social capital and cultural aptitude. This course aims to share some of the key facets of sociological knowledge concerning business administration with graduate students of business administration and management. This course is developed by overlaying sociology with studies on business management.

The key components of this course comprise a basic orientation to sociology as a social science discipline where the core of sociology and sociological perspectives are brought to the fore. Here linkages between Sociology and Management Studies are elaborated. It follows by an exposition to how sociology attempts to unpack and understand 'society' as such and a discussion on how society is composed of. Students will get an opportunity here to be exposed to the debates on consumer behaviour and organizational culture.

## **Learning Objectives.**

The primary objective of this course is to provide students of business administration and management basic orientation to sociological knowledge and insights. This course has the following objectives:

- To encourage students to learn and get benefits from sociological knowledge and perspectives to prepare them as better business leaders and administrators.
- To help students learn fundamentals of social structure in the forms of the family, social institutions, social groups, organizations, corporate houses and the like such that this helps them understand the business dynamics in a better way.
- To train students in Sociology of management and business administration in general and issues like authority, trust, social network, social embeddedness of market, indigenous knowledge management and business application of anthropology, in particular.

## **Course Details**

### **Unit 1. Introduction to Sociology**

**8 LHs**

- a) Sociology (introduction and broad historical context of its emergence)
- b) The core of sociology
- c) Sociological perspective
- d) Development of sociology as a discipline
- e) The institutional history of sociology in Nepal
- f) Sociology and Management Studies
- g) Business application of anthropology



### **Required readings**

- Giddens, A., Duneier, M., Appelbaum, R.P. & Carr, D. (2018). What is Sociology? in *Introduction to Sociology*, eleventh ed., W.W. Norton & Company, pp. 3-20.
- Mills, C.W. (1959). *The Sociological Imagination*, London: Oxford University Press, (The promise), pp. 3-13.
- Macionis, J. J. (2010). Sociology as a point of view, Chapter 1, in *Sociology*, Thirteenth ed., Prentice Hall: Pearson Education, pp. 4-10.
- Berger, P. & Luckman, T. (1991). The social interaction in everyday life, in *The Social Construction of Reality: A Treatise in Sociology of Knowledge*, Irvington Publisher. pp. 13-30; 43-48.
- Luintel, Youba Raj. (2021). Sociology in Nepal: A brief disciplinary history, in Why Sociology and Anthropology Department at Tribhuvan University had to split? An inside story of political-academic muddling, Gaurab KC and Pranab Kharel (eds.), *Practices of Sociology in Nepal*, Kathmandu: Bajra Publications, pp. 38-45.
- Smith, J.H. (1960). Sociology and Management Studies. *The British Journal of Sociology*, Vol.11, No.2, pp. 103-111.
- Covert, B. & Heilborn, J. (2007). Where did the New Economic Sociology come from? *Theory and Society*, Vol. 36(1), pp. 31-54.
- Pant, D.R. & Alberti, F. (1997). Anthropology and business: reflections on the business applications of cultural anthropology, *Liuc Papers No. 42, Serie Economia e Impresa 11, giugn*, pp. 1-19.

### **Unit 2. Understanding Society Sociologically**

**5 LHs**

- a) The building blocks of society
- b) How does society shape individuals?
- c) Consumer behavior and organizational culture

### **Required readings**

- Tischler, H. L. (2011). Culture, in *Introduction to Sociology*, tenth ed., Belmont: Wadsworth Publishing, pp. 51- 70.
- Shankar Rao, C. N. (2019). Basic sociological terms: role and status; Social control: social norms and social values, in *Sociology: Principles of Sociology with an Introduction to Sociological Thought*, Chand and Company, pp. xx-xx.
- Macionis, J. J. (2010). Social interaction, Chapter 5, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 102-109.
- Vasavi, A.R. (1996). Co-opting culture: managerialism in age of consumer capitalism. *Economic and Political Weekly*, Vol. 31(21), pp. 22-25.
- Guiso, L., Sapienza, P. & Zingales, L. (2015). Corporate culture, societal culture, and institutions. *The American Economic Review*, Vol.105(5), pp. 336-339.

### **Unit 3. Social Institutions and Business Acumen**

**7 LHs**

- a) Family (and business)
- b) Economy and work
- c) Power and authority
- d) Religion, business acumen and work ethics

### **Required readings**

- Maconis, John J. (2010), Religion (chapter 13), education (chapter 14) and political and economic systems, Chapters 13-15, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 294- 363.
- Ritzer, G. & Wiedenhof Murphy, W. (2019) Politics and the economy, chapter 15, in *Introduction to Sociology*, fifth ed., Los Angeles: Sage Publication, pp. xx-xx.
- Coleman, J. S. (1984). Introducing social structure into economic analysis. *The American Economic Review*, Vol. 74(2), pp. 84-88.
- Simon, H. A. (1979). Rational decision making in business organizations. *The American Economic Review*, Vol. 69(4), pp. 493- 513.
- Davies, C. (1992). The Protestant Ethic and the comic spirit of capitalism. *The British Journal of Sociology*, Vol. 43(3), pp. 421-442.
- IP, P. K. (2009). Is Confucianism good for business ethics in China? *Journal of Business Ethics*, Vol. 88(3), pp. 463-476.
- Van Buren III, H.J., Sayed J. & Mir, R. (2020). Religion as a macro social force affecting business: concepts, questions, and future research, *Business and Society*, Vol. 59(5), pp. 799-822.

