

**TRIBHUVAN UNIVERSITY**  
**Faculty of Management**

**Office of the Dean**



**Master of Business Administration in Marketing (MBA- Marketing)**  
**Program Guidelines and Curriculum Structure**

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

# **Tribhuvan University**

## **Faculty of Management**

### **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 to develop a networking with management institutes in the country and abroad to exchange new knowledge, technology, and methods of achieving higher level efficiency in management of business and public entities. It also aims to continuously innovate and promote cost-effective, socially relevant, modern technology based educational programs in Nepal.

The FOM offers instructions leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Business Administration (BBA), Bachelor of Information Management (BIM), Bachelor of Business Management (BBM), 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 and doctoral program in management leading to a Degree of Doctor of Philosophy (Ph. D.).

### **FOM's GOALS**

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

## **1. Introduction to Master of Business Administration in Marketing Program**

The **Master of Business Administration in Marketing (MBA- Marketing)** program seeks to develop professional skills in students needed to tackle the challenges of today's dynamic and complex business environment. This program is designed to equip students with the theoretical insights, analytical capabilities and professional skills required for business leaders as well as functional managers of wide array of business fields. This program is relevant to undergraduate students from management and other disciplines as well as lower and middle level corporate managers from different industry sectors who aspire to be promoted in higher-level executive positions.

The program will ingrain the knowledge, skills and attitude **to the** students needed to successfully lead a unit, functional area, project or the entire business organization wherever they join. The relevance of knowledge and skills gained during the program will increase as they climb corporate hierarchy. However, the knowledge and skills gained during the program will be highly relevant just after the completion of MBA degree particularly if the students **dreams** to become entrepreneurs, business analysts, and associate marketing consultants. Besides foundation and core theoretical courses, students will undergo seminar, practicum courses, experiential learning project and dissertation, which will inculcate in them the skills to handle marketing related issues within the organization alongside improving external stakeholder relations, and giving the right direction to the entire organization by navigating the wave of complexity, diversity and uncertainty.

## **2. Program Objectives**

- a. Prepares students, who may or may not have a background in business, for careers in strategic marketing management of businesses, government agencies, and non-profit enterprises;
- b. Equip students with the theories, methods and systems needed for the strategic analysis, development, execution and measurement of marketing programs;
- c. Enable students to explore a variety of leading-edge marketing topics including brand management, marketing analytics, sales, marketing research and strategy, consumer behavior, new product development and pricing – along with critical customer-centric marketing competencies in marketing analytics, managing technology-intensive markets, services marketing and sales management;
- d. Develop broad skills and knowledge in different functions of business, accounting, finance, operations, management, and leadership etc.
- e. Produce functional managers, particularly the marketing managers, with requisite skills who can understand and manage different areas of marketing.
- f. Develop self-motivated and competent business analysts and consultants, equipped with capacity to provide advisory services to others and/or launch their own firms in the chosen sector of business; and
- g. Prepare responsible business leaders and managers by ingraining the principles of ethics and responsibility in order to create a win-win situation between business and society.

## **3. Learning Outcomes**

MBA-marketing is designed to prepare students who are interested in a marketing and/or marketing management career.

Students will gain an understanding of broad marketing functions in management settings as well as a broad-based foundation in finance, accounting, and management. While gaining an understanding of the business environment, the course provides an overview of social, political, legal, technological, economic, behavioral, ethical, and international aspects of marketing. Successful graduates of the marketing concentration will be able to:

- a. **Mastery of Marketing Content:** Understand fundamental marketing concepts, theories, and principles in areas of marketing.
- b. **Application:** Apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.
- c. **Creative Problem Solving:** Develop creative solutions to marketing problems.
- d. Find positions in public and private organizations, government, not-for-profit organizations, sales, research, advertising and promotion, management, and consulting.
- e. Demonstrate the professional managerial skills and apply the principles of ethics and corporate responsibility in order to create a win-win situation between business and society

#### 4. Student Intake

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

#### 5. Eligibility and Admission Tests

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

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

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

- a. Admission Test
- b. Group discussions
- c. Individual presentation on a given topic.
- d. Personal interview by the expert panel.

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

- *Written test:* This test will be based on the **Office of the Dean T** format. The duration of the test will be 3 hours and 30 minutes.
- *Group discussion:* Groups discuss on a given topic. Performance of applicants is evaluated by a panel of judges based on leadership, language, logical arguments, and conclusions.
- *Individual presentation:* Applicants present their views and opinions on a given topic to the panel of judges.
- *Personal interview:* Personal interview will be conducted by a panel of judges based on applicant's motivation level, attitude and capability to handle the pressure and rigors of the MBA –Marketing.

#### 6. Orientation and Socialization

After the admission of students to the program, the respective **College/ Campus/ Department** will arrange an in-house orientation and socialization program to students and bear all the cost thereon.

#### 7. Study Tour

For acquainting students with the real situations of different areas of marketing in the corporate, government, and non-profit sectors of the country, industrial tour will be conducted in the third semester.

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

#### 8. Class Modalities

**Respective College/ Campus/ Department** will implement the MBA-Marketing courses, and project-based classes centered on the study of problem solving courses through lectures,

class and group discussion, case study, project work, workshop, seminars, business simulations and so on.

## 9. Course Structure Curricular Structure

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

### Foundation, Core and Capstone Courses

SN	Code	Course Name	Credits
1	MBAM 501	Statistics for Manager	3
2	MBAM 502	Organizational Behavior and Talent management	3
3	MBAM 503	Marketing Management	2
4	MBAM 504	Accounting for Managers	3
5	MBAM 505	Managerial Communication	2
6	MBAM 506	Managerial Economics	2
7	MBAM 507	Corporate Governance and Business Ethics	2
8	MBAM 508	Managerial Finance	3
9	MBAM 509	International and Multi-national Marketing	2
10	MBAM 510	Service Marketing	2
11	MBAM 511	Consumer Behavior Analysis	2
12	MBAM 512	Integrated Marketing Communication	2
13	MBAM 513	Supply Chain Management	2
14	MBAM 514	Basic Marketing Research	2
15	MBAM 515	Managing Product and Service Innovation	2
16	MBAM 516	Strategic Marketing	2
17	MBAM 517	Customer Relationship Management	2
18	MBAM 518	Business Environment and Corporate Strategy	3
19	MBAM 519	Entrepreneurial Marketing	2
20	MBAM 520	Strategic Brand Management	2
21	MBAM 521	E-Marketing Practicum	1
22	MBAM 522	Marketing Plan Development Practicum	1

**Electives****2+2 = 4**

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

MBAME 551 Retail Management

MBAME 552 Sales Force Management

MBAME 553 Social Media and Digital Marketing

MBAME 554 Sales and Channel Management

MBAME 555 Business to Business Marketing

MBAME 556 Agricultural marketing

MBAME 557 Tourism Marketing

MBAME 558 Event Marketing

MBAME 559 Marketing for Non-Profit Organizations

MBAME 560 Pricing and yield Management

MBAME 561 Marketing of Financial Services

**MBAM 590 Experiential Learning Project**

**3**

**MBAM 591 Dissertation**

**6**

# Course Cycle

## Semester I

S. N.	Code	Course Name	Credits
1	MBAM 501	Statistics for Manager	3
2	MBAM 502	Organizational Behavior and Talent Management	3
3	MBAM 503	Marketing Management	2
4	MBAM 504	Accounting for Managers	3
5	MBAM 505	Managerial Communication	2
6	MBAM 506	Managerial Economics	2

## Semester II

S. N.	Code	Course Name	Credits
1	MBAM 508	Managerial Finance	3
2	MBAM 507	Corporate Governance and Business Ethics	2
3	MBAM 509	International and Multi-national Marketing	2
4	MBAM 515	Managing Product and Service Innovation	2
5	MBAM 511	Consumer Behavior Analysis	2
6	MBAM 512	Integrated Marketing Communication	2
7	MBAM 517	Customer Relationship Management	2
8	MBAM 521	E-Marketing Practicum	1

## Semester III

S. N.	Code	Course Name	Credits
1	MBAM 514	Basic Marketing Research	2
2	MBAM 513	Supply Chain management	2
3	MBAM 516	Strategic Marketing	2
4	.....	Elective I	2
5	MBAM 520	Strategic Brand Management	2
6	MBAM 590	Experiential Learning Project	3
7	MBAM 522	Marketing Plan Development Practicum	1

## Semester IV

S. N.	Code	Course Name	Credits
1	MBAM 518	Business Environment and Corporate Strategy	3
2	MBAM 519	Entrepreneurial Marketing	2
3	.....	Elective II	2
4	MBAM 510	Service Marketing	2
5	MBAM 591	Dissertation	6

### 10. Experiential Learning (Internship)

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

### 11. Dissertation

The students are required to undertake a research assignment and prepare a Dissertation Report under the research guidelines provided by the **respective College/ Campus/ Department**. Students are required to attend viva-voce examination and give a seminar presentation. The weight given for viva and the research report will be 40 percent and 60 percent respectively. For the evaluation of the research report, the Research Committee at **respective College/ Campus/ Department** will appoint the external examiner.

### 12. Examination and Evaluation

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

### 13. In-semester Evaluations

The in-semester (internal) evaluation shall generally have a total weight of 50 percent in class-room based course. The concerned faculty shall be responsible for the continuous in-semester evaluations. The in-semester evaluation shall be based on a student's performance in class presentations, case analysis, and project assignments, class tests and others as required by the course. A student must secure a minimum Grade Point Average (GPA) of 2.7 or Grade B minus (B-) in a course in order to be eligible to appear in the semester-end examination.

### 14. Assessment Methods

A range of assessment methods are used across the courses, the choice of which reflects the needs and demands of the different types of course module. Some course modules will assess the ability to work collaboratively in a team and others will assess individual capability. Types of assessment will range from written examinations to group and individual presentations, article review and synopsis writing, case study and analysis, quizzes, role play, attendance & class participation, seminars, research based project reports, and other practical activities as deemed appropriate for the concerned courses.



## 15. Semester-end Examinations

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

## 16. Student Attendance

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

## 17. Evaluation of Seminar and Practicum Courses

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

## 18. Grading System

The grading system followed in the program will be based on the absolute performance of a student in the in-semester evaluations and semester-end examinations. The performance of a student in the **MBA-Marketing** program shall be made on a four-point scale ranging from 0 to 4. The passing grade in the semester-end examination for an individual paper shall be grade “B minus” or GPA of 2.7 (50 percent). In order to pass the semester examinations, the student must secure a minimum of Grade “B” or Cumulative Grade Point Average (CGPA) of 3.0. The following table presents the Letter Grade, GPA, percentage equivalent and Performance Remarks for the program:

<i>Grade</i>	<i>CGPA</i>	<i>Percentage Equivalent</i>	<i>Performance Remarks</i>
A	4.0	90 and above	Distinction
A-	3.7	80 - 89.9	Very Good
B+	3.3	70 - 79.9	Good
B	3.0	60 - 69.9	Fair
B-	2.7	50 - 59.9	Pass in Individual Course
F	0	below 50	Fail

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

## 19. Failing in Course

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

## 20. Degree Requirements

To receive **Master of Business Administration in Marketing** degree the student must have:

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

# **MBAM 505: Managerial Communication**

## **MBA-Marketing**

Credits: 2

Lecture Hours: 32 hrs.

Practicum: 16 hrs. (Optional)

### **Course Objectives**

This course equips students with managerial communication competencies for business success. More specifically, this course arouses enthusiasm, encouragement, and optimism to be change catalyst, be able to work in teams. It inculcates in students the ability to persuade others and enable them to communicate comprehensively fostering positive relation with the stakeholders.

### **Course Description**

Managerial Communication emphasizes communication aptitudes that can help ensure business success. Students learn how to write persuasive messages, conduct business research, analyze information, and write a business proposal and report, deliver an effective oral presentation with visual aids, and create corporate training materials. Also, addressed are group dynamics, intercultural communication, media relations and ethics. It contains group communication, group relationship, art of public speaking, ethical leadership, effective business writing (managerial report and proposal writing) and practicum. Managerial writing helps students acquire the professional writing competency. This course familiarizes the students with digital technology via their practice of writing in the digital platforms.

### **Learning Outcomes**

Upon completion of this course, the students are able to (i) write effective and persuasive messages (ii) conduct business research (iii) write business proposals and reports (iv) deliver effective oral presentations with visual aids (v) create corporate training materials (vi) familiarize group dynamics. Similarly, the students will be able to arouse enthusiasm, be a change catalyst, create group synergy, express encouragement, persuade the stakeholders, resolve conflict, create information networks, negotiate, build rapport, and demonstrate emotion self-control. Additionally, students learn how to manage and lead more effectively by organizing and executing successful communication strategies.

