

# BUSINESS COMMUNICATION

**Course No.: MGT 205**

**Nature of the Course: Compulsory**

**Full Marks: 100**

**Pass Marks: 35**

**Lecture hour: 150**

The *Business Communication* course contains two components: I. Business English, and II. Problem-solving Approach to Writing Skills. The weightage for the first component is 50% and the second component is 50%.

## I. Business English (50%)

### The Course

This is a course in English for the workplace. It provides

- clear learning aims, targeted to learners' needs
- the grammar, vocabulary, and functions necessary for learners to become operational in a range of professional and social situations
- a new approach to grammar which guides learners to work out rules of meaning and usage
- strategies for effective vocabulary learning
- authentic materials to reflect learners' needs and expectations.

### Objectives

The course is for mature learners who

- need English as a language of international communication in both professional and social contexts
- need to review and build on the grammar they have already covered
- need to develop fluency and accuracy
- need to extend and develop their active and passive vocabulary
- have limited time available for study
- can develop strategies to enable them to take control of their own learning.

### Contents

The course is organized around ten broad communicative units: Achievement, Motivation, Communication, The Future, Challenges, Psychology, Creativity, Image, Responsibility, and Security. Each unit begins with an agenda which gives details of the language to be studied in the unit. This is followed by four main parts: *Language focus*, *Wordpower*, *Skills focus*, and *Focus on functions*. There is a review unit after every two units.

*Language focus* presents and practices the target grammar in a context related to the general topic of the unit. It has four stages: an introductory activity, presentation of the target grammar in a realistic context, grammar analysis, and practice.

*Wordpower* presents and activates a lexical set or semantic field related to the topic of the unit. At the same time it introduces a variety of strategies for organizing and learning vocabulary effectively. It has two stages: introduction of topic-related vocabulary and a follow-up practice activity.

*Skill focus* has longer listening and reading texts, which provide exposure to the target grammar of the unit and develop listening, speaking, and reading skills. It has three stages: a preview to introduce and stimulate interest in the topic, a task (s) to complete while reading or listening, and follow-up.

*Focus on functions* presents and practices basic key phrases which professionals need for socializing. There are two main stages: a range of possible exponents for students to identify, and controlled and then freer role-play.

There is a pocket book in the pouch at the back of the book and it is divided into two sections: *Grammar* and *Focus on functions*. These summarize the key language points from the book.

The attached DVD-ROM includes video clips for every unit, with accompanying interactive exercises. The clips contain reports, interviews, and profiles that relate to the topic of the unit. The disc also has a selection of texts in the book accompanied by audio versions and dictations. These are linked to an interactive vocabulary list containing key words and phrases from the book. There are also grammar, vocabulary, and function practice activities.

### **Prescribed Book**

Harding, Keith, and Adrian Wallwork. *International Express: Student's Book Upper-Intermediate* (with Pocket Book and DVD-ROM). Oxford: OUP, 2007.

### **Suggested Teaching Method**

It is strongly recommended that the teachers follow the ideas for teaching as given in the teacher's resource book. Students will be evaluated in terms of the skills presented in the prescribed book.

### **Reference Books**

Wallwork, Adrian. *International Express: Workbook Upper-Intermediate* (with student's CD). Oxford: OUP, 2007.

Adhikari, Dharma, and I. Hugh Holmes. *Business Communication: Theory and Practice*. Kathmandu: Buddha, 2014.

Appleby, Rachel, Heidi Grant, and Tracy Byrne. *International Express: Teacher's Resource Book Upper-Intermediate* (with video). Oxford: OUP, 2006.

Harding Keith, and Adrian Wallwork. *International Express: Class CDs Upper Intermediate*. Oxford: OUP, 2007.

*Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.

## **II. Problem-solving Approach to Writing Skills (50%)**

The course concentrates on presenting the skills students need when they write in English in business situations. To listen, speak, read, or write, knowledge of English vocabulary and grammar is needed; but these aspects of language are not specific to business communication.

### **Objectives**

The main objectives of the course are to enable students to

- put ideas in order
- group ideas into paragraphs
- write apt introduction and conclusion
- show relationship between ideas
- present attitude clearly
- edit out irrelevant materials
- punctuate correctly

### **Contents**

With an eye to the kinds of writing students in business are mostly in need of doing, the contents of the course are listed below:

- Informal letters
- Formal Letters
- Reports
- Brochures and guides
- Articles
- Instructions
- Writing a story
- Business letters and memos

### **Prescribed Book**

Coe, Norman, Robin Rycroft, and Pauline Ernest. *Writing Skills: a problem-solving approach*. Cambridge: CUP, 1983.

### **Suggested Teaching Method**

Students learn a lot by working together in groups to solve a problem or make a decision. Learners should share their knowledge, compare their opinions, and discuss their ideas in small groups. The instructions for each exercise in both the textbooks include suggestions about ways of working with the material, and the teachers can adopt or adapt those suggestions according to their own ideas and circumstances. A number of ideas for teaching are also given in the teacher's manual. Students will be evaluated in terms of the skills presented in the books.

### **Reference Books**

*Oxford Advanced Learner's Dictionary of Current English*. Eighth Edition. Oxford: OUP, 2010.

Coe, Norman, and Robin Rycroft. *Writing Skills: a problem-solving approach. Teacher's Book*. Cambridge: CUP, 1983.

Leech, G.N., and Jan Svartvik. *A Communicative Grammar of English*. Third Edition. London: Longman, 2002.

Tribhuvan University, Faculty of Management  
BBS English II  
Business Communication  
**Evaluation Model**

The *Business Communication* course contains two components: I. Business English, and II. Problem-solving Approach to Writing Skills. The weightage for the first component is 50% and the second component is 50%.

**Prescribed Books**

Harding, Keith, and Adrian Wallwork. *International Express: Student's Book Upper-Intermediate* (with Pocket Book and DVD-ROM). Oxford: OUP, 2007.

Coe, Norman, Robin Rycroft, and Pauline Ernest. *Writing Skills: a problem-solving approach*. Cambridge: CUP, 1983.

**Evaluation**

\*Questions will be set covering all the prescribed books.