### **Unit 4. Social Differentiation and Inequality**

**5 LHs**

- a) Social inequality and social stratification
- b) Dimension of social stratification
- c) Theories of social stratification (brief overview)
- d) Class and class division
- e) Gender inequality and women's subordination
- f) Caste, livelihoods and caste hierarchy in Nepal

### **Required readings**

- Haralambos, M., Holborn, M., Chumpman, S. & Moore, S. (2018). Stratification, Class and Inequality, Chapter 1, in *Sociology: Themes and Perspective*, eighth ed., London: Collins Publisher Limited, pp. 21-82.
- Ritzer, G. & Wiedenhof Murphy, W. (2019). Dimension of social stratification, from Chapter 8, in *Introduction to Sociology*, fifth ed. Los Angeles: Sage Publication, pp. 188-197.
- Luintel, Youba R. (2018). Gender and women's subordination, in *Gender and Development: Some Essays*, Kathmandu: Academic Book Center, pp. 1-28.
- Luintel, Youba R. (2018). Caste and the dynamics of change in livelihoods, in *Caste and Society: Changing Dynamism of Inter-Caste Relations in Nepal*, Kathmandu: Academic Book Center, pp. 13-31.
- Luintel, Youba R. (2018). Disposition of contemporary caste hierarchy, in *Caste and Society: Changing Dynamism of Inter-Caste Relations in Nepal*, Kathmandu: Academic Book Center, pp. 69-99.

### **Unit 5. Groups, Organizations, Bureaucracy and Leadership**

**7 LHs**

- a) Social groups (primary and secondary)
- b) Organizations (type, origin, management, and work organization)
- c) Institutional theories of organizations
- d) Leadership and organizational performance
- e) Corporate governance
- f) The sociology of labor market

### **Required readings**

- Macionis, J. J. (2010). Social groups and organizations, Chapter 6, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 120-137.
- Zucker, L. G. (1987). Institutional theories of organization, *Annual Review of Sociology*, Vol. 13, pp. 443-464.
- Blau, P. M. (1968). The hierarchy of authority in organizations, *American Journal of Sociology*, Vol. 73(4), pp. 453- 467.
- Lieberson, S. & O'Connor, J. F. (1972). Leadership and organizational performance: a study of large corporations, *American Sociological Review*, Vol. 37(2), pp. 117-130.
- Dobson J., Gorospe N., and Jeong S. S. (2017). Third-wave feminism, ethics of care, and corporate governance: The case of gender quotas on corporate boards, *International Handbooks in Business Ethics*, New York: Springer, pp. 283-295.
- Davis, G. F. (2005). New directions in corporate governance, *Annual Review of Sociology*, Vol. 31, pp. 143-162
- Kalleberg, A. L. & Sorensen, A. B. (1979). The sociology of labor markets source, *Annual Review of Sociology*, Vol. 5, pp. 351-379.

### **Unit 6. Social Change and Transformation**

**5 LHs**

- a) What is social change?
- b) Sources of social change
- c) Modernity and progress
- d) Post-modernity
- e) Globalization and social change
- f) Urban Sociology and the sociology of the city

### **Required readings**

- Macionis, J. J. (2010). Collective behavior and social change, Chapter 18, in *Sociology*, thirteenth ed., Prentice Hall: Pearson Education, pp. 417- 429.
- Tischler, H. L. (2011). Collective behaviour and social change; globalization and social Change, Chapter 18, in *Introduction to Sociology*, tenth ed., Belmont: Wadsworth Publishing, pp. 267- 289.
- Wu, C. (2016). Moving from urban sociology to the sociology of the city, *The American Sociologist*, Vol. 47(1), pp. 102-114.

### **Unit 7. Social Science Research Method**

**5 LHs**

- a) Basics of sociological investigation
- b) Three ways of doing Sociology (Positivist, Interpretative, and Critical)
- c) Methods of sociological inquiry
- d) Sociological research: processes and procedures
- e) Research ethics
- f) Problem-solving sociology

### **Required readings**

- Tischler, H. L. (2011). Sociological investigation, Chapter 2, in *Introduction to Sociology*, tenth ed., Belmont: Wadsworth Publishing, pp. 29-47.

- Giddens, A., Duneier, M., Appelbaum, R.P. & Carr, D. (2018). Asking and answering sociological questions, in *Introduction to Sociology*, eleventh ed., W.W. Norton & Company, pp. 25-35.
- Prasad, M. (2018). Problem-solving sociology, *Contemporary Sociology*, Vol. 47(4), pp. 393-398.

**Unit 8. Sociology of Management and Business Administration**

**6 LHs**

- a) Understanding sociology of management
- b) Price, authority, and trust
- c) Social network analysis and the sociology of economics
- d) Sociology of work, leisure and entrepreneurship

**Required readings**

- Bradach, J. L. & Eccles, R. G. (1989). Price, authority, and trust: from ideal types to plural forms, *Annual Review of Sociology*, Vol. 15, pp. 97- 118.
- Baker, W. E. (1984). The social structure of a national securities market, *American Journal of Sociology*, Vol. 89(4), pp. 775-811.
- Bögenhold, D. (2013). Social network analysis and the sociology of economics: filling a blind spot with the idea of social embeddedness, *The American Journal of Economics and Sociology*, Vol. 72(2), pp. 293- 318.
- Thornton, P. H. (1999). The sociology of entrepreneurship, *Annual Review of Sociology*, Vol. 25, pp. 19-46

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*Note: This is a text-based course. It implies that Colleges/Departments offering this course, together with teaching faculties, should compile the reading materials and refer to the texts in the classroom teaching, discussion, assignments and final exam. Every student should have easy access to such a collection and compilation of the reading materials.*