### **Teaching Pedagogy**

This course comprises collaborative projects and individual and group presentation in order to advance students' basic communication aptitude. Class discussion, active student participation, case studies, movies are the teaching tools used in this course.

## **Academic integrity Policy**

Any serious violation or pattern of violations of the Academic Integrity will result in students negative marking or might result into ‘zero-credit’ for the course. Students must (be aware of and) avoid plagiarism, fabricating data for a project, submitting a paper authored by anyone other than yourself. Please consider the authenticity issues while paraphrasing, quoting and citing. We follow APA 7<sup>th</sup> model.

## **Course Details**

**Part I- Understanding the Foundation of Business Communication –** 3LHs

**Part II- Managing Group Relationship/ Managing Group Tasks –** 5 LHs

**Part III- Writing as a Manager –** 12 LHs

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

**Part IV- Developing and Delivering Business Presentations –** 6 LHs

The Boundaries of Freedom of Speech; Audience Centered Speech Building; The Framework of Speech Supporting Materials; Effective Language for Diverse Listeners; Speaking with a Purpose: Occasions and Ceremonies

**Part V- Writing Employment Messages and Interviewing for Jobs –** 3 LHs

**Part VI- The Marketing Communication Mix –** 3 LHs

Advertising: role, forms and strategy; Public relations: principles and practice; Sponsorship; Sales promotion and branding experience; Media planning: reaching audience

## **Practicum and Assignments**

- i. Comprehensive Learning Assessments (CLA)
  - CLA 1 (Week 8): Part-III (Routine Message)
  - CLA2 (Week 11) Part-III (Report and Proposal Writing, APA citation)
  - (Professional Assignment) PA (Week 14): Part IV and Part -V
- ii. Final presentation (Week 16)
- iii. Mock meeting, Mock Interviews (Optional)

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

## Case Studies: Movies

1. Syrup
2. Jobs (mandatory)
3. Crazy People
4. What Women Want (mandatory)
5. 99 Francs (mandatory)
6. Jerry Maguire
7. The Joneses (mandatory)
8. Wag the Dog
9. Steve Jobs (mandatory)
10. The Goods (Mandatory)

## Required Texts

Beebe, S. A., & Beebe, S. J. (2019). *Public speaking: an audience-centered approach*. Pearson.

Beebe, S.A., & Masterson, J.T. (2015). *Communicating in small groups: principles and practices*. Pearson.

Blackman, R. (2018). *Integrated Marketing Communication*. Rowman & Littlefield

Bovee, C. L. & Thill, J.V. (2018). *Business communication today*. Pearson.

Fill, C. & Turnbull T. (2016). *Marketing Communications*. Pearson.

## References

DiMarco, J. (2017). *Communications Writing and Design*. John Wiley & Sons

Harvard Business Review Press. (2017). *HBR Guide to Emotional Intelligence*.

Harvard Business Review Press. (2013). *HBRs 10 must reads on communication*.

Anderson, C. (2016). *Ted talks: The official Ted Guide to public speaking*. Houghton Mifflin Harcourt.

Walker, R., & Aritz, J. (2014). *Leadership Talk: A discourse approach to leader emergence*. Business Expert Press.

# MBAM 501: Statistics for Manager

*Credits: 2*

*Lecture Hours: 48*

## Course Objectives

The purpose of this course is to provide the knowledge and skills to the students in using statistics in marketing streams specially focusing in four areas: collecting, preparing and checking the data; sampling, probability and inference, relationship among variables and classification and segmentation techniques.

## Course Description

This course provides an overview of measurement and scales of the world of consumers. It also covers both parametric and non-parametric tests. In addition to correlation and multiple regressions this course covers stepwise regression, Log-linear analysis, canonical correlation analysis, factor analysis, principal component analysis. For the classification and segmentation techniques in the marketing area this course also covers discriminant analysis, multidimensional scaling and correspondence analysis.

## Learning Outcomes

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

- use the appropriate survey in marketing area
- apply the appropriate statistical tools in analyzing marketing relate data
- establish the relationship among variables
- use classification and segmentation techniques in marketing area

## Course Details

### Unit 1: Collecting, Preparing and Checking the Data

**8 LHs**

Measuring the world of consumers; Measurement Scales and latent Dimensions; Statistical Software: SPSS; Secondary Consumer Data: Primary and Secondary data, Household Budget Survey, Households Panel, Commercial and Scan Data; Primary Data Collection: Administration Methods, Four Types of Surveys , Data preparation and Descriptive Statistics.

### Unit 2: Probability

**6 LHs**

Concept of probability; Marginal, Joint; Conditional Probability; Bay's Theorem and Decision Tree and their applications; Discrete Probability distribution: Binomial and Poisson distribution with their measures characteristics, Applications of these distribution; Continuous Probability distribution: Normal Distribution and their applications.

### Unit 3: Sampling

**4 LHs**

Sampling techniques; sampling distribution of mean and proportion; Central limit theorem; estimation of sample size to sample or not to sample.

### Unit 4: Inference

**12 LHs**

Confidence Intervals and Principle of Hypothesis Testing; Test on one mean; Test on two means; qualitative variables and non-parametric tests; Tests on proportion and variances; ANOVA; Multi-way ANOVA; regression and the general linear model (GLM).

## **Unit 5: Relationship among Variables**

**9 LHs**

Correlation and regression; linear regression; multiple regressions; Stepwise regression; Log-linear analysis; Canonical correlation analysis; Factor analysis; Principal component analysis.

## **Unit 6: Classification and Segmentation Technique**

**9 LHs**

Discriminant Analysis and its application to consumer and marketing data; Multidimensional scaling; principles and application of correspondence analysis.

### **Basic Readings**

Mazzochhi, M. (2008). *Statistics for Marketing and Consumer Research*. London: Sage publications Ltd.

David, M. Levine, Kathryn A. Szabat, David F. Stephan (2019). *Business Statistics: A First Course* Pearson Education

### **Suggested Readings**

Chawala, D. & Sondhi N. (2016). *Research Methodology Concepts and Cases*. Noida: Vikash Publishing House Pvt. Ltd.

Keller, G. (2007). *Statistics for Management and Economics*. Delhi: Thompson South Western

# **MBAM 502: Organizational Behavior and Talent Management**

*Credit: 3*

*Lecture Hours: 48*

## **Course Objectives**

The objective of this course is to harness the students with an understanding of human behavior at work and the different variables & processes that shape up their behavior. More specifically, this course aims at familiarizing students different aspects of talent management along with different human psychological processes and sociological impact on employees' behavior and this will enable them to function more effectively in their present or future roles as managers.

## **Course Description**

This course analyzes employees' behavior at work from 3 levels: From individual's psychological perspectives. from the group behavioral perspective. and the organizational perspective. Psychological and sociological theories have been covered on areas of perception, personality, learning, values, decision making, leadership, organizational system & culture, talent management, organizational & functional strategies for talent development, and career development.

## **Learning Outcomes**

After completing this course, the students are able to understand the intricacies of employees' behavior from multiple of perspectives and hence are able to predict, manage and facilitate their behavior. More specifically, they are able to understand the complete dimensions of talent management which are so essential for competitive advantage in the present 21<sup>st</sup> century world.

## **Teaching Pedagogy**

Interactive lecture, classroom group presentation, case analysis, home assignments, classroom discussion, quiz, and management games are used as teaching and learning tools for the course.

## **Course Details**

### **Unit 1: Introduction to organization behavior**

**LHs**

Concept, OB as an interdisciplinary subject, Globalization and issues related to OB, OB at different levels, Implementing diversity management strategies, Case discussion and analysis

### **Unit 2: Perception and individual decision making**

Concept, attribution theory, perception and individual decision making, influences on decision making, creative decision making and innovation in organizations, case discussion and analysis

**Unit 3: Personality, learning and values** Concepts, personality frameworks, personality theories, theories of learnings, values, linking individual personality and values to the workplace, case discussion and analysis

### **Unit 4: Leadership**

Concept, trait theories, behavioral theories, contingency theories, contemporary theories, implications of theories of leadership for being a responsible leader, challenges for developing

leadership, case discussion and analysis

**Unit 5: Organization system of organizational culture**

Concept, creating and sustaining culture, importance of culture, influencing an organizational culture, creating a culture for change, approaches to managing organizational change, case discussion and analysis

**Unit 6: Introduction to talent management**

Concept, human resource planning, strategic development of talent, value of strategic development, value of strategic development of talent, leadership development programs for strategic development of talent, case discussion and analysis

**Unit 7: Organizational strategy for the development of talent**

Definition and importance, choosing organizational strategy for the development of talent, special issues to consider in choosing organizational strategy for the development of talent, steps in implementing organizational strategy for the development of talent, establishing operational objectives for talent development, creating , reviewing and revising development policies, case discussion and analysis

**Unit 8: Functional strategies for talent development**

Concept of employee development, specialized methods for employee development, problems with traditional employee development programs, specialized employee development methods for long term organizational needs, case discussion and analysis

**Unit 9: Career development**

Career planning in organizations, steps in establishing a formal organizational career planning program, developing a climate conducive for career planning, a model for individual career planning, identifying appropriate delivery methods of training, case discussion and analysis

**Basic Readings**

Robbins, S.P.; Judge, T.A. and Vohra, N. (2019). *Organizational Behavior*. Pearson.:

Rothwell, W.J. and Kazanas, H.C. (2003).*The Strategic Development of Talent*. Massachusetts:HRD Press Amherst

**Suggested Readings**



# MBAM 503: Marketing Management

*Credits: 2*  
*Lecture Hours: 32*

## Course Objectives

The purpose of this course is to develop knowledge and skills in students to identify and analyze issues concerning major decision making areas of marketing and provide solid understanding of key marketing concepts and skills. It also aims to provide students with effective tools, techniques and practical skills in marketing.

## Course Description

This course contains introduction or marketing, analyzing the marketing environment, managing marketing information, understanding buyer behavior, market segmentation, targeting, and positioning, product decision, pricing decision, promotion decision, and distribution decision.

## Learning Outcomes

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

- Gain solid understanding of key marketing concepts and skills
- Perform situation analysis to assess market opportunities
- Gather, analyze, and draw conclusions from market and environmental data
- Develop marketing strategies (Segmentation, targeting, and positioning) to achieve the company's objectives.
- Use the 4P's frame (Product, Place, Price, and Promotion) to help define the marketing elements needed for a successful product offering.

## Course Details

### Unit1: Introduction

**3LHs**

Meaning and Definition of Marketing; Functions of Marketing; Marketing and marketing management; Process of marketing management; Marketing Concepts and Impact of marketing concepts and its applicability; Marketing challenges of the 21st century and firms' responses to the challenges.

### Unit 2: Marketing Environment

**4LHs**

Introduction; Need and Importance of Environmental Analysis in Marketing Management; Internal Environment of the Organization; Components of External Environment; Methods of Analysis : PESTEL, SWOT, Porter's Five Forces Model, Scenario Building.

### Unit 3: Market Segmentation, Targeting and Positioning

**4 LHs**

Market segmentation: concepts and need; Criteria for Effective Segmentation; Bases for Market Segmentation of Consumer and Organizational Markets; Benefit Segmentation; Identifying Market Segments and Selecting Target Market; Developing and Communicating the Positioning Strategies.

**Unit 4: Marketing Information System and Buyer Behavior****3LHs**

Concept and relevance of information in marketing decisions; Components of the marketing information system; Organizational buyer behavior: Buying process and influencing factors; Consumer behavior: buying process and influencing factors.

**Unit 5: Product Related Decisions****5LHs**

Introduction; Features of a Product; Product Plan and New Product Development Process; Product Mix and its Elements; Decisions related to Product Line and Mix; Product Life Cycle; Branding Strategies; Brand Equity.

**Unit 6: Pricing Decisions****4LHs**

Price and its Determinants; Objectives of Pricing Decisions; Factors Affecting Pricing Decisions; Pricing Policies and Strategies; Pricing Methods.

**Unit 7: Channel & Logistic Management****3LHs**

Factors Influencing Channel Decisions; Selection of Channel Design Decision; Channel Dynamics; Logistics Management Decisions.

**Unit 8: Integrated Marketing Communication****4LHs**

Communication Objectives; Components of Integrated Communication Mix; Designing and Managing Integrated Marketing Communications; Steps in Developing Effective Communication.

**Unit 9: Recent Trends in Marketing****2LHs**

E-marketing ;E-Retailing; Social Media Marketing; Direct Marketing; Relationship marketing; Green marketing.