\*The questions will be of three broad types:

**1. Comprehensive/Analytical type:** 2 questions each of 15 marks (3 questions will be given):  $2 \times 15 = 30$  marks

The questions may be on Comprehension (listening scripts can also be used from *International Express*) or any long answer or essay type question based on the textbooks.

**2. Descriptive/Short answer type:** 5 questions each of 10 marks (6 questions will be given):  $5 \times 10 = 50$  marks

The questions from *International Express* will be selected from language focus, wordpower, skills focus, and focus on functions; and from *Writing Skills* on formal and informal letters, reports, brochures and guides, articles, instructions, paragraphs, selection and ordering, text comparison, text based on conversation or on visual information writing a story, and business letters and memos.

**3. Brief/Objective type:** 10 questions each of 2 marks (12 questions will be given):  $2 \times 10 = 20$  marks

The questions from *International Skills* will be selected from the grammar and functional English sections of the Pocket Book as well as from other sections of the book like language focus, wordpower, skills focus and focus on functions. Questions from *Writing Skills* will be selected from punctuation, scrambled sentences, linking words and attitude words, reporting words, and other types of exercise.

\*The distribution of questions will be as follows:

1. Comprehensive/Analytical type:

- one question from *International Express*
- one question from *Writing Skills*
- one question from *International Express and/or Writing Skills*

2. Descriptive/Short answer type:

- three questions from *International Express*
- three questions from *Writing Skills*

3. Brief/Objective type:

- six questions from *International Express*
- six questions from *Writing Skills*

\*A model question paper is given below, but it is to be borne in mind that it does not aim to be exhaustive and it is just one of the many kinds of question papers that may be framed for the exam.

# MACROECONOMICS

**Course No.: MGT 206**

**Nature of the Course: Compulsory**

**Full Marks: 100**

**Pass Marks: 35**

**Lecture hour: 150**

## **Course Objectives**

This course of macroeconomics aims to enhance understanding of students on the macroeconomic theories and develop skills of students in using these theories in business decision making under different economic environment.

## **Course Description**

This course of macroeconomics makes students capable to understand macroeconomic theories and contemporary macroeconomic issues in reference to Nepal. This course consists of introduction to macroeconomics, national income accounting, classical theory of employment, Keynesian macroeconomics, inflation, business cycles, monetary theory and policy, government finance and fiscal policy and contemporary issues in references to Nepal.

## **Contents**

### **Unit 1: Introduction to Macroeconomics**

**LH 8**

- Meaning, scope, uses and limitations of macroeconomics
- Difference and interdependence between macro and microeconomics
- Concept of new classical school and new Keynesian
- Macroeconomic concept: Stock and flow variables; Equilibrium and disequilibrium; Static, comparative static and dynamic analysis

### **Unit 2: National Income Accounting**

**LH 20**

- Circular flow of income and expenditure in two sector, three sector and four sector economy
  - Meaning of national income
  - Different concept of national income: GDP, NDP, GNP, NNP, national income at factor cost (NI), personal income (PI), disposable personal income (DI), per capita income (PCI)
  - Real and nominal GDP, GDP deflator
  - Computation of National income: Product, Income and Expenditure method
  - Difficulties in measurement of national income
  - Importance of national income accounting
- (Numerical exercise)*

### **Unit 3: Classical Theory of Employment**

**LH 7**

- Concept and types of unemployment
  - Say's law of market and its implications
  - Determination of equilibrium level of employment and output under classical theory
  - Critical evaluation of classical theory
- (Numerical exercise)*

### **Unit 4: Keynesian Macroeconomics**

**LH 30**

- Keynesian theory of employment: Principle of effective demand
- Consumption function: Concept, classification, Psychological law of consumption, determinants of consumption function
- Saving function: Concept, classification, determinants of saving and paradox of thrift

- Investment function: concept and types of investment, Marginal efficiency of capital, investment demand curve, determinant of investment
- Income and output determination in two sector economy
- Investment Multiplier: Concept, income generation process, leakages and criticism  
(Numerical exercise)

**Unit 5: Income determination (IS-LM) model: Hicks-Hansen Approach** **LH 8**

- An Introduction to Product market equilibrium (derivation of IS curve),
- Money market equilibrium (derivation of LM curve),
- General equilibrium in the product market and the money market

**Unit 6: Inflation** **LH 14**

- Meaning and types of inflation
- Measurement of inflation through consumers price index (CPI)
- Demand pull inflation and cost push inflation: concept and causes
- Effects of Inflation
- Anti inflationary measures
- Inflation and unemployment: Phillips curve
- Concepts of Deflation and Stagflation  
(Numerical exercise)

**Unit 7: Business Cycles** **LH 8**

- Concept, types and characteristics of business cycle
- Phases of business cycle
- Measures to control business cycle

**Unit 8: Monetary Theory** **LH 15**

- Money supply: Concept and determinants
- Demand for money: Keynesian approach
- Money market and capital market: Meaning and function
- Monetary Policy: Concept, types, objectives and instruments of monetary policy
- Exchange rate: Determination of equilibrium exchange rate under fixed and flexible exchange rate system

**Unit 9: Government Finance** **LH 15**

- Government budget: Concept, classification, and component and Government budget
- Deficit financing: Concept, objectives and methods of deficit financing
- Fiscal policy: Concept, types, objectives and instruments of fiscal policy

**Unit 10: Contemporary Issues (with reference to Nepal)** **LH 25**

- Privatization, Liberalization and Globalization: Concepts, benefit and defects
- Foreign direct Investment: Benefit, defects and current status of Nepal
- Economic growth and Development: Concept and sources of economic growth
- Foreign employment: Benefits, defects and current status of Nepal
- Poverty: Concept, types, causes and remedies
- Economic inequality: Concept, causes and remedies

### ***Suggested Books***

Ackley, Gardener. (1978). ***Macroeconomics: Theory and Policy***. New York: Mac Milan Publishing Co.

Ahuja, H.L. (1997). ***Macroeconomic Theory and Policy***. New Delhi: S. Chand and Company

Branson, William H. (1992). ***Macroeconomic Theory and Policy***. New Delhi: Universal Book Stall

Dornbusch, Rudiger and Stanley Fischer. (1981). ***Macroeconomics***. New York: McGraw-Hill Book Company

Dwivedi, D.N. (2001). ***Macroeconomic Theory and Policy***. Tata McGraw-Hill Publishing Company Limited, New Delhi

Jhingan, M.L. (2004). ***Macroeconomics***. New Delhi: Vrinda Publication (P) Ltd.