**Basic Readings**

Kotler P., Lane K., Keller. (2016) *Marketing management*, 15th ed. Pearson / Prentice Hall of India.  
Stanton W. J., Etzel M.J., Walker B. J. (1994) *Fundamentals of marketing*, 10th edition, McGraw Hill, India,

**Suggested Readings**

Aaker D. A. Moorman C., (2017) *Strategic Market Management*, 11th Edition, John Wiley & Sons, Singapore.  
Cravens, D. W., Piercy N., (2009) *Strategic Marketing*, 9th edition TATA McGraw-Hill, New Delhi.  
Evans, J. R., Berman B. (2015) *Marketing*, 12th edition, Macmillan Publishing Company, India.  
Kotler, P., Armstrong, G., Agnihotri, P. (2018), *Principles of marketing*, 17th Edition, Pearson, India.

# MBAM 504: Accounting for Managers

**Credit: 3**

**Lecture Hours: 48**

## **Course Objectives:**

The objective of this course is to familiarize the students with managerial information used for decision-making. The course provides extensive knowledge of managerial accounting tools and techniques required for the managers' strategic planning and controlling processes. It also aims to develop middle and top-level managers.

## **Course Description**

This course comprises role of management accounting, managerial accounting information for marketing decisions, managerial accounting information for operating decisions, activity-based costing on management, profit planning and activity-based budgeting and performance evaluation of business units.

## **Learning Outcomes:**

The readers who complete this course will be able to:

- Elucidate the changing role of managerial accounting and the management accountant in a dynamic business environment, describe the operational context of managerial accounting, and management accounting and control system.
- Explain the use of managerial accounting information for marketing decisions.
- Illuminate the use of managerial accounting information for operating decisions.
- Describe the activity-based costing and activity-based management focusing on customer profitability and the application of activity-based costing in the service industry.
- Understand the profit planning and activity-based budgeting with reference to master budget as a planning tool.
- Comprehend the performance evaluation of business units, transfer pricing, and use a mix of performance measures.

## **Course Details:**

### **Unit 1: The Changing Role of Management Accounting**

**6LHs**

Managerial accounting – A business partnership with management; Managing resources, activities, and people; How managerial accounting adds value to the organization; Managerial accounting in a different type of organizations; Managerial vs. financial accounting; Role of management accountant in a dynamic business environment; The operational context of managerial accounting; Management accounting and control system.

### **Unit 2: Managerial Accounting Information for Marketing Decisions**

**8LHs**

Marketing strategy; Cost behavior; Cost-volume-profit analysis with single and multiple products; Alternative approaches to pricing – cost-plus pricing, the target rate of return pricing, optimum selling price, special pricing decisions; Segmental profitability.

**Unit 3: Managerial Accounting Information for Operating Decisions****10 LHs**

The operations function; Managing operations – manufacturing and services; Accounting for the cost of spare capacity; Capacity utilization and product mix; Theory of constraints; Operating decisions – make versus buy, relevant cost of materials; Other costing approaches – target costing, kaizen costing, life cycle costing, environmental costing.

**Unit 4: Activity-Based Costing and Management****8LHs**

Traditional, volume-based product-costing system; Activity-based costing and key issues; Activity-based management; Customer profitability analysis; Activity-based costing in the service industry

**Unit5: Profit Planning and Activity-Based Budgeting****10 LHs**

Purposes of budgeting systems; Types of budgets; The master budget – A planning tool; Activity-based budgeting; Preparation of master budget using activity-based budgeting; Assumptions and predictions underlying the master budget; Budget administration; International aspects of budgeting; Budgeting product life-cycle costs; and Behavioral aspects of budgets.

**Unit 6: Performance Evaluation of Business Units****6 LHs**

Delegation of decision making - the decentralized organization and divisional performance measurement; Return on investment; Residual income; Economic value added; Measuring income and invested capital; Transfer pricing; Using a mix of performance measures – A balanced scorecard approach.

**Suggested readings:**

Hilton, R.W.,& Platt, D. E (2019). *Managerial Accounting – Creating Value in a Dynamic Business Environment* (12<sup>th</sup>ed.). New Delhi: Tata Mc Graw Hill Education Pvt. Ltd.

Collier, P. M. (2015). *Accounting for Managers: Interpreting Accounting Information for Decision Making* (5<sup>th</sup>ed.). Chichester, West Sussex: John Wiley & Sons Ltd.

# MBAM 506: Managerial Economics

Credits: 2

Lecture Hours: 32

**Area: Core**

## Course Objectives

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

## Course Description

This course comprises fundamentals of managerial economics, market mechanism, efficiency and welfare, demand estimation and forecasting, theory of firm and pricing and strategic behavior, games and information.

## Learning Outcomes (Bloom's Taxonomy)

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

- Explain the nature and scope of managerial economics; examine the relationship between fundamental economic principles and managerial decisions and also analyze the goals of the firm.
- Describe the demand and supply functions and uses of elasticity of demand in business decisions.
- Explain the concept of market equilibrium and measurement of efficiency and welfare and to analyze effects of government policies change to the market equilibrium, efficiency and welfare.
- Discuss the sources of market failure and government responses to market failure
- Explain the concept and methods of demand estimation and forecasting.
- Understand the production functions, plant size and economies of scale and learning curve..
- Analyze the determinants of market structure, pricing models under oligopoly market and pricing practices.
- Explain the concepts of game theory and its applications in strategy formulation and also explain the market with asymmetric information.

## Course Details

### Unit 1: Fundamentals of Managerial Economics

5 LHs

Nature and scope of managerial economics; Fundamental economic principles and their applications in managerial decisions; Goals of firms: profit maximization model, value maximization model, sales-revenue maximization model and Williamson model of managerial discretion.

### Unit 2: Market Mechanism, Efficiency and Welfare

6LHs

Demand and supply functions; Concepts, calculation and applications of elasticity of demand; Relationship between price elasticity of demand and revenue; Markets and efficiency: market equilibrium and welfare, effects of government policies (tax, subsidy and price control measures) on market equilibrium, efficiency and welfare; Market failure: concepts and causes; and Government responses to market failure.

### **Unit 3: Demand Estimation and Forecasting**

**5LHs**

Demand estimation: concepts, marketing research approaches, regression analysis; and Demand forecasting: concepts and significance, qualitative forecasts, time series analysis and smoothing techniques and barometric methods.

### **Unit 4: Theory of Firm and Pricing**

**10LHs**

Production functions; Plant size and economies of scale; Learning curve; Market structure: concepts and determinants; Oligopoly and firm architecture: kinked demand curve model, price leadership, cartel arrangements; Optimal level of advertising; Pricing with market power: price discrimination, inter-temporal price discrimination, peak-load pricing, dumping, two-part tariffs, bundling and tying and predatory pricing; and Other pricing practices: cost-plus pricing, incremental analysis in pricing, pricing of multiple products and transfer pricing.

### **Unit 5: Games, Strategic Behavior and Information**

**6 LHs**

Strategy and types of games; dominant strategy and Nash equilibrium; prisoner's dilemma: concept, price competition and prisoner's dilemma, non-price competition, cartel cheating and prisoner's dilemma; Strategic moves: threats, commitments and credibility and strategic deterrence; Strategic behavior and international competitiveness and auctions; and Markets with asymmetric information: quality uncertainty and the markets for lemons, market signaling, moral hazard, the principal-agent problem and managerial incentives in an integrated firm.

### **Basic Readings**

- Salvatore, D & Rastogi, S.K. (2017). *Managerial Economics*, 8<sup>th</sup> Edition. New Delhi: Oxford University Press.
- Truett, L.J. & Truett, D.B. (2004). *Managerial Economics: Analysis, Problems, Cases*. Hoboken, NJ: Wiley.
- Hirschey, M. & Pappas, J.L. (1989). *Fundamentals of Managerial Economics*. New York: The Dryden Press.

### **Suggested Readings**

- Thomas, C.R. & Maurice, S.C. (2015). *Managerial Economics: Concepts and Applications*. New Delhi: McGraw-Hill Education.
- Adhikari, G.M., Paudel, R.K & Regmi, K. (2018). *Managerial Economics*. Kathmandu: KEC Publications.

# **MBAM 508: Managerial Finance**

## **Second Semester**

**Credit Hours : 3**  
**Lecture Hours: 48**

**Area: Core**

### **Managerial Finance (MBA–Marketing)**

#### **Course objectives**

The main purpose of this course is to impart basic knowledge and analytical skills of managerial finance. The course equip students with required conceptual knowledge of managerial finance- investment, financing and dividend decisions and their peripherals. At the completion of this course, the students will have clear understanding of the major decisions –investment, financing and dividend decision.

#### **Course Descriptions**

The course begins with a brief overview of managerial finance and its major three decisions-. Investment, financing and dividend decisions. It covers in eight units. The major topic covered in this course are managerial finance and environment, financial statement analysis , security and corporate valuation , risk return and portfolio theory , capital structure and cost of capital , investment decision , dividend decision and working capital management

#### **Learning outcomes:**

On completion of the course students are expected to

- Understand major decisions of managerial finance
- Analyze the annual report and their strength and weaknesses of the corporation
- Concept of time value of money and employ ti for the valuation of financial asset
- Understand and measure risk and return of an asset and portfolio
- Understand the concept of cost of capital and capital structure
- Examine the significance of capital budgeting and its process and ranking of the projects
- Describe the types, procedure and factors affecting dividend decisions
- Identify different policy and factors affecting working capital and CCC/

#### **Course Details**

##### **Unit 1: Managerial Finance and Environment**

**LHs 4**

Meanings and Definitions of Financial Management; Goals of managerial finance; Finance Function; Interface between managerial finance and other business Functions; Objectives of the Corporation; Agency conflicts; Corporate governance; Corporate Social Responsibility.

##### **Unit 2: Financial Statement Analysis**

**LHs 6**

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

##### **Unit 3: Security and Corporate Valuation**

**LHs 8**

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

Corporation.

**Unit 4: Risk – Return and Portfolio Theory**

**LHs 5**

Investment return and risk; Risk in Portfolio context; efficient portfolio; Optimal portfolio: CAPM, CML and SM; Efficient market hypothesis.

**Unit 5: Capital Structure and Cost of Capital**

**LHs 5**

Capital structure : meaning and features , factors affecting capital structure; Cost of Capital; Cost of Different Sources of Finance; Weighted Average Cost of Capital ; Marginal Cost of Capital (MCC); Interrelationship of cost of capital and capital budgeting.

**Unit 6: Capital Budgeting**

**LHs 8**

Importance of Capital Budgeting; Complexities Involved in Capital Budgeting Decisions; Phases of Capital Expenditure Decisions; Identification of Investment Opportunities; Rationale of Capital Budgeting Proposals; Capital Budgeting Process; Investment Evaluation; Appraisal Criteria: Payback period, NPV, IRR, MIRR and PI.

**Unit 7: Working Capital Management**

**LHs 5**

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

**Unit 8: Dividend Decisions**

**LHs 5**

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

**Note: Two hours for internal evaluation**

**References**

Bigham, E. F& Ehrhardt, M. C. *Financial Management: Theory and Practice*. New Delhi: Cengage Learning, *Latest Edition*

Van Horne, J. C year *Financial Management and Policy*. New Delhi: Pearson Education. Latest Edition

Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Corporate Finance*. New Delhi: Tata McGraw-Hill. Latest Edition

Gitman, L. J. *Principles of Managerial Finance*. Delhi: Pearson Education. Latest Edition

Pradhan R. S. y *Financial Management*. Kathmandu: Buddha Academic Publishers and Distributors. Latest Edition



# **MBAM 507: Corporate Governance and Business Ethics**

**Credits: 2**

**Lecture Hours: 32**

## **Course Objectives**

The purpose of this course is to impart knowledge of ethical and governance issues that should be addressed while making operational and strategic business decisions to create a positive mind set among stakeholders. The course aims to develop an understanding of the underlying concepts of Corporate Governance and business ethics which are relevant to the contemporary business environment. It is designed to foster student's understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop a student's ability to critically analyze ethical and governance issues in business.

## **Course Description**

This course begins with a theoretical perspective of corporate governance and business ethics and its application in business decisions. Then it covers the relationship between laws and business ethics with CSR concepts and areas. Similarly, this course highlights the theories, models and principles of corporate governance, the role of various stakeholders to ensure the best practice of governance. Finally, it covers global scenarios and issues related to corporate governance and business ethics.

## **Learning Outcomes**

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

- Understand the concept and importance of Corporate Governance and business ethics in business operation.
- Understand the global best practice principles of corporate governance as defined by OECD.
- Know role of Board and other stakeholders in Corporate Governance
- Analyze how transparency, responsibility, accountability, and fair and equitable treatment of all shareholders form the basis of good corporate governance practices.
- Understand the global scenario of corporate governance and business ethics with various issues such as fraud, corruption and their mitigation.