Joshi, Shyam. (2012). ***Business Economics***. Kathmandu: Taleju Prakashan

Mankiw, N. Gregory. (2009). ***Principles of Macroeconomics***. Cent age Learning India Private Limited, New Delhi (4<sup>th</sup> edition)

Publications of NRB, CBS, MOF

Shapiro, Edward. (2004). ***Macroeconomic Analysis***. New Delhi: Galgotia Publication (P) Ltd.

Singh, S.K. (1996). ***Public Finance in Theory and Practice***. New Delhi: S. Chand and Company Ltd.



# COST AND MANAGEMENT ACCOUNTING

**Course No.: MGT 212**

**Nature of the Course: Core**

**Full Marks: 100**

**Pass Marks: 35**

**Lecture hour: 150**

## **Course Objectives**

The objectives of the course are to provide the students with in-depth knowledge of cost and management accounting in order to enable them to develop, arrange and classify cost information required for decision making for maximizing the profit and reducing / eliminating losses.

The course further aims at developing a sound base for higher study in accounting besides in practical knowledge required by the middle level managers to handle cost information independently.

## **Contents**

### **Unit 1: Conceptual Foundation**

**LH 6**

Meaning, objectives, importance, advantages and limitations of cost & management accounting. Differences between cost and management accounting. Limitations of financial accounting. Concept and importance of cost, cost segregation & estimation: Concept and methods of cost segregation: i) Two point method and ii) Least square method & iii) Estimation of cost

### **Unit 2: Accounting for Materials**

**LH 10**

- Materials/Inventory: Concept, reasons and objectives for holding material / inventory. Inventory Control: Meaning, importance and techniques: Economic order quantity: concept and techniques-formula, and trial and error approaches-considering discount under certainty condition, re-order, maximum, minimum, danger and average stock levels, safety stock under certainty.
- Perpetual inventory system, stock control through ABC analysis Concept & technique and just in time inventory: concept, advantages and limitations.

### **Unit 3: Accounting for Labour Cost**

**LH 14**

- Labour cost: Concept and need for control of labour cost.
- Premium Plan: Premium bonus scheme-Halsey and Rowan Plan, Taylor's differential piece rate system, and Gantt's Task and Bonus plan, Group bonus scheme: Pristman's and Scanlon's plan.
- Labour turnover: Concept, causes and effects, cost of labour turnover: preventive and replacement cost calculation, labour turnover ratios.

### **Unit 4: Accounting for Overhead Cost:**

**LH 14**

- Overhead cost distribution: Meaning, primary & secondary distribution of overhead cost under direct method.
- Allocation, apportionment and absorption of overhead: meaning, importance, and allocation, apportionment and absorption of overhead based on:
  - Volume: Concept and ascertainment of total cost and profit under Traditional Volume Base Costing Technique.
  - Activity: Concept, limitations of traditional overhead absorption system, procedures of absorption of overhead cost under Activity Base Costing Technique, ascertainment of cost and profit under ABS technique, activity based profitability analysis, benefits and limitations of activity based costing system.

**Unit 5: Costing in Different Situations****LH 30**

- Service costing: Concept and scope of operating costing; Preparation of Cost sheet for Transport Service for passenger, Hospital and Hotel & Restaurant Services, limitations of service costing
- Job order costing: Concept, Measuring direct material, direct labour and manufacturing overhead cost, Accounting for job order: Preparation of job order cost sheet showing non-manufacturing costs & determination of cost of goods manufactured and cost of goods sold and computation of unit costs, Job order costing in service companies.
- Process costing: Concept and preparation of Process account with/without beginning and ending work-in-progress inventory, partial & total transfer of output to next process, accounting for process loss/gain: normal and abnormal loss, abnormal effective/gain and treatment of spoilage, wastage, scrap and defective unit, accounting for inter process profit, reserve for unrealized profit, Equivalent unit: Concept and costing: need, importance and methods: Weighted average and FIFO costing techniques, difference between job order costing and process costing.
- Joint Product and by product costing: Concept of joint and by-product, apportionment of joint cost under unit of output and revenue basis.

**Unit 6: Accounting for Profit Planning****LH 30**

- Absorption costing: Concept, importance, and income statement under absorption costing, normal capacity and fixed manufacturing overhead rate, treatment of opening and closing stock, over and under absorption of fixed manufacturing overhead & adjustment in margin and limitations.
- Variable costing: Concept, use and importance, Income statement under variable costing, variable manufacturing cost and limitations.
- Reconciliation of profit/loss: Manufacturing overhead-period and product cost, fixed manufacturing overhead rate, difference in stock, reconciliation of profit between absorption and variable costing techniques showing the causes of difference.
- Cost Volume profit analysis: Meaning, importance, Contribution margin analysis, contribution margin ratio, Cost Volume ratio, Break-even-analysis: under constant underlying situations: changes on selling price, fixed cost, & variable cost, and under step fixed cost & multi-products situations, margin of safety, assumptions of CVP analysis, advantages, limitations and determination of selling price for realizing desired profit.

**Unit 7: Cost Accounting for Planning and Control****LH 40**

- Standard costing: Concept, preliminaries to established standard costing system, difference between standard and budget, advantages and limitations.
- Variance analysis:
  - Material variance: Concept and calculation of cost, price, usage, mix and yield variances.
  - Labour variance: Concept and calculation of cost, efficiency, rate, mix, idle time and yield variances.
  - Overhead cost variance: Concept and calculation of capacity, efficiency and spending variances Disposal of variances, preparation of Income Statement based on standard cost
- Budgeting for planning: Budget-Concept, importance, and Types-Sales budget: production budget, direct material consumption and purchase budget, direct labour budget, manufacturing overhead budget, cost of goods manufactured budget, selling/distribution and administrative expenses budget and cost of goods sold budget

- Flexible budgeting: Concept and limitations of planning (static budget), importance of flexible budgeting, flexible budgeting for overhead cost control on activity levels and budget allowance for actual level attained

**Unit 8: Cost Reduction**

**LH 6**

- Cost reduction and cost control: Cost reduction-pre-requisites, techniques, steps, responsibility & limitations
- Value engineering (analysis): Concept, advantages, tools and techniques for cost reduction
- Value analysis: Concept, objectives, importance, advantages and techniques of value analysis.