## **Unit 1: An Introduction to Corporate Governance and Business Ethics**

**LHs 7**

Introduction to Corporate Governance; Evolution of Corporate Governance; Key features of Corporate Governance in the Companies Act 2074; The Ethical Value System: Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics : Ethical Values in different Cultures, Culture and Individual Ethics, Loyalty and Ethical Behavior; Business Ethics : Nature, Characteristics and Needs; Ethical Practices in Management; Development of Ethical Corporate Behavior; Ethical Leadership and Corporate governance; Establishment of National Foundation of Corporate Governance; Corporate governance in Nepalese organizations.

## **Unit 2: Law and Ethics**

**LHs 6**

Relationship between Law and Ethics; Bodies in enforcing Ethical Business Behavior; Impact of Laws on Business Ethics; Ethical Decision Making; Ethical and Governance Issues in Functional Areas of Business; Social Responsibilities of Business : Environmental Protection, Fair Trade Practices, Fulfilling

all National obligations under various Laws, Safeguarding Health and wellbeing of Customers; Ethics and Nepalese business.

**Unit 3: Theories, Models and Principles of Corporate Governance**

**LHs 6**

Theories of Corporate Governance: Agency Theory, Stewardship Theory, The Stakeholder Theory, The Political Theory; Models of Corporate Governance: Regional Models, Anglo-American Model, Japanese Model, German Model, Indian Model; Principles of Corporate Governance and Organization for Economic Co-operation and Development (OECD) Principles; Corporate Governance Rating; ICRA Rating; Investment Information and Credit Rating Agency .

**Unit 4: Implementation of Corporate Governance**

**LHs 7**

Role of Board of Directors and Board Structure; Role of the Non-executive Director; Role of Auditors; Role of Government; Accounting Standards and Accounting Disclosures; Financial Reporting and Corporate Governance; Non-accounting Regulations in Corporate Governance; Corporate Governance and Family Owned Business: Background, Family Businesses in Nepal, Need for Professionalization and Transparency in Family Business; Governance and Corporate Performance.

**Unit 5: Issues of corporate Governance and Business Ethics**

**LHs 6**

Ethics and Corporate Governance in the Context of Global Economy; Relationship between Business Ethics and Business Development; Role of Business Ethics in Building a Civilized Society; Corporate Governance and Issues Related to Scams; Corruption: Meaning, Causes and Effects; Frauds and Scams in Private and Public sectors; Measures to Overcome Fraud and Corruption; Zero Tolerance of Corruption; Role of Government to control corruption and Frauds; International connection of Nepal in different issues of corporate governance.

**References:**

- Fernando, A.C (2012). *Business Ethics and Corporate Governance, Second Edition*. New Delhi: Pearson Publication.
- Mathur, U.C.(2005).*Corporate Governance and Business Ethics: Text and Cases*. New Delhi: Macmillan Publishers India Ltd.

# **MBAM 509: International and Multinational Marketing**

**Credit: 2**

**Lecture Hours: 32**

## **Course Objectives**

The objective of the course is to acquaint the graduates with the international dimension of marketing activities as part of the top management team of multinational corporations. More specifically, this course helps students understand the peculiarities of the global marketing environment and to proact and respond to the global customers more effectively and more efficiently.

## **Course description**

The course has four units. First unit introduces the course with an overview of international trade theories and protectionism measures. Unit two acquaints the graduates with the opportunities and complexities of different dimensions of the international marketing environment such as economic, socio-cultural, political-legal, and financial. Unit three discusses the alternative modes of entering the international market. Last unit covers the detailed marketing strategies that are essential in international and marketing.

## **Learning outcomes**

The graduates are able to understand the intricacies of international marketing and are able to dive down into the realm of international marketing with proven marketing strategies. The graduates now can comprehend the 21<sup>st</sup> century complexities of the global trade issues and successfully respond to them to achieve corporate goals more effectively and efficiently.

## **Teaching Pedagogy**

**Case Supplement:** Lectures supplemented by case studies are carried out in all the units of the course which enhances students' analytical, problem-solving and decision-making skills. This facilitates experiential learning among the students as they face real business issues, apply their classroom knowledge and strengthen their business acumen.

**Team Activities:** Students are to be involved in team work wherein they learn to work and adapt with a diverse workforce while working on specified assignments, preferably class presentation covering the course contents. Herein, the students are expected to research, analyze, organize, and present before the class and deal with questions, criticism, and comments.

## **Unit 1: Introduction**

**LHs 4**

Stages of international marketing; Types of Multinational companies; Protectionism and globalization debate; BOP disequilibrium; Overview of international trade theories; Case analysis.

## **Unit 2: International Marketing Environment**

### **Economic Environment**

**LHs 6**

Overview of the World economy; Economic systems: Market, command, mixed; Determinants of economic development: Inflation, national income, economic growth rate, per capita income, HDI; Types of economies: Developed, developing, emerging; Global economic integration: WTO; Regional economic integration stages; EU, SAFTA, BIMSTEC, NAFTA, APEC, ASEAN; Case analysis.

### **Socio-cultural Environment**

**L. hr. 4**

Hofstede's six cultural dimensions; Dynamics of global population; Socio-cultural elements: Verbal and non-verbal language, folkways, mores, values, beliefs & attitudes, religion, social stratification, ethics; Managing cross cultural complications; Case analysis.

### **Political and Legal Environment**

**L. hr. 4**

Political elements; Political systems: Democracy and totalitarianism; Political risk types; Legal systems: Common law, civil law, and theocratic law; Brief overview of bilateral & multilateral treaties; IP rights; Antitrust laws; Case analysis.

### **Financial Environment**

**L. hr. 4**

Foreign exchange markets; Role of Global financial institutions: World Bank, IMF, ADB. Exchange rates systems; Currency risk management; International payment methods; Case analysis.

### **Unit 3: International Market Entry Strategies**

**L. hr. 4**

Modes of foreign market entry: Export, contractual and investment, Export & import licensing, franchising, joint venture, wholly owned subsidiaries, greenfield venture, equity alliances, acquisition, turnkey operations, management contract; FDI & portfolio investment: trend and direction; Case analysis.

### **Unit 4: International Marketing Strategies**

**L. hr. 6**

Polycentric, ethnocentric and geocentric approach; Global market: G7 and other advanced economies; Emerging Europe; Emerging Asia; Latin America and the Caribbean; Middle East and Central Asia; Sub-Saharan Africa; Global marketing information system; International market segmentation, targeting and global product positioning; Global buying decisions; Global marketing mix strategies; International product planning, development and positioning; Marketing of services; International branding; International packaging and green marketing; International pricing, dumping and counter trade; Global promotions: Advertising and sales promotion; Global distribution and logistics: Channel structures, E-marketing; Case analysis.

### **Basic Reading**

Cateora, P. R., Gilly, M. C. & Graham, J. L. (2011). *International Marketing*. New York: McGraw Hill Irwin.

### **Suggested Readings**

Czinkota, Michael R., Ronkainen, Ilkka, A. Ronkainen. (2007). *International Marketing*. USA: Thomson South Western.

Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. (2015). *International Business*. England: Pearson Education Limited.

# **MBAM 515: Managing Product and Service Innovation**

**Credit: 2**  
**Lecture Hours: 32**

## **Course Objectives**

Purpose of this course is to introduce and explore innovation management concepts, how to manage product and service innovation and product development and build competitiveness through innovation. This course is designed to provide a comprehensive coverage of innovation management and new product development. Emphasis is placed on both theory and implementation of innovation management. The course structure will support students to gain the knowledge and skills they need for innovation management and new product and service development.

## **Course Description**

This course contains Introduction, Managing innovation within firms, Operations and process innovation, Managing organizational knowledge, New product development, New service innovation, and Strategic alliances.

## **Learning Outcomes**

Upon successful completion of the course, the student should be able to:

- Understand the innovation process.
- Learn the components involving innovation management.
- Understand the wider context of innovation and influencers.
- Recognize the factors to manage the uncertainty.
- Identify the factors to achieve success in innovation.
- Recognize different ways of managing innovation such as alliances.
- Understand the fundamentals of R&D management

## **Course Details**

### **Unit 1: Introduction**

**LHs 5**

Importance of innovation; Need to view innovation in an organizational context; Innovation and invention; Models of innovation; Innovation as a management process; Role of the state for innovation; Innovation in 'late-industrializing' countries.

### **Unit 2: Managing Innovation within Firms**

**LHs 4**

Organizations and innovation; Managing uncertainty; Pearson's uncertainty map; Organizational characteristics that facilitate the innovation process; Organizational structures and innovation; Management tools for innovation.

### **Unit 3: Operations and Process Innovation**

**LHs 5**

Operations management; Nature of design and innovation in the context of operations; Process design; Process design and innovation; Triggers for innovation; Design of the organization and its suppliers; supply chain management; Business process re-engineering (BPR).

**Unit 4: Managing Organizational Knowledge****LHs 5**

Technology trajectories; Knowledge base of an organization; Characterizing the knowledge base of the organization; Learning organization; Developing innovation strategies; A technology strategy provides a link between innovation strategy and business strategy; technology transfer; Models of technology transfer.

**Unit 5: New Product Development****LHs 5**

Innovation management and NPD; Classification of new products; Product strategy; Considerations when developing an NPD strategy; NPD as a strategy for growth; Models of new product development; Managing brands; Brand strategy; Market research and new product development; Techniques used in consumer testing of new products.

**Unit 6: New Service Innovation****LHs 4**

The growth in services; Different types of services; Characteristics of services; Classification of service innovations; The new service development process; New service development models; Service innovation and the consumer.

**Unit 7: Strategic Alliances****LHs 4**

Meaning of strategic alliances; Forms of strategic alliance; Motives for establishing an alliance; Process of forming a successful strategic alliance; Negotiating a licensing deal; Risks and limitations with strategic alliances; The role of trust in strategic alliances; Use of alliances in implementing technology strategy.

**Basic Readings**

Paul, Trott (2017). *Innovation Management and New Product Development*, (Sixth edition), New Delhi: Pearson Education,

Cantamessa, M. & Montagna, F. (2016), *Management of Innovation and Product Development: Integrating Business and Technological Perspectives*, Springer, London.

**Suggested Readings**

Burgelman, R.A., Christensen, C.M., Wheelwright, S.C. (2009). *Strategic Management of Technology and Innovation*. Boston: McGraw-Hill Irwin,

Schilling MA. (2013). *Strategic Management of Technological Innovation (4th ed.)*. McGraw-Hill: New York, NY.

Tidd, J., Bessant, J.R. (2014). *Strategic Innovation Management*. Wiley, Hoboken.

# MBAM 511: Consumer Behavior Analysis

**Credit hours: 2**  
**Lecture Hours: 32**

## Course Objectives:

This course is an introduction to the world of consumer behavior and aims at understanding the consumer is crucial for marketing managers. It also aims to provide knowledge about behavioral models and concepts designed to help understand, evaluate, and predict consumer behavior. This course also helps students to gain deep knowledge about consumer psychology and applies the knowledge from the perspective of a marketing manager. It stresses analytical thinking about consumer psychology and prediction of how marketing tactics may influence demand for products and services.

## Course Description

This course contains Introduction of Consumer Behavior, Decision Making and Consumer Behavior, Cultural Influences on Consumer Decision Making, Consumer and Social Well-Being, Perception, Learning and Memory, The Self, Attitudes and Persuasion, Group and Situational Effects on Consumer Behavior, Consumer Identity, and Networked Consumer Behavior.

## Learning Outcomes:

The goal of this course by the end of the year is to familiarize students with the factors that shape consumer behavior, and help them understand how those factors and their interactions influence consumers, marketing activities of firms, as well as the public at large. Upon completion of this course, students will be able to...

- Analyze the meaning and influences guiding the decisions and behaviors of culturally-driven phenomena.
- Analyze consumer behavior for existing or new businesses operating locally and internationally.
- Relate internal dynamics such as personality and motivation to the choices consumers make.
- Learn about and apply the consumer decision processes to develop a product, service, or retail outlet for chosen groups of consumers.
- Identify the cultural and ethical issues influencing consumer behavior.
- Relate group dynamics and the relative influence of various group members to the choices made by groups of people.

## Course Details

### Unit 1: Introduction of Consumer Behavior

**LHs 4**

Consumer Behavior: People in the Marketplace, Meaning of Consumer Behavior; Consumer Behavior as a Process; Consumers' Impact on Marketing Strategy: Identification of Different Consumer Segments, Marketing's Impact on Consumers; Classifications of Consumer Needs: Maslow's Hierarchy of Needs.

### Unit 2: Decision Making and Consumer Behavior

**LHs 4**

Consumer Problem; Consumer Involvement: Types of Involvement; Cognitive Decision Making: Steps in the Cognitive Decision-Making Process; Habitual Decision Making; Affective Decision Making: Positive and Negative Affect; Effect of Social Media on Emotions.

### **Unit 3: Cultural Influences on Consumer Decision Making**

**LHs 3**

Cultural Systems; Cultural Values: Core Values: How Do Values Link to Consumer Behavior? Cultural Movement; Cultural Stories and Ceremonies: Myths, Sacred and Profane Consumption: Sacralization: Domains of Sacred Consumption, Cross-Cultural Differences Relevant to Marketers.

### **Unit 4: Perception**

**LHs 2**

Sensation: Vision: Rupees: Sound: Touch: Taste, Stages of Perception: Exposure, Attention: Interpretation.

### **Unit 5: Learning**

**LHs 3**

Learning: Behavioral Learning Theories: Marketing Applications of Classical Conditioning Principles, Marketing Applications of Instrumental Conditioning Principles, Cognitive Learning Theory: Marketing Applications of Cognitive Learning Principles; Learning Sources of People to be Consumers; Cognitive Development.

### **Unit 6: The Self**

**LHs 4**

Existence of Self; Self-Concept; Personality: Consumer Behavior on the Couch; Freudian Theory: Neo-Freudian Theories: Trait Theory; Brand Personality: Socializing with Brands, Body Image: Ideals of Beauty: Working on the Body: Body Image Distortions.

### **Unit 7: Attitudes and Persuasion**

**LHs 4**

Power of Attitudes: ABC Model of Attitudes: Hierarchies of Effects, Formation Attitudes: Consistency Principle: Motivational Conflicts: Self-Perception Theory: Social Judgment Theory: Balance Theory, Marketers Influence on Attitudes: Tactical Communications.

### **Unit 8: Group and Situational Effects on Consumer Behavior**

**LHs 4**

Situational Effects on Consumer Behavior: Our Social and Physical Surroundings: Temporal Factors: Waiting Time, Shopping Experience: When the Going Gets Tough, the Tough Go Shopping: E-Commerce: Retailing as Theater: Store Image: In-Store Decision-Making: Salesperson, Social Power of Groups: Reference Groups.

### **Unit 9: Networked Consumer Behavior: Word-of-Mouth, Social Media, and Fashion**

**LHs 4**

Word-of-Mouth Communication: Buzz Building: Negative WOM, Opinion Leadership: Influence of Opinion Leader: Types of Opinion Leaders; Social Media Revolution: Social Media and Community: Power of Online Communities, Diffusion of Innovations, Fashion System.

### **Basic Readings**

Solomon, M. R. (2016). *Consumer Behavior: Buying, Having and Being* (11<sup>th</sup> ed.), Upper Saddle River, New Jersey: Pearson Education, Inc.

Solomon M. R., Katherine W., and Darren W. D. (2017), *Consumer Behavior* (7<sup>th</sup> Canadian Edition), Toronto, ON: Pearson Canada.

Linda L. M., Gail T. (2016). *Consumer Behavior Building Marketing Strategy* (13<sup>th</sup> ed.), McGraw-Hill Education, 2 Penn Plaza, New York, NY.



**Suggested Readings**

David L. L. & Albert J. D. (1993), *Consumer Behavior: Concepts and Applications*. (4th edition) New Delhi: Tata McGraw Hill.

Del I. H., Roger J. B. & Coney, K.A., (1997). *Consumer Behavior: Implications for Marketing Strategy*. (7th edition) New Delhi: Tata McGraw Hill.

Leon G. S., Joseph L. W.,(2018). *Consumer Behavior*. (12th edition) New Delhi: Prentice Hall of India.

# MBAM 512: Integrated Marketing Communication

**Credits: 2**  
**Lecture Hours: 32**

## Course objectives

The Purpose of this course is to give students essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication program. It provides the learning about various communication tools and their effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programs.

## Course description

The Integrated Marketing Communications elective will enable students to plan and evaluate marketing communications programs for products and services. Through hands-on practice and case-based study students will experience how integrated marketing communications unite a brand's message through the science of persuasion and various models for advertising messages. While marketing often seems very calculated and planned, the course will also look at the role of creativity and how brands can appeal to consumers through memorable messaging. Traditional marketing, which includes print, radio, and television, is considered, in addition to alternative and online marketing, which are quickly altering the marketing landscape. From "going viral" to hashtags to video game tie-ins, digital and social media have the potential to reach a vast range of consumers—a power explored in the course's study of public relations and publicity campaigns. This course will examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

## Learning Outcomes

After completing this course, students will be able to:

- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Choose a marketing communications mix to achieve the communications objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

## Course Details

### Unit 1: Introduction to Integrated Marketing Communications

**LHs 5**

An Introduction to Integrated Marketing Communications; The Evolution of IMC; The Role of IMC in the Marketing Process: Integration of media, message and marketing; Promotion mix.

### Unit 2: Situation Analysis for Integrated Marketing Communications

**LHs 5**

Political and Regulatory Environment; Socio-Cultural Environment; Organizing for Advertising and Promotion; Role of Ad Agencies and Other Marketing Communication Organizations; Perspectives on Consumer Behavior.

**Unit 3: Communication Process and Budgeting****LHs 5**

The Communication Process; Barriers of communication: Source, Message, and Channel Factors; Global Products, Local Messages; Establishing Objectives and Budgeting for the Promotional Program.

**Unit 4: Developing the Integrated Marketing Communications****LHs 10**

Creative Strategy: Planning and Development, Implementation and Evaluation; Media Planning and Strategy; Evaluation of Media: Television, Radio, Magazines and Newspapers; Support Media; Direct Marketing; The Internet: Digital and Social Media; Database Marketing; Mobile Marketing Communication; Sales Promotion; Public Relations, Publicity, and Corporate Advertising; Integrating PR into the Promotional Mix; Developing and Executing the PR Program; The Control and Dissemination of Publicity; Corporate Image Management and Brand Building; Combining Personal Selling with Other Promotional Tools; Integrating Global Marketing Communication.

**Unit 5: Special Issues and Promotion Effectiveness Measurement****LHs 5**

International Advertising and Promotion; Clean feed; Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion; Personal Selling Online; Measuring the Effectiveness of the Promotional Program.

**Basic Readings**

Belch, G. E. & Belch, M. A. (2015). *Advertising and promotion: An integrated marketing communications perspective*. New York: McGraw Hill.

Dutta, K. (2016). *Integrated Marketing Communications*. New Delhi: Oxford university press,

**Suggested Readings**

Clow, K. E. & Baack, D. E. (2016). *Integrated advertising, promotion, and marketing communications*. Boston: Pearson.

Moriarty, S. E., Mitchell, N. & Wells, W. (2012). *Advertising & IMC: Principles and Practice*. New Jersey: Pearson.

# MBAM 517: Customer Relationship Management

**Semester: II**

**Degree: MBA Marketing**

**Credit Hours: 2**

**Lecture Hours: 32**

## Course Objectives

This course aims at providing strategic knowledge to the students about the customer relationship management and develop skills associated with managing customer relationships in the areas of (i) Designing, developing & integrating CRM mechanism in everything that the organization does.

(ii) Developing strategies to use CRM mechanism for competitive advantage. (iii) Developing a customer-centric organizational culture.

## Course Description

This course contains customer value, close loop marketing, managing customer relationship, delivering customer offer, CRM matrix analysis, and customer privacy analysis.

## Learning Outcomes

On completion of the course, students are expected to be able to understand the fundamentals of CRM. More specifically, they are expected to understand (i) Customer behavior, satisfaction, loyalty and defection (ii) Relationship marketing (ii) Key concepts: Sales management, closed loop marketing, drip marketing (iii) CRM impact on sales and marketing strategies (iv) Data, information and technology, (v) Ways companies use Technology including Internet to support corporate CRM strategy (vi) Role of CRM in managing customers as critical assets (vii) Role of business intelligence in CRM;

## Teaching Pedagogy

Opportunities are provided to practical implementation of the concepts and the development of problem-solving skills by means of case studies. Interactive lectures, classroom lectures, home assignments, quizzes, group presentation, article review are the teaching tools used in this course.

## Course Details

### Unit 1: Introduction

**LH 4**

Definition, scope, evolution and transformation of customers. CRM as a strategic marketing tool. Touch point analysis. Major areas of CRM. Case analysis.

### Unit 2: Understanding customer

**LH 4**

Customer profile analysis: Developing and analyzing a customer information database .Customer relationship styles. Types of customer value. Value co-creation. Case analysis.

### Unit 3: Analyzing profitability of customers

**LH 4**

Lifetime customer value. Base profit analysis. Value chain analysis. Customer defection, and customer retention: Importance, stages, measurement, and customer expectations: Managing and delivering. Case analysis.

**Unit 4: Technology for customer relations****LH 4**

Contact Centre Technology, Front Desk Management Technology, CRM Technology, and Customer Data Management. E-CRM; its Importance; Recognizing Barriers to Internet Adoption. Case analysis.

**Unit 5: Managing customer relationship****LH 4**

Stages. Techniques to manage relations. Customer experience management. Creating a customer profile. Knowing your customers. Segmenting & targeting customers: Concept and tools. Case analysis.

**Unit 6: Delivering customer offer****LH 3**

Developing and deploying CRM strategy: CRM program life cycle. Building blocks. Case analysis.

**Unit 7: CRM measurement****LH 3**

CRM metrics. Loyalty programs. Types of customer metrics. Customer indices: Composite and values. Application of metrics. Case analysis.

**Unit 8: Customer privacy****LH 3**

Need, importance and its various elements. Analysis of CRM strategies and approaches practiced by successful business houses in Nepal and abroad. Case analysis.

**Unit 9: Emerging trends in CRM****LH 3**

E-CRM. Data warehousing, Data Marts, Data Mining in CRM. Sales force automation. Case analysis.

**Basic readings**

G Shainesh, Sheth, JagdishN., Parvatiyar Atul. (2001). *Customer relationship management: Emerging concepts, tools, and applications*.

**Suggested readings**

Buttle, Francis. (2009). *Customer relationship management*. 2nd Edition. Elsevier Ltd.

Baran, Galka, Strunk. (2008). *Principles of customer relationship management*. South-Western. Cengage Learning.

**Textbook:**

**Customer relationship management: Emerging concepts, tools, and applications Hardcover, 2001, by G Shainesh JAGDISH N Sheth, Parvatiyar Atul**

**Reference Books:**

***Customer Relationship Management* by Francis Buttle (2nd Edition), Elsevier Ltd., 2009**

***Principles of Customer Relationship Management* by Baran, Galka, Strunk, SOUTH-WESTERN [CENGAGE Learning], 2008**

# MBAM 521: E-Marketing (Practicum)

**Program: MBA -M**  
**Nature of course: Core**

**Semester: 2nd**  
**Credit Hour: 1**

## Course Objectives

The objective of this course is to help students understand the general concept of e-marketing and its practice. The course aims to develop in students the analytical perspective one-marketing activities and its scope in Nepal.

## Course Description

This is a practicum course where students in groups undertake an in-depth study of the macro and micro environmental variables and come up with a realistic plan for an online organization.

## Learning outcomes

By the end of this practicum, each student is conditioned into working in team, collaborating and competing simultaneously and the student is able to independently explore information for any novel project they identify. Students learn the value of time management and how to compromise with others' perspectives and respond to others' conflicting interests in socially agreeable manner.

## Learning pedagogy

**Class format:** Students undertake their research study and present their planning exercise in the classroom. This course involves discussion and exchanges of ideas. Evaluation is based on each student's positive contribution to class discussion on a regular basis.

## E-Marketing Planning (Practicum) Project

Each student analyzes micro or infant online business organization. Students have to prepare final e-marketing plan by the end of this course.

## Evaluation

Students' all activities during the session are continually evaluated and finally graded: Class room activity (40%) and final plan draft (60 %).

Session	Topic	LH	Student Activities
1	<b>Course orientation and group formation:</b> <i>(Students are oriented on the course, format, and delivery guidelines and asked to voluntarily form groups of 2-3 members for the practicum exercise.)</i>	1	Students form groups
2	<b>Organization identification and selection:</b> <i>(Students identify some possible Online SMEs for the practicum exercise.)</i>	2	Students pick out organization

3	<b>Market Analysis:</b> <i>(Analysis of the competition, customer segment, market size, market growth, etc.)</i>	2	Students present e market analysis for class feedback.
4	<b>Company Analysis:</b> <i>(Company profile, SWOT analysis, Key Success Factors)</i>	1	Students present SWOT scenario& KSF of the selected organization. Class discuss.
5	Create and execute targeted multi-channel internet marketing campaigns with the help of volusion site	2	Students can take reference of volusion site,
6	Develop action plans of created or selected SMEs	1	Present the action plan

**Evaluation:** Students' evaluation in the practicum course will be based on class room activity (40%) and final plan Draft (60 %).