***Suggested Books***

Dangol, R.M. and et.al, ***Cost and Management Accounting***, Taleju Publishing House, Kathmandu

Garrison, R.H. & Noreen, E.W., ***Managerial Accounting***, McGraw-Hill Companies, Inc.

Koirala, M.R. and et.al, ***Cost and Management Accounting***, Buddha Academy Publication House, Kathmandu.

Koirala, Y.R. and et.al, ***Cost and Management Accounting***, Ashmita Publication, Kathmandu.

Lal, Jawahar, ***Cost Accounting***, Tata McGraw Hill Co., New Delhi

Lucy, T., ***Cost Accounting***, Tata McGraw Hill Co., New Delhi.

Lynch & Williamson, ***Accounting for Management Planning & Control***, Tata McGraw Hill Co.

Munankarmi, S.P. and Shrestha, B.P., ***Cost and Management Accounting***, Samjhana Publication House, Kathmandu.

Nigam, R.S. Narang, S.P. & Sehagal, B.C., ***Principles and Practice of Cost Account***, S. Chand and Co., New Delhi.

Pillai & Bagavathi, ***Cost Accounting***, S. Chand and Company Ltd. New Delhi.

Tamrakar, M.R. and et.al, ***Cost and Management Accounting***, Pinnacle Publication, Kathmandu

Upadhyay, J.P. and et.al, ***Cost and Management Accounting***, Khanal Publication, Kathmandu.

# FUNDAMENTALS OF MARKETING

**Course No.: MGT 214**  
**Nature of the Course: Core**

**Full Marks: 100**  
**Pass Marks: 35**  
**Lecture hour: 150**

## **Course Objectives**

This course aims at developing knowledge and skills in students in analyzing issues concerning major decision making areas of marketing. It also aims to give background knowledge to students to prepare them for concentration courses in marketing.

## **Contents**

- |   |              |
|---|--------------|
| <b>Unit 1: Introduction</b>   | <b>LH 18</b> |
| <ul style="list-style-type: none"><li>• Meaning and Definitions of Marketing;</li><li>• Business-Oriented Marketing Concepts &amp; Business Practices: Production concept, Product concept, Selling concept, Modern Marketing concept, Social concept, Holistic concept.</li><li>• Emerging Concepts in Marketing – Direct Marketing, Quality Marketing, E-marketing, Relationship Marketing; and Green Marketing.</li><li>• Marketing-Mix: Meaning, components and Implications;</li></ul> |              |
| <b>Unit 2: Understanding Marketing Environment</b>  | <b>LH 12</b> |
| <ul style="list-style-type: none"><li>• Concept and features of marketing environment;</li><li>• Classification of marketing environment: micro and macro;</li><li>• Impact of Macro Environment in Marketing;</li></ul>  |              |
| <b>Unit 3: Managing Market Information</b>  | <b>LH 10</b> |
| <ul style="list-style-type: none"><li>• Concept and need of market information;</li><li>• Marketing Information System: concept and components;</li><li>• Marketing Research: concept and process;</li><li>• Use of Internet in collecting information;</li></ul>   |              |
| <b>Unit 4: Market Segmentation, Targeting and Positioning</b>   | <b>LH 12</b> |
| <ul style="list-style-type: none"><li>• Concept of market and market segmentation;</li><li>• Objectives of market segmentation;</li><li>• Process of market segmentation;</li><li>• Targeting the market: concept and types of target market, focusing marketing program;</li><li>• Product Positioning for Target market: concept and process of product positioning;</li></ul>  |              |
| <b>Unit 5: Understanding Buyer's Behavior</b>   | <b>LH 14</b> |
| <ul style="list-style-type: none"><li>• Concept of buyer and buyer behavior;</li><li>• Importance of understanding buyer behavior;</li><li>• Consumer buying decision: process and determinants;</li><li>• Organizational buying decision: process and determinants;</li></ul>  |              |
| <b>Unit 6: Product Decision</b>   | <b>LH 20</b> |
| <ul style="list-style-type: none"><li>• Concept, and classification of products;</li><li>• Types and features of consumer products;</li><li>• Types and features of industrial</li><li>• Service product: concept, features and strategies;</li><li>• Product life-cycle: concept, stages and implication of marketing strategies;</li></ul>  |              |

- New product development: concept of new product and development process;
- Branding Decision: Meaning, importance and types;
- Packaging Decision: Meaning, requirements and strategies;
- Labeling Decision: Meaning, types and requirements;

#### **Unit 7: Pricing Decision**

**LH 10**

- Concept of price and pricing;
- Objectives of pricing;
- Methods of pricing;
- Pricing strategies;

#### **Unit 8: Promotion Decision**

**LH 18**

- Concept and objectives of promotion;
- Promotion mix and its components: advertising, publicity, sales promotion, personal selling, and public relations;
- Advertising: concept, features, types, and Media;
- Web advertising in marketing communication;
- Publicity: concept and forms of publicity;
- Sales Promotion: concept and types;
- Personal selling: concept, types and process of personal selling;
- Public relations: concept and tools;
- Selection of Promotion mix;
- Integrated marketing communication: Meaning and significance;

#### **Unit 9: Distribution Decision**

**LH 18**

- Concept and objectives of distribution decision;
- Methods of distribution: direct and indirect;
- Marketing channels and channel structure for consumer goods and industrial goods;
- Role of marketing intermediaries in distribution system;
- Selection of channel of distribution;
- Channel Conflicts and Conflict Resolution Methods;
- Physical distribution: concept and components;

#### **Unit 10: Marketing Practices in Nepal**

**LH 18**

- Marketing Environment in Nepal;
- Marketing Mix Decisions in Nepal;
- Information system in Nepalese Firms;
- Marketing Research Practices in Nepal;
- Problems and Prospects of Marketing Practices in Nepal;
- A small project work may be given to students;

#### ***Suggested Books***

Evans and Berman, ***Marketing***, Macmillan Publishing Company.

Kotler and Armstrong, ***Principles of Marketing***, Pearson/Prentice – Hall of India.

Rosenberg, Larry J., ***Marketing***, Prentice-Hall.

Stanton, Etzel and Walker, ***Fundamentals of Marketing***, McGraw Hill.

Strauss, El-Ansary and Frost, ***E-Marketing***, Pearson Education.

Zikmund and d'Amico, ***Marketing***, John Wiley & Sons.

Agrawal, G.R., ***Fundamentals of Marketing in Nepal***, M.K. Publishers.

Koirala, K.D., ***Fundamentals of Marketing***, Buddha Academics, Kathmandu.

Shrestha, Shyam K., ***Fundamentals of Marketing***, Asmita Publications, Kathmandu.

# FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

**Course No.: MGT 216**  
**Nature of Course: Core**

**Full Mark: 100**  
**Pass Mark: 35**  
**Lecture hour: 150**

## **Course Objectives**

The objectives of this course are:

- To introduce the basic concepts of Human Resource Management.
- To enhance the knowledge and approaches of Human Resource Management.
- To develop students' skills to handle tactfully emerging human resources challenges and issues.

## **Contents**

### **Unit 1: Introduction to Human Resource Management: LH 12**

- Concept, characteristics, objectives and functions of Human Resource Management.
- Human Resource Management System, Personnel and Human Resource Management.
- Human Resource outcomes-Quality of work life, productivity and readiness to change.
- Challenges of Human Resource Management.

### **Unit 2: Human Resource Planning: LH 17**

- Concept, characteristics and importance for Human Resource Planning.
- Concept of Human Resource Strategy, Relationship between human resource planning and Strategic Planning.
- Approaches to Human Resource Planning.
- Human Resource Planning process - Assessing current human resources, Demand and Supply Forecasting, Human Resource Inventory, Human Resource Information System, Succession Planning, Human Resource Planning in Nepalese Organizations.

### **Unit 3: Job Design and Analysis: LH 18**

- Meanings of Job, task, position and occupation
- Concept, benefits and methods of job Design.
- Concept, and purposes of Job Analysis, collecting job analysis information, Job Analysis techniques – Job-focused and person / behavior-focused. Job description, job specification and job evaluation.

### **Unit 4: Recruitment, Selection and Socialization: LH 18**

- Meaning, sources and methods of recruitment.
- Concept of selection, Difference between selection and recruitment.
- The selection process, selection tests, interviews and their types.
- Reliability and Validity in selection test.
- Concept and process of socialization.
- Recruitment and Selection Practices in Nepalese Organization.

### **Unit 5: Training and Development: LH 18**

- Concept and process of learning
- Human Resource Development: Concept and importance.
- Concept, objectives and benefits of training, determining training needs.
- Training methods: on - the - job and off - the - job.
- Concept and techniques of management development.
- Evaluating training effectiveness.
- Training and development practices in Nepalese organizations.

**Unit 6: Motivation:** **LH 18**

- Concept, types and importance of motivation.
- Motivation Theories: Achievement, Equity, ERG and Vroom's Expectancy Theory.
- Motivation and Performance.
- Frustration - concept and causes.
- Job satisfaction - concept and factors related to job satisfaction.

**Unit 7: Performance Appraisal and Reward Management:** **LH 12**

- Concept and uses of performance appraisal.
- Methods of Performance appraisal - Graphic rating scale, alternative ranking, paired comparison, forced distribution, critical incident, essay and Checklist methods.
- Concept of reward management, types and qualities of effective rewards.
- Performance appraisal practices in Nepalese Organization.

**Unit 8: Compensation Management:** **LH 12**

- Concept and determinants of compensation.
- Methods of establishing employee's compensation; current trends in compensation; Incentives plans; Different forms of incentives; Union influence in compensation programs.
- Compensation practices in Nepalese Organization.

**Unit 9: Employees Discipline:** **LH 7**

- Concept and types of disciplinary problems. General guidelines in administrating discipline, Disciplinary actions.

**Unit 10: Labor Relations: Grievances and Dispute Settlement** **LH 18**

- Concept and purposes of labor relations. The actors of industrial relations system.
- Employee's grievances, causes and handling of employees grievances.
- Labor disputes. Prevention and settlement of disputes. Disputes settlement process in Nepal.
- Features of Labour Act and Trade Union Act.

***Suggested Books***

Adhikari, Dev Raj - ***Human Resource Management***, Buddha Academics, Kathmandu, 2002.

Agrawal, G. R. - ***Human Resource Management in Nepal***, M.K. Publishers, Kathmandu, 2001.

Aswathappa K. ***Human Resource and Personnel Management: Text and Cases***, Tata McGraw Hill, Delhi - 2002.

Decenzo and Robbins, ***Human Resource Management***, Prentice Hall of India Pvt. Ltd, New Delhi.

Dessler, Gary - ***A Framework of Human Resource Management***, Pearson Education, Delhi - 2003.

Jyothi, P. and Venkatesu, D.N., ***Human Resource Management***, Oxford University Press Delhi.

K.C., Fatta Bahadur – ***Human Resource Management***, Sukunda Books, Kathmandu, 2003

**Labour Act and Labour Rules of Nepal.**

Shrestha, Amuda, - ***Human Resource Management***, Educational Publishers, Kathmandu, 2004

Shrestha, Kul Narsingha, ***Human Resource Management***, Nabin Prakashan, Kathmandu, 2004

**MGT 212: Cost and Management Accounting****Full Marks: 100****Pass Marks: 35**

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

**Attempt All Questions****Brief Answer Questions****[10 x 2 = 20]**

1. State any three objectives of cost accounting.
2. Define management accounting.
3. What is value analysis?
4. Mention any two causes of labor turnover.
5. Write any two limitations of volume based costing system.
6. A manufacturing company provides you the following information of material X:
  - Total cost at economic order quantity Rs. 2000
  - Ordering cost per order Rs. 50
  - Cost per unit of material Rs. 20
  - Carrying cost is 10% of inventory value**Required:** Annual requirement of material X
7. Manakamana Ltd. is working now at its annual normal capacity of 20000 units. The total cost per unit is Rs. 100. The annual fixed costs are Rs. 50,000.  
**Required:** Total cost at 60% of the normal capacity.
8. Following particulars of a worker are provided:

• Standard time allowed	15 hours
• Actual time spent	12 hours
• Wage rate per hour	Rs.20

**Required:** Effective wages under Rowan Premium Plan
9. The following information of a manufacturing company are provided:
  - Annual requirement 36000 units
  - Safety stock 10 days consumption
  - Re-order period is 5 days**Required:** Re-order level
10. The following particulars are extracted from the records of a company:
  - Beginning and ending number of employees were 200 and 250 respectively
  - Number of employees quit and discharged was 25 and 10 respectively
  - Employees replaced during the period were 30**Required:** Labour Turnover Rate under Separation Method



**Descriptive Questions Answer**

**[5 x 10 = 50]**

11. PQ Ltd is a manufacturing company having three production departments A, B and C and two service departments X and Y. The operating conditions of the departments are given below:

Particulars	Production Departments			Service Departments	
	A	B	C	X	Y
Direct Materials (Rs.)	1000	2000	4000	2000	1000
Direct Wages (Rs.)	5000	2000	3000	1000	2000
Area in sq. ft.	500	250	500	250	500
Capital value of assets (rs. in Lakhs)	20	40	20	10	10
Machine hours	1000	2000	4000	1000	1000
Horse Power of Machine	50	40	20	15	25
Service rendered by Service departments	50%	30%	20%	-	-

The overheads extracted from the books of the company are as under:

Factory Rent	Rs. 4000
Power	Rs. 2500
Depreciation	Rs. 1000
Other overheads	Rs. 9000

**Required:** a) A statement showing overheads distribution to departments  
 b) Machine hour rate of the production departments.

*(8 + 2 = 10)*

12. Bright manufacturing company with normal capacity of 25000 units provides the following particulars for the year ending:

Production units	30000
Sales units	35000
Variable manufacturing cost per unit	Rs. 6
Fixed manufacturing cost per unit	Rs. 3
Closing stock units	2500
Variable selling and administrative cost per unit	Rs. 2
Fixed selling and administrative cost	Rs. 45000
Selling price per unit	Rs. 15

**Required:** i) Income statement under external reporting system  
 ii) Reconciliation statement showing the profit of internal reporting

*(7 + 3 = 10)*

13. The sales revenue and earned profit of a special industry during two years were as follows:

Year	Sales Revenue (Rs)	Profit (Rs)
2011	1000000	60000
2012	120000	80000

**Required:** i) Profit volume ratio  
 ii) Fixed cost  
 iii) Brake even point (Rs)  
 iv) Required sales amount to earn desired profit of Rs.25000 after tax. The corporate tax rate is 20%  
 v) Profit when sales are Rs. 800000

*(2 + 2 + 2 + 2 + 2 = 10)*

14. a) Nepal transport company provides you the following information for the month of Baishakh:

Cost of truck	Rs. 2500000	Kilometer runs in Baishakh	10000 kms
Salary and wages	Rs. 18000	Diesel and lubricants	Rs. 10 per km
Repairs per month	Rs. 6000	Garage rent	Rs. 2000 per month
Insurance and road tad	Rs. 48000 per annum		
Depreciation @ 10% per year under SLM			

- Required:** i) Total cost showing standing and running charges  
 ii) Profit if the company charges 30% profit on cost (4 + 1 = 5)
- b) Distinguish between Joint product and By-product with suitable example. (5)

15. a) The following information is provided to you relating to a product M:

Estimated sales	120,000 units
Closing stock	10% of sales
Opening stock	24,000 units

For making product M two types of materials are used – material A and material B.

Other details are as follows:

- 2 units of materials A and 3 units of material B are required to produce one unit of product M.
- Closing stock for two types of material are 10% of each material needed for current production.
- The opening stock of materials was 30,000 units and 26,400 units for material A and material B respectively.
- The purchase price of materials is Rs. 10 and Rs. 15 per unit for material A and material B respectively.

**Required:**

- Production Budget, Material Consumption Budget and Material Purchase Budget (2+1+2=5)
- What are the preliminaries to establish standard costing system? Explain briefly. (5)

### Analytical Questions Answer

[2 x 15 = 30]

16. The following details are given to you:

Particulars	Process A	Process B	Process C
Raw Material used 10000 kgs	Rs. 20000		
Indirect Material	Rs. 10000	Rs. 15000	Rs. 30000
Labour Cost	Rs. 10000	Rs. 20000	Rs. 40000
Factory Overhead 50% of labour			
Miscellaneous Expenses	Rs. 7000	Rs. 9400	Rs. 13090
Actual output kgs	8500	6100	4660
Output transferred to warehouse	20%	20%	100%
Scrap on input	20%	10%	5%
Sale of scrap per kg.	Rs. 2	Rs. 5	Rs. 10

- Required:** i) Process Accounts  
 ii) Abnormal Gain Account  
 iii) Normal Loss Account

(11 + 2 + 2 = 15)

17. A company adopts standard cost practices for its direct labour cost and factory overhead cost. The activities level and cost per direct labour hour are summarized below:

<b>Activities level in DLH</b>	<b>25000</b>	<b>50000</b>
<u>Direct labour cost (Rs.)</u>	(Rs.)	(Rs.)
Skilled labour No. 4 @ Re. 1 per hour	100,000	200,000
Unskilled labour No. 6 @ Re. 0.50 per hour	75,000	150,000
	<b>175,000</b>	<b>350,000</b>
<b>Factory overheads (Rs.)</b>	(Rs.)	(Rs.)
Indirect material	25,000	50,000
Indirect labour	37,500	75,000
Supervision cost	22,500	35,000
Heat, light and power	17,500	30,000
Depreciation	53,000	53,000
Rent and Taxes	12,000	12,000
<u>Other data:</u>		
Normal capacity	40,000	DLH
Hours worked	42,000	DLH
Actual hours produced	38,000	DLH
Actual cost incurred	Rs. 203,000	
Actual wages paid:		
Skilled labour No. 5 @ Rs. 1.10 per hour	Rs. 231,000	
Unskilled labour No. 5 @ Rs. 0.40 per hour	Rs. 84,000	
	<b>Rs. 315,000</b>	

- Required:**
- i) Direct labour cost and factory overhead budget for the activity level of 40,000 DLH.
  - ii) Analysis showing direct labour efficiency, mix, rate and cost variances.
  - iii) Three overhead variances i.e. capacity, efficiency and spending. (5 + 5 + 5)

## MGT 214: Fundamentals of Marketing

Full Marks: 100

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

### Group – 'A'

#### Brief Questions Answer

[2 x 10 = 20]

#### Attempt ALL Questions

1. What is relationship marketing?
2. State marketing intelligence system and its uses.
3. What do you know about market segmentation and its process?
4. Write any two features of organizational buying.
5. State types of consumer goods.
6. Define product life-cycle and state any two features of saturation stage.
7. State of value-based pricing with example.
8. Display advertising and its types.
9. Outline direct and indirect methods of distribution.
10. What is marketing mix decisions?