# **MBAM 514: Basic Marketing Research**

## **Third Semester**

**Credits: 2**

**Lecture hours: 32**

### **Course Objectives**

The basic objective of this course is to make students understand the basic techniques of identifying problems of marketing research and also apply the various tools in this regard. This course aims to equip the students with knowledge and skills required for conducting marketing research that is useful to managers in making decisions.

### **Course Description**

This course contains introduction of marketing research, research design, data collection, measurement and scaling, data analysis and reporting, and application of marketing research.

### **Learning Outcomes**

- After completing the course, students will be able to:
- Gain knowledge about importance and role of research in marketing.
- Identify and use the major sources of secondary and primary data.
- Construct and administer questionnaire.
- Choose appropriate research design and conduct a marketing research experiment.
- Develop sampling plan and determine the sample size for.
- Identify different research procedures, and conduct appropriate statistical analyses.
- Conduct research in different areas of marketing.
- Interpret and present research reports for making managerial decisions based on research reports.

### **Course Details**

#### **Unit 1: Introduction**

**5 LHs**

Meaning and importance of marketing research; Marketing research and decision making; Classification of marketing research; Scientific and non-scientific methods; Difficulties in applying scientific methods in marketing research; Marketing research process; Formulation of Problems and objectives; Manager's and researcher's complaints about each other; Manager and researcher responsibility and involvement; Ethics in marketing research practices.

#### **Unit 2: Research Design**

**5 LHs**

Meaning and types of research design; Exploratory research: Methods of exploratory studies; Descriptive research: Cross sectional and longitudinal studies; Experimental research design: Methods of experimentation; Choosing a Good Research Design; Qualitative research: Rationale for using qualitative research, Classification of qualitative research methods.

#### **Unit 3: Data Collection**

**5 LHs**

Secondary Data: Advantages and drawbacks of secondary data; Primary Data; Census method; Sampling: Methods of sampling, Sample size determination, Sampling and non-sampling



error; Questionnaire: Types, Process of questionnaire design; Methods of data collection; Communication: Methods of communication; Observation: Methods of observation.

**Unit 4: Measurement and Scaling**

**4 LHs**

Importance of measurement and scaling in marketing research; Concept; Variable; Construct; Basic level (types) of scales; Attitude Measurement Scales; Trilogy approach of attitude; Specific methods of measuring attitudes; Validity and reliability of measurement.

**Unit 5: Data analysis and reporting**

**4 LHs**

Descriptive and inferential statistics; Test of hypotheses; Measures of association; Application of multivariate analysis (factor, cluster, conjoint, and discriminant analysis) in marketing research; Qualitative data analysis: Content, Thematic and narrative; Writing Research Report; The report format; Oral presentation.

**Unit 6: Applications of Marketing Research**

**9 LHs**

Product research: Getting ideas for new product, Process of developing and introducing new products, Package testing, Name research, brand image research, test marketing; Advertising Research: Working of advertisement, Obstacles to advertising research, Copy testing research, measuring advertising effectiveness, media research: Research for market segmentation: Segmentation models, Research process for segmentation; Sales analysis and forecasting; Consumer research; Distribution research; Online Marketing Research.

**Basic Readings**

Malhotra, N.K., Das S., (2016) *Marketing Research: An Applied Orientation*, (7th edition) Pearson India Education Services, Delhi.

Harper B., Ralph W., Stanley S. (1990) *Marketing Research: Text and Cases*, (7th edition) New Delhi: AITBS Publication, India.

**Suggested Readings**

Cooper D. R. Schindler P. S. (2006) *Marketing Research*, Tata McGraw Hill, New Delhi.

Luck D. J., Rubin R. S., (1999) *Marketing Research*, (7th edition) Prentice Hall of India Ltd. New Delhi.

Tull D. S., Hawkins D. I., (1993) *Marketing Research: Measurement and Method*, (6th edition) Prentice Hall of India Ltd. New Delhi.

Zikmund W.G., Babin B. J., (2016) *Essentials of Marketing Research*, (6th Edition), Cengage Learning, USA

# MBAM 513: Supply Chain Management

*Credit hour: 2  
Lecture Hours 32*

## **Course Objectives**

The purpose of this course is to provide an understanding of fundamental concepts of supply chain management. In this course different functional areas of supply chain management are explored in an integrated view

## **Course Description**

This course contains introduction of supply chain, distribution and network design, demand forecasting, sales and operation planning, managing economy of scale, managing uncertainty, and cross-functional management.

## **Learning Outcomes**

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

- Understand fundamental concepts of Supply Chain Management.
- Forecast the demand using a time series forecasting model.
- Manage demand and supply using sales and operation planning.
- Manage economy of scale.
- Make decisions under uncertainties.
- Manage cross-functional team.

## **Course Details**

### **Unit 1: Introduction**

**LHs 4**

Meaning of Supply Chain; Objectives and Importance of a Supply Chain Decisions; Decision Phases in a Supply Chain; Process Views of a Supply Chain; Competitive and Supply Chain Strategies; Achieving Strategic Fit; Challenges to Achieving and Maintaining Strategic Fit.

### **Unit2: Distribution and Networks Design**

**LHs 4**

Role of Distribution in Supply Chain; Factors Affecting Distribution Network Design; E-business and The Distribution Network; Role of Network Design in Supply Chain; Factors affecting network Design Decisions; The role of IT in Network Design; Network Design under Uncertainty.

### **Unit 3: Demand Forecasting in a Supply Chain**

**LHs 6**

The Role of Forecasting in a Supply Chain; Characteristics of Forecasts; Basic Approach to Demand Forecasting; Time-Series Forecasting Methods; Measures of Forecast Error.

### **Unit 4: Sales and Operations Planning**

**LHs 8**

Responding to Predictable Variability in the Supply Chain; Managing Supply; Managing Demand; Implementing Sales and Operations Planning in Practice; Material Requirements Planning (Dependent Inventory Model); Aggregate Planning; Graphical Methods for Aggregate Planning.

**Unit 5: Managing Economies of Scale in a Supply Chain****LHs 3**

Managing Inventory in Supply Chain; The Role of Cycle Inventory in a Supply Chain; Estimating Cycle Inventory–Related Costs in Practice; Economies of Scale to Exploit Fixed Costs; Economies of Scale to Exploit Quantity Discounts.

**Unit 6: Managing Uncertainty in a Supply Chain****LHs 3**

The Impact of Uncertainty on Network Design; Discounted Cash Flows; Evaluating Network Design Decisions Using Decision Trees.

**Unit 7: Cross-Functional Management in Supply Chain****LHs 4**

The Role of Sourcing in a Supply Chain; Sourcing-Related Processes; In-House or Outsource; Pricing and Revenue Management in Supply Chain; Coordination in Supply Chain; Bullwhip Effect; Effects of Lack of Coordination; Obstacles of Coordination; Managerial levers to Achieve Coordination.

**Basic Readings**

Chopra, S. & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning & Operation*. (6th Edition) New Delhi: Pearson Education.

Heizer J., Render B., Munson C. (2016). *Operation Management Sustainability and Supply Chain Management*. (12th edition), New Delhi: Pearson Education.

**Suggested Readings**

David F. R. (2010). *Introduction to Supply Chain Management Technologies*. (2nd edition) CRC Press.

Stanley E. Fawcett, Lisa M. Ellram and Jeffrey A. Ogden. (2014). *Supply Chain Management: From Vision to Implementation*. Pearson Education.

Donald J. B., David J. C., M., Cooper M. B., (2013). *Supply Chain Logistics Management*. McGraw Hill.

# MBAM 516: Strategic Marketing

*Credit Hours: 2*  
*Lecture Hours: 32*

## **Course Objectives:**

This course aims to familiarize student to all aspects of strategic marketing, including situational analysis, strategic market segmentation and planning, competitive analysis for structural awareness, formulating and implementing strategic marketing programme, e-commerce and evaluating and controlling the strategic marketing plan.

## **Course Description:**

This course deals on the process and challenges of strategic marketing. It provides an understanding of strategic marketing as the basis for marketing decision-making and as a framework for analyzing business situations. It includes situation analysis, strategic market segmentation, competitive analysis, marketing strategies, formulating strategic marketing program. Additionally, the course provides opportunities for the practical implementation of the concepts covered and the development of problem-solving skills by means of case studies.

## **Learning Outcomes**

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

- Understand the strategic marketing concepts and approaches to strategic marketing
- Develop strategic marketing plan
- Scan marketing environment
- Analyze consumer market and identifying and selecting market segmentation strategies,
- Analyze market competition and develop strategy to deal with the competition
- Develop product and pricing strategies
- Understand the e-marketing strategies through e-commerce.

## **Course Details**

### **Unit 1: Introduction**

**LH 3**

Strategic Marketing: Concept, Features and Reasons of Strategic Marketing; Business Strategy and Strategic Marketing; Business Ethics and Strategic Marketing.

### **Unit 2: Situational Analysis`**

**LH 3**

Scope of Situational Analysis: Organizational/Internal and External Analysis; Scanning the Environment; SWOT Analysis.

### **Unit 3: Strategic Market Segmentation**

**LH 4**

Customer Value and Satisfaction; Market Research for Identifying Customers; Process of Market Segmentation; Identifying and Selecting Market Segmentation Strategies.

### **Unit 4: Competitive Analysis for Structural Attractiveness**

**LH 4**

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

**Unit 5: Formulating and Implementing Strategic Marketing Programme****LH 12**

Product and Brand Decision: Product and Branding Challenges in 21st Century, Identifying the Reasons for Product Failure in the Market, Product-life-cycle Strategies, Identifying the Sources of Brand Equity and Building Competitive Brand, Service Product and Strategies; Pricing Decision: Strategic Role of Price and Analyzing the Pricing Situation, Pricing Strategies in Market-Driven Environment, Selecting the Pricing Policies and Strategies; Channels of Distribution Decision: Strategic Role of Distributors, Channel of Distribution Strategy, Selecting and Managing the Distribution Channel; Marketing Communication Decision: Strategic Role of Promotion in Marketing, Promotion Mix Strategies, Strategic Role of Integrated Marketing Communication, Marketing Communication Strategy.

**Unit 6: Marketing Through E-Commerce/Internet****LH 3**

E-commerce/Internet Marketing; The Five Ps of Internet Marketing: Product, Price, Place, Promotion and People; Use of E-mails and social media in Creating Business.

**Unit 7: Evaluating and Controlling the Strategic Marketing Plan****LH 3**

Concept and Methods of Evaluation and Marketing Control; Process of Marketing Control; Types of Strategic Marketing Control.

**References:**

Aaker, D. *Strategic Market Management* (Latest edition). John Wiley & Sons. Latest Edition

Bradley, *Strategic Marketing: in the Customer Driven Organization* (Latest edition). John Wiley & Sons Ltd. Latest Edition

Cravens and Piercy *Strategic Marketing* (Latest edition). TATA McGraw Hill. Latest Edition

West, D., Ford, J & Ibrahim, E. *Oxford Strategic Marketing: Creating Competitive Advantage*. Latest Edition

Kotler, Keller, Koshy and Jha. *Marketing Management: A South Asian Perspective*. Pearson/PrenticeHall of India. Latest Edition

# MBAM 520: Strategic Brand Management

Level: MBA

Credits: 2

Lecture Hours: 32

## Course Objective

The basic philosophy for this course is to blend theory and practice of brand management. Strategic brand management is the discipline that links strategic business objectives, marketing, and operations. High performance companies understand the importance of their brand and actively manage brand equity. This course will address the importance of brands, what they represent to customers, and what should be done by organizations to manage them properly.

## Course Description

This course is designed to develop students to become effective brand managers. The course includes strategic brand management, customer based brand equity and brand positioning, designing and sustain the branding strategies and managing the brands to impart theoretical and application knowledge and skills to the students.

## Learning Outcomes

Student should be able to:

- Develop skills for managing brands strategically.
- Compare and contrast the elements of product and brand management.
- Assess growth-opportunities for brands, e.g., brand extension strategies.
- Critique the different measures of brand equity and managing brands

## Unit 1: Introduction to Strategic Brand Management

6 LHs

Brand: concept, types, significance and evolution; Branding: meaning and key issues; Creation of brands through goods, services, people, organization, retail stores, places, online, entertainment, ideas; Rationale for building a brand: organization and customer perspective; Challenges to brand builders; Strategic brand management: concept, role, steps in brand management process; Organizational culture for successful brand management; Strong Nepalese brands.

## Unit 2: Customer Based Brand Equity and Brand Positioning

6 LHs

Customer based brand equity (CBBE) : meaning, sources, steps in building brands (brand resonance pyramid) ; Brand building blocks Resonance; Brand Identity: meaning of brand identity, need for Identity, dimensions of brand identity, brand identity prism; Brand positioning: meaning, point of parity & Point of difference, positioning identity, positioning guidelines; Brand Value: concept, core brand values, brand mantras, Internal branding; Brand value chain; Customer brand equity and brand positioning in Nepal.

## Unit 3: Choosing Brand Elements to Build Brand Equity

6 LHs

Criteria for choosing brand elements; Options & tactics for brand elements: brand name, naming guidelines, naming procedure, awareness, brand associations, logos & symbols, packaging; Leveraging brand knowledge: meaning of brand knowledge, dimensions of brand knowledge, secondary brand knowledge & conceptualizing the leverage process; Measuring the brand equity; Researching the brand equity.

## Unit 4: Designing and sustaining branding strategies

8 LHs

Brand hierarchy; Branding strategy; Brand extension and brand transfer; Managing brands: branding and marketing programs, e-branding, branding and marketing communication; Brand architecture and brand consolidation: brand relationship spectrum, rationalizing the brand portfolio; Brand imitations: meaning

and types, factors affecting brand imitation, imitation Vs later market entry, first movers advantages, free rider effects, imitation strategies; Strategies for choosing a brand name; Sustaining brands over time: reinforcing brands, brand revitalization, rejuvenating brand strategies; Branding strategies in Nepal.

### **Unit 5: Making Brands go Global**

**6 LHs**

Global perspectives of a brand: geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization; Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail.

### **Suggested Readings**

Kevin Lane Keller. (2015). Strategic Brand Management, Building Measuring & Managing Brand Equity, Pearson Education.

Jean-Noel Kapferer, (2019).The New Strategic Brand Management: Creating and Sustaining Brand Equity, Kogan Page India

# **MBAM 522: Marketing Plan Development (Practicum)**

*Credit Hour: 1*  
*Lecture Hours: 16*

**Nature of course: Core**

## **Course Objectives:**

The main objective of this course is to understand marketing plans and its development in real life situations. Marketing plan development Practicum, affords students the opportunity to apply their marketing knowledge to an actual business situation, working to solve a marketing problem in an experience similar to practice. This course is designed to enrich the professional marketing and business skills that will enable students to develop applicable marketing plans and strategies for organizations. The course aims to develop the analytical capacity of students so that they can expose themselves as good planners of business on the basis of data processing and interaction with business sectors.

## **Course Description:**

The course begins with the theoretical concept of marketing plan, its importance and elements. Then, it highlights the skill, knowledge, information required to develop an effective marketing plan of product, price, place and promotion (IMC) for real clients including startups, established companies, nonprofit organizations and government agencies. Some of the learning in this course will be through lectures and activities in class and learning will happen outside of the classroom. Company representatives visit the classroom, presenting current marketing problems for which they are seeking solutions. Student's team work throughout to develop a set of recommendations that will address the client's or organization's marketing challenges. It is compulsory to develop real marketing plans on the basis of information collected visiting to organizations. Finally, students must submit a document of the marketing plan as a major part of the assignment and presentation will be held in front of company representatives and academicians.

## **Learning Outcomes:**

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

- Understand the concept and importance of marketing plans in business operations.
- Gain experience acting as a marketing consultant, experiencing the triumphs and challenges of working as part of a team to address a marketing problem through effective planning.
- Analyze the situations where they have to develop the marketing plan based on facts and figures.
- Understand the way of articulating the theory in a real life situation through meaningful interaction with stakeholders.
- Understand analytical processes and decision tools used to develop the different components of a marketing plan.
- Know various marketing strategies companies use to achieve their objectives and create a competitive advantage.
- Develop the knowledge and skill to fulfill the market need.



**Conceptual Part:**

Marketing and core concepts of marketing, overview of key marketing frameworks, customer value, satisfaction and loyalty. An overview of situation analysis, customer analysis, market analysis, competitor analysis and environment analysis. Marketing plan: meaning, types, importance, elements, marketing mix planning. Strategic marketing plan and its components. Factors affecting the marketing plan. Issues and problems in developing the marketing plan.

**Team Work, Analysis and Presentation:**

- Students can use various sources as reference (articles, books, reports, thesis etc.)
- Develop the hypothetical plan for product, price, place and promotion.
- Identify and analyze the business or marketing issues where effective plan and strategy is required.
- Field visit/ organization visit to collect the information after the approval of the concerned authority of organization.
- Structuring a marketing plan for maximum persuasiveness and best practices in writing marketing plans.
- Quantitatively measuring marketing plan, developing marketing metrics.
- Integrating tactics for implementing a marketing plan, applying the GOST framework.
- Selling ideas through marketing plans, using data visualizations for persuasive impact.
- Students must prepare the final marketing plan and present it in front of company's representatives and academicians.
- At the end of the semester, students should identify business with a marketing plan.

**All the activities held during the session will be evaluated; the final grades for the course will be as follows:**

Class Test	15%
Class presentation	15 %
Feedback of company representative	10 %
Final report	30%
Class participation, discipline, behavior	10%
Attendance	5%
Final presentation( Viva)	15%

# **MBAM 518: Business Environment and Corporate Strategy**

**Fourth semester**

**Credits: 3**

**Lecture Hours: 48**

## **Course objective**

The objective of the course is to impart students with knowledge and skill on business environment and strategic management. More specifically, the course familiarizes the students with how strategic management leads the organization to competitive advantage and consequently earn above average return in the 21<sup>st</sup> century competitive worlds. The course

## **Course Description**

The course contains the fundamental dimensions of strategic management. More specifically, the course covers business environment, external environment analysis, internal environment analysis, strategic analysis, strategy formulation, strategy implementation, strategic control.

## **Learning Outcomes**

On completion of this course, the students are able to (i) understand the basics of strategic management (ii) formulate strategic intent and strategy required (iii) analyze external and internal environment to diagnose SWOT (iv) recognize the alternative business and corporate strategies out of which to select the best strategy for the organization (v) implement the selected strategy effectively by having strategic fit and change management as required (vi) strategically control the activities and correction as needed.

## **Teaching Pedagogy**

Interactive lectures, class presentation, home assignments, reflection notes, articles review, case analysis are the some of the methods used in this course.

## **Course Details**

### **Unit 1: Business Environment**

**LHs 10**

Concept & types of business environment: External, internal, micro, macro. Process of environment analysis: Scanning, monitoring, forecasting and assessing. Environment segments: Demographic, economic, political, regulatory, socio-cultural, technological, and global. Brief overview of international organizations: World Bank, WTO, IMF, ADB. Regional economic integration stages. Brief overview of regional organizations: EU, SAFTA, NAFTA, APEC, ASEAN. Case analysis.

### **Unit 2: Introduction to Strategic Management**

**LHs 5**

Concept and components of strategic management: strategic planning, strategy implementation and strategic control; Strategic goals: Vision, mission, corporate objectives; I-O model and resource-based model of above average return; Focal firm; Classification of stakeholders; Case analysis.

### **Unit 3: Environment Analysis**

**LHs 10**

External environment analysis: Scanning, monitoring, forecasting, assessing; Techniques of external environment analysis: PESTEL, ETOP, Porter's 6 forces model, Strategic groups, Key success factors, Competitor analysis.

Internal environment analysis: Marketing, human resource, production/operation, finance and accounting, resource, capability, competency, core competencies, strategic competitiveness, competitive advantage; Techniques of internal analysis: Corporate value chain analysis, benchmarking, strategic advantage profile (SAP); Case analysis.

### **Unit 4: Strategic Options**

**LHs 10**

SWOT analysis; Types of strategies; Business strategies: Porter's competitive strategy, strategy clock; Corporate strategies: Stability, growth, and retrenchment; Collaborative strategies: Equity based and non-equity based; Strategic directions: Consolidation, market penetration, product development, market development, and diversification; Case analysis.

### **Unit 5: Strategy Evaluation and Choice**

**LHs 5**

Evaluation criteria: suitability, acceptability, and feasibility; Portfolio analysis: BCG matrix, GE nine cell matrix, Hofer's product market evolution matrix; Case analysis.

### **Unit 6: Strategy Implementation and Control LHs 8**

McKinsey 7S framework; Strategy fit: Organizational structure, organizational design, strategic leadership, organizational culture, functional strategies and business policies, programs, budgets, and procedure; Change management; Types of strategic change; Operational control; Strategic control: Premise control, implementation control, strategic surveillance, special alert control; Case analysis.

### **Textbooks**

Hitt, M. A., Ireland, R. Duane, H. & Robert E. (2011). *Strategic management: Competitiveness and globalization*. Ohio: Southwestern Cengage Learning.

### **Reference Books**

Pearce, J. A. and Robinson, R. B. (2015). *Strategic management*. New York: Mc Graw Hill Education.

Wheelen, T. L., Hunger J. D., Hoffman, A. N. & Bamford, C. E. (2015). *Strategic management and business policy*. London: Pearson Education Limited

# **MBAM 519: Entrepreneurial Marketing**

**Credits: 2**  
**Lecture Hours: 32**

## **Course Objectives**

The purpose of this course is to impart knowledge and ideas to use new marketing concepts as entrepreneurial marketing to make marketing decisions in creative way. This course focuses on the real life marketing challenges involved in launching an entrepreneurial venture. The primary goal of the course will be to provide a roadmap for students seeking to actively engage as entrepreneurs, investors or managers in the startup culture. Many of the entrepreneurial marketing principles studied in this course will be equally applicable to mid-size and larger companies seeking new approaches to drive top-line growth. The course will address how start-ups, early growth stages and more mature companies have used entrepreneurial marketing as an essential competitive weapon to grow their businesses by gaining customers. The course aims to develop an understanding of the underlying concepts, theories and practice of entrepreneurial marketing which are relevant to the competitive and technology driven marketing environment. The course further aims to develop a student's ability to critically analyze the entrepreneurial environment.

## **Course Description**

This course begins with a theoretical perspective of traditional and entrepreneurial marketing and its application. Then it covers Growth and Marketing Strategies including life cycle and phase models, integrated lifecycle model (evolutionary), Greiner's growth model (revolutionary) and complexity management ( process) model. Similarly, this course highlights market development strategies interlinking marketing mix and segmentation and positioning strategies. Then, it covers various approaches that can be used to build network and relationship with customers and different communication strategies. Finally, it highlights the contemporary issues of entrepreneurial marketing and Entrepreneurial Marketing Dimensions and Business Performance.

## **Learning Outcome**

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

- Understand the concept and importance of entrepreneurial marketing
- To develop Entrepreneurial thinking for market identification, segmentation and engagement decisions.
- Identify and evaluate marketing opportunities.
- Understand major strategic constraints and issues confronted by entrepreneurs today.
- Know relationship and community marketing: alliances, partnerships and social network building a strong entrepreneurial brand.
- Understand the way to achieve competitive advantages in limited marketing resources.

## **Unit: 1 Introduction to Entrepreneurial Marketing LHs 4**

Entrepreneurial and traditional marketing; Entrepreneurial marketing: Characteristics, Functions, Challenges, Marketing Mix; Identifying entrepreneurial marketing opportunities: market research, demand forecasting; Role of entrepreneurial marketing in Nepalese economy with reference to self-employment; Problems and prospects of entrepreneurial marketing in Nepal.

## **Unit 2: Growth and Marketing Strategies LHs 6**

Growth strategies : concepts and forms, internal, external and cooperative growth strategies; Growth models: life cycle and phase models, integrated lifecycle model (evolutionary), Greiner's growth model(revolutionary) and complexity management (process) model; Contemporary entrepreneurial models: strategic, social, internet and e-commerce models of entrepreneurship in marketing; Social entrepreneurship: concept, characteristics and approaches; Sustainability of social enterprise-funding and management; Impact and performance-of social enterprise.

## **Unit 3: Market Development Strategies LHs 5**

Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy; Building customer relationships; Marketing plans; Market development strategies in Nepal.

## **Unit 4: Networks and Relationships LHs 6**

Resource leveraging; Capacity for building network and business competence; Use of personal contact networks (PCNs); Creation of value through relationship/alliances; Intra-firm networks; Market decision making based on daily contact and networks; Role of Government in promoting entrepreneurship incentive subsidies and grants; Export oriented units; Fiscal and Tax concession; Role of financial institutes in the entrepreneurship development in Nepal.

## **Unit 5: Communication with Customers LHs 5**

Responsiveness to customer feedback and behavior; Speedy reaction to shifts in customer preference; Strives to lead customers; Formal and 'informal' feedback gathering mechanisms; Ongoing dialogue with customers to build long-term relationships; Successful delivery to customers that builds customer confidence; Marketing based on personal reputation, trust and credibility; Use of information communication technology (ICT); Communication with customers in Nepalese context.

## **Unit 6: Contemporary Issues in Entrepreneurial Marketing LHs 6**

Start-up phase of business: High competition, Complexity in coordinating marketing strategies, Uncertainties and high risk, Employee Branding and Training, Entrepreneurial Networking, Industry and Market Research; Entrepreneurial Marketing Dimensions and Business Performance: Proactiveness, Calculated risk taking, Innovativeness, Opportunity focus, Resource leveraging, Customer intensity, Value creation and legitimacy; Issues of entrepreneurial marketing in Nepalese context.

## **References:**

- Buskirk, B. D. & Lavik, M. (2004). *Entrepreneurial Marketing: Real Stories and Survival Strategies*. USA: Thomson, South-Western.
- Chaston, I. (2015). *Entrepreneurial Marketing: Sustaining Growth in All Organizations*. Basingstoke: MacMillan Education.
- Nwankwo, S & Gbadamosi, A. (2020). *Entrepreneurship Marketing: Principles and Practice of SME Marketing*. New York: Routledge.
- Robert, D. H. & Veland, R. (2018). *Entrepreneurial Marketing: A Practical Managerial Approach*. USA: Edward Elgar Publishing.

# MBAM 510: Services Marketing

*Credits: 2*

*Lecture hours: 32*

## **Course Objectives**

Purpose of this course is to build an understanding of service businesses. Develop essential knowledge on the dimensions of the services marketing and embody the skills in students so they can apply it in their professional career. This course will also help develop critical thinking, analysis and communication skills from the management point of view through case studies, discussions, presentation, written assignments and project works.

## **Course Description**

Much of the world economy is dominated by services. In the U.S., approximately 80% of the labor force and 75% of the GDP is accounted for by services. Around 60% of Nepalese GDP is contributed by the service sector. This course is designed especially for those students who may be interested in working in service industries and in addressing the distinct needs and challenges of managing services and delivering quality service to customers. The primary theme of the course is that service organizations (e.g., banks, transportation companies, hotels, hospitals, educational institutions, and professional services) require a distinctive approach to marketing strategy. The course will build and expand on ideas from more general marketing courses to make them specifically applicable to service industry settings. Also, a second theme of the course focuses on the role of service in manufacturing businesses for attaining a sustained competitive advantage.

## **Learning Outcomes**

At the completion of this course students are expected to:

- Understand the nature of services, and distinguish between products and services
- Identify the major elements needed to improve the marketing of services
- Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
- Appraise the nature and development of a services marketing strategy
- Recognize how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

## **Course Details**

### **Unit 1: Introduction**

**LH 4**

Concept of Service; Classification of Services; Service Marketing Mix; Service Marketing Triangle; Managing Service Encounter; Problems and prospects of Service Sectors in Nepal.

### **Unit2: Models in Services Marketing**

**LH 4**

Molecular Model; Servuction Model; Industrial Management Model and Market-Focused Management Model; Gaps Model of Service Quality; Reasons for Company Gaps; Prescriptions for Closing Service Gaps.

**Unit 3: Consumer Behaviour and Relationship Marketing****LH 5**

Influencing Customer Perceptions; Customer Satisfaction and value; Service Quality Dimensions; Service Quality, Productivity and Marketing; Expectation management; Customer Decision Process for service; Collecting Customer Expectations; Relationship Marketing in service business; Role of Culture in Services; Service Failure and Recovery.

**Unit 4: Service Product****LH 4**

Service Design and Standards; New Service Development Process; Branding a Service Product; Service Life Cycle; Market Segmentation for effective capacity utilization; Positioning Strategies for service.

**Unit 5: Pricing Strategies for Services****LH 3**

Service Pricing Differences; Four Meanings of Perceived Value; Incorporating Perceived Value into Service Pricing strategies; Revenue Management.

**Unit 6: Promotion Strategies for Services****LH 3**

Promotion Mix for Service; Service Communication Problems; Communication Strategies to Match Service; Manage Service Promises and Intangibility; Manage Customer Expectations; Improve Customer Education; Manage Internal Marketing Communication.

**Unit 7: Distribution Strategies for Services****LH 3**

Direct or Company-Owned Channels; Key Intermediaries for Service Deliver: Franchising, Agents and Brokers, Electronic Channels; Place and Time Decisions.

**Unit 8: People, Process and Physical environment****LH 6**

People in service marketing; Importance of Intellectual Capital; Managing Internal People; Developing Service Culture in the Organization; Managing External People (Customer); Value co-creation; Processes in Service Marketing; Service Blueprinting; Service Delivery Process; Elements of Physical Evidence; Servicescape based Typology of Service Organizations; Roles of the Servicescape: Environmental Dimensions of Servicescape.

**Basic Reading**

Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Services Marketing*. New Delhi: Tata McGraw-Hill.

Lovelock, C., Wirtz J., & Chatterjee J. (2010). *Services Marketing*. New Delhi: Pearson Education Asia.

**Suggested Readings**

Awale, S. (2017). *Service Marketing in Nepalese Perspective (4th ed.)*. Kathmandu: Buddha Publications.

Gronroos, C. (2007). *Service Management and Marketing*. New Delhi: Wiley India Pvt. Ltd.

# **MBAME 551: Retail Management**

Elective Courses

Credits: 2  
Lecture Hours: 32

## **Course Objective**

This course aims to provide knowledge and skills to students in the area of retail management required specially for the big retail institutions. The main objective for the course is to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager. The learner will also be able to determine a level of interest in pursuing a career in retail management.

## **Course Description**

This course is designed to develop students to become effective retail managers. The course includes introduction to retail management, selling and service, merchandising, human resources, operations, financial reporting which are fundamental areas to be applied by the retail manager.

## **Learning Outcomes**

- Become familiar with how the retail industry works.
- Understand the areas of accountability for retail management.
- Understand how the role of the manager impacts the success of a retail business.
- Determine level of interest in pursuing a career in retail management

## **Course Details**

### **Unit 1: Introduction to Retail Management**

**9 LHs**

Retailing: Concepts, characteristics, importance; Retailer relationship: customer relationships and channel relationships; 3 P's of retail: Product, Presentation and People, and how they influence customer satisfaction; Seasonality of retail and how seasonal changes affect customer needs; The shopping experience ; Retail people and positions; Retail manager's role in achieving sales volume and building sales growth; Factors affecting retail business; Retail industry growth and career opportunities; Strategic planning in retailing ; Retail business in Nepal.

### **Unit 2: Selling and Service**

**4 LHs**

Selling and service: concept and significance; Standards of quality service, and how service impacts sales; Importance and economic value of customer loyalty; Selling and service models and how they impact customer satisfaction; Elements that represent customer profiles and demographics, needs and wants; elements of managing sales and service; Tracking service and sales activities and results;

### **Unit 3: Merchandising**

**6 LHs**

Merchandise management: concept and importance; How a merchandise plan is developed; Receiving and Staging of merchandising; The merchandise floor: store layout by department including flow and adjacencies, process for merchandising the sales floor, execute a planogram to maximize sales, impact of visual merchandising, floor recovery strategies and methods; Inventory Management: concept and significance, process for price changes and the importance of pricing accuracy, merchandise return process and the impact of returns on customer satisfaction and profitability,



**Unit 4: Human Resources****5 LHs**

Retail talent: concept and significance; Importance of having the “right” people for a successful retail business; Preparation of the profile, job requirements and skills for a retail sales associate; The selection process: components, source and recruit retail talent , techniques of conducting an interview and make a hiring decision; Employee orientation process; Manager’s role in the training process; rewards and recognition in maximizing performance; Communication performance expectations and metrics

**Unit 5: Operations****5 LHs**

Retail operation: concept and operational elements; How to get the store ready and easy to shop for customers; ADA requirements; Environmental conditions that affect the customer experience; Retail operational standards; Sales support functions: housekeeping, credit, cash office, alterations; Generation of a staffing plan; Store safety standards: components that are part of a well-designed safety strategy (OSHA), common loss control measures and security devices,

**Unit 6: Financial Reporting****3 LHs**

Financial Reporting: Concept, importance and tools of financial reporting; Analyzing and Interpreting data from reports: analyzing the reports, determining the selling trends, financial reporting information to sales floor, generating action plan based on reports.

**Suggested Readings**

- Berman, B., & Evans, J. R. (2018). Retail Management: A Strategic Approach. New Delhi: Pearson Education, Prentice Hall of India Limited.
- Reference Books: Bajaj, C., Tuli, R., & Srivastava, N. V. (2017). Retail Management. New Delhi: Oxford University Press.
- Gilbert, D. (2012). Retail Marketing management. New Delhi: Pearson Education, Prentice Hall of India Limited.

# **MBAME 553: Social Media and Digital Marketing**

Elective Courses

*Credits. 2*

*Lecture Hours. 32*

## **Course Objectives:**

This course aims at providing strategic knowledge to the students about Social Media & Digital Marketing and to develop students' knowledge and understanding of Social Media Digital Marketing and foster digital marketing skills which can be implemented in a working environment.

## **Course Description**

This course contains traditional and digital marketing, online marketplace analysis on micro and macro environment, digital marketing strategy, delivering online customer experience, campaign planning for digital media, marketing communication using digital media, B2B digital media marketing practice, B2C digital media marketing practice.

## **Learning Outcomes**

On completion of the course, students are expected to be able to understand the fundamentals of Social media & digital marketing which include:

- Define social media & digital marketing and explain how it works
- Develop strategic approach to digital marketing
- Analyze various social media & digital marketing tools
- Prepare digital marketing strategies and plan

## **Course Details**

### **Unit 1: Introducing to social media & digital marketing**

**LH 3**

Origin of Social Media & Digital Marketing; Traditional versus Digital Marketing; How have digital technologies transformed marketing?; Introduction to digital marketing communications; Internet users in Nepal.

### **Unit 2: Online marketplace analysis: micro-environment**

**LH 3**

Situation analysis for digital marketing; The digital marketing environment; Understanding customer journeys; Consumer choice and digital influence; Online consumer behavior and implications for marketing; Competitors; Suppliers; Business models for e-commerce.

### **Unit 3: The online macro – environment**

**LH 2**

The rate of environment change; Technological forces; Economic forces; Political forces; Legal forces; Strategy Implementation.

### **Unit 4: Digital marketing strategy**

**LH 3**

The need for an integrated digital marketing strategy. How to structure a digital marketing strategy. Situation Analysis. Setting goals and objectives for digital marketing; Strategy formulation for digital marketing; Strategy Implementation.

**Unit 5: Relationship marketing using digital platform**

**LH 3**

Introduction; The challenge of customer engagement; Customer lifecycle management.

**Unit 6: Delivering the online customer experience**

**LH 4**

Planning website design and redesign projects; Initiation of the website project; Defining the site or app requirements; Designing the user experience; Development and testing of content; Online retail merchandising; Site promotion and traffic building; Service quality.

**Unit 7: Campaign planning for digital media**

**LH 4**

The characteristics of digital media; Goal setting and tracking for interactive marketing communications; Campaign insights; Segmentation and targeting; Offer, message development and creative; Budgeting and selecting the digital media mix; Integration into overall media schedule or plan

**Unit 8: Marketing communications using digital media channels**

**LH 3**

Search engine marketing; Online public relations; Online partnerships including affiliate marketing; Opt-in email marketing and mobile text messaging; Social media and viral marketing; Offline promotion techniques.

**Unit 9: Business to consumer digital marketing practice**

**LH 3**

The consumer perspective: online consumer behavior; The retail perspective: Online retailing; Implications for e-retail marketing strategy.

**Unit 10: Business to business digital marketing practice**

**LH 3**

Types of B2B organizational marketing and trading environments; Using digital marketing to support customer acquisitions in B2B marketing; Options for online inter-organizational trading; How digital technologies can support B2B marketing; Digital marketing strategies.

**Basic Books:**

Chaffey, D. & Ellis-Chadwick, F. *Digital Marketing: Strategy, Implementation and Practice* (Latest edition). Pearson

# **MBAME 554: Sales and Channel Management**

Elective Courses

*Credits: 2*  
*Lecture Hours: 32*

## **Course Objective**

This course aims to provide students with the knowledge and skill in developing as well as implementing sales and channel management techniques in the real business environment. Students are thus equipped to become more effective sales professionals.

## **Course Description**

This course contains Introduction to Sales Management, Organizing and Driving Sales Efforts, The Sales Organization, Sales Force Management and Supervision, Management of Sales Quotas and Sales Territories; Channel