### Group – 'B'

#### Short Answer Questions

[5 x 10 = 50]

#### Attempt FIVE Questions

11. "Marketing is a social and business process". Justify this statement with examples.
12. How does technology affect the marketing practices of a firm? Explain with the help of a suitable example.
13. What is a target market? How is product positioned to create demand in the target market?
14. Differentiate a consumer buying behavior from an organizational buying behavior.
15. What is channel conflict? Mention the methods of settling channel conflicts that may arise in distribution system.
16. Write short notes on any TWO:
  - i) Marketing environment in Nepal.
  - ii) The practice of e-marketing.
  - iii) Market - entry pricing strategy.

### Group – 'C'

#### Comprehensive Answer Questions

[2 x 15 = 30]

#### Attempt any TWO Questions

17. What is marketing research? Explain the steps involved in marketing research for identifying market potential for black goggles in Kathmandu valley.
18. What is a new product for the marketer? Explain the process of identifying and selecting a new product for marketing purpose.
19. What is promotion mix? Explain the factors to be considered for selecting the best promotion mix.

## MGT 206: Macroeconomics

**Full Marks: 100**

**Pass Marks: 35**

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

### Attempt All Questions

#### Group - 'A'

#### **Brief Answer Questions**

**[2 x 10 = 20]**

1. What is Macro Economics.
2. If  $C = 50 + 0.90Y_d$  and  $I = 65$

Where C = consumption

$Y_d$  = disposable income

I = Investment

Find the level of income and consumption at equilibrium.

3. Explain any two objectives of fiscal policy.
4. Calculate investment multiplier if MPC  $\frac{1}{2}$ ,  $\frac{2}{3}$ ,  $\frac{3}{4}$ ,  $\frac{4}{5}$ .
5. Point out the causes of poverty in Nepal.
6. Define IS curve.
7. Why does saving curves slope upwards?
8. What is speculative demand for money?
9. Explain any two benefits of foreign direct investment.
10. Point out the difficulties to measure national income.

#### Group - 'B'

#### **Short Answer Questions (attempt any five)**

**[5 x 10 = 50]**

11. "Saving is vice not virtue? Explain
12. What is trade cycle? Explain the prosperity phase of trade cycle. (3 + 7)
13. Define GDP and GNP and calculate GDP at market price and at factor cost from the following data.

Items	Rs. In corers
Net Indirect Taxes	38
Depreciation	34
Net income from abroad	-3
Rent	10
Profit	25
Interest	20
Wages and salaries	170
Employer's contribution to social security scheme	30
Mixed Income	5

14. What is privatization? What are its benefits? (3 + 7)

15. Complete the following table and answer the given question.

Y	C	S	APC	MPC	APS	MPS
0	50	-	-	-	-	-
100	125					
200	200					
300	275					
400	350					
500	425					
600	500					

From the above table explain relationship between APC and MPC. (5 +5)

16. What is Investment? Discuss the important determinants of investment. (3 + 7)

**Group - 'C'**

**Comprehensive Answer Questions (attempt any two)**

**[2 x 15 = 30]**

17. Explain the Keynesian theory of employment. What criticism had been made against this theory?(12 + 3)

18. What is inflation? Suggest the measures to control inflation. (3 + 12)

19. What is economic growth? Explain the sources of economic growth with reference to Nepal. (3 + 12)

## MGT 205: Business Communication

### Evaluation Paper

The *Business Communication* course contains two components: I. Business English, and II. Problem-solving Approach to Writing Skills. The weightage for the first component is 50% and the second component is 50%.

### Prescribed Books

Harding, Keith, and Adrian Wallwork. *International Express: Student's Book Upper-Intermediate* (with Pocket Book and DVD-ROM). Oxford: OUP, 2007.

Coe, Norman, Robin Rycroft, and Pauline Ernest. *Writing Skills: a problem-solving approach*. Cambridge: CUP, 1983.

### Evaluation

\* Questions will be set covering all the prescribed books.

\* The questions will be of three broad types:

**1. Comprehensive/Analytical type:** 2 questions each of 15 marks (3 questions will be given): **[2x15 = 30]**  
The questions may be on Comprehension (listening scripts can also be used from *International Express*) or any long answer or essay type question based on the textbooks.

**2. Descriptive/Short answer type:** 5 questions each of 10 marks (6 questions will be given): **[5x10 = 50]**  
The questions from *International Express* will be selected from language focus, wordpower, skills focus, and focus on functions; and from *Writing Skills* on formal and informal letters, reports, brochures and guides, articles, instructions, paragraphs, selection and ordering, text comparison, text based on conversation or on visual information writing a story, and business letters and memos.

**3. Brief/Objective type:** 10 questions each of 2 marks (12 questions will be given): **[2x10 = 20]**  
The questions from *International Skills* will be selected from the grammar and functional English sections of the Pocket Book as well as from other sections of the book like language focus, wordpower, skills focus and focus on functions. Questions from *Writing Skills* will be selected from punctuation, scrambled sentences, linking words and attitude words, reporting words, and other types of exercise.

\* The distribution of questions will be as follows:

1. Comprehensive/Analytical type:

- one question from *International Express*
- one question from *Writing Skills*
- one question from *International Express and/or Writing Skills*

2. Descriptive/Short answer type:

- three questions from *International Express*
- three questions from *Writing Skills*

3. Brief/Objective type:

- six questions from *International Express*
- six questions from *Writing Skills*

\* A model question paper is given below, but it is to be borne in mind that it does not aim to be exhaustive and it is just one of the many kinds of question papers that may be framed for the exam.

## MGT 205: Business Communication

Time: 3 hours

Candidates are expected to answer the questions in their own words as far as practicable. The figures in the margin indicate full marks.

Answer *all* the questions.

Answer any **TWO** of the following:

[15 marks each]

- (a) Think about your country over the past five years, what it is like now, and how it might change in the next five years. Include the following topics in your essay.
- lifestyles and the standard of living
  - the economy
  - the government
  - relations with other countries
- (b) Report the various stages of a labour dispute, from early discontent through to a satisfactory solution.
- (c) Write, giving reasons, what would you do in the following situation?  
You have a brilliant idea which you tell your colleagues. One of these colleagues presents your idea to your boss without acknowledging that it was your idea.

OR

Give instructions for someone who is going to look after your garden or your pet. The instructions and explanations should be clear and simple, and they should take into account different circumstances that might arise. Also write a suitable introduction and a suitable conclusion.

Answer any **FIVE** of the following:

[10 marks each]

- (a) Write about a supermarket that you know well. Include some facts about the company, and details of any recent trends and changes.
- (b) Rewrite these sentences to make them more concise:
- i. It is necessary that you take every precaution when preparing to bungee jumping.
  - ii. An examination of the accident area was made by the police.
  - iii. It is not impossible that he could have done it.
  - iv. Helping the reader to understand what has been written is basically pretty important.
  - v. Achieving a high level of precision when writing is a skill that takes time to acquire.
- (c) How far do differences in behaviour relate to national characteristics?
- (d) Write a letter to your friend explaining why you and your family cannot accept an invitation.
- (e) Write a paragraph on how to make coffee or tea.
- (f) Write a memo to all the staff of a large company, suggesting ways of economizing on the use of paper and electricity in the office.



Answer any **TEN** of the following:

[2 marks each]

- (a) Complete the sentences:
- If it hadn't rained, more people \_\_\_\_.
  - If you work hard, you \_\_\_\_ a promotion.
- (b) Write **two** sentences expressing appreciation.
- (c) Complete the sentences using appropriate linking words:
- You could pay by direct debit. \_\_\_\_ the payment can be made by cash.
  - It is six weeks since we put in our order. \_\_\_\_ we receive the goods by the end of this week, we will be forced to cancel.
- (d) Complete the sentences with **one** of the words in brackets:
- Could you tell me how to get to your office? (actually, possibly)
  - I wanted to ask you a couple of things. (just, possibly)
- (e) Match the words *brand* and *image* with the definitions below:
- A type of product or groups of products sold using a particular name, which is often the name of the company that produces them.
  - The impression that a person, an organization, or a product, etc. gives to other people or to the public.
- (f) Decide which countries you are going to be visiting and write down the itinerary/schedule for the week.
- (g) Change the following into reported speech:  
'You walk straight down this road until you get to a big church on the left,' said Angela. 'Then you turn right, walk along for about a hundred yards, and you'll see the post office on the left.'
- (h) Put in an apostrophe where one is necessary in the following sentences:
- Johns brothers wife went to the grocers for us.
  - This car cant be my parents because theirs is quite old.
- (i) Put an appropriate word or phrase in the following sentences to bring out the relationship between the parts:
- Late at night buses and trains can be dangerous. \_\_\_\_, if you want to avoid trouble, take a taxi.
  - The tour will include visits to several places of interest, \_\_\_\_, the Patan Museum and the Krishna Temple.
- (j) Put the following sentences in the right order:
- To start with, make sure that everything is switched off.
  - It is also a good idea at this point to check that the gas cylinder isn't empty
  - Lighting a calor gas heater is easy and safe if you follow these simple instructions.
  - Now, turn the tap on the top of the gas cylinder to ON.
- (k) Suggest suitable punctuation for the following sentences
- The garden was decorated with coloured lamps the house itself was adorned with paper chains.

- ii. They made two important decisions the oldest houses would be pulled down the more recent ones would be repaired

(I) Complete the following passage using the words and phrases given:

(1)\_\_\_ the film we meet a young man who is obviously unhappy. We follow the man through various experiences which gradually change his picture of himself, although (2) \_\_\_ they do not make him happier. But (3) \_\_\_, he meets a young girl, and he falls in love with her. Unfortunately, I can't tell you what happens right (4) \_\_\_ because I fell asleep before it finished.

- (1) In the beginning of, First in, At the beginning of  
(2) firstly, at the beginning, at first  
(3) at the end, lastly, at last  
(4) at last, finally, at the end

## MGT 216 : Foundations of Human Resource Management

Full Marks: 100

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

### Brief Answer Questions:

[2 X 10 = 20]

#### Attempt ALL questions

1. Write any five objectives of human resource management.
2. What is human resource planning?
3. Define job and task.
4. Differentiate between recruitment and selection.
5. State the concept of human resource development.
6. What do you mean by frustration?
7. What do you know about gain sharing?
8. Give a brief concept of alternative ranking.
9. What is employees' grievance?
10. Who are the actors of industrial relations?

### Short Answer Questions:

[5 X 10 = 50]

#### Attempt any FIVE Questions:

11. Elucidate characteristics of human resource management.
12. What is human resource planning? Explain its characteristics.
13. "Job analysis is the procedure through which you determine the duties of these positions and the characteristics of the people to hire form them." Describe with illustrations.
14. Explain what is meant by reliability and validity. Why these are important in the testing process?
15. What is socialization? Elucidate the process of socialization.
16. Describe and illustrate how training and development practices are followed in Nepal organizations.

### Comprehensive Questions

[2 X 15 = 30]

#### Attempt any TWO Questions:

17. Different incentive plans are particularly suited to reward individual employees and teams. What do you know about these incentive plans? Also discuss the qualities of effective rewards.
18. "Motivation is critical to work performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they won't get the job done without sufficient motivation to achieve those work objectives." In line with these statements discuss the importance of motivation theories.

19. "Discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated". With this statement in mind describe the types of discipline problems and the ways to administer the discipline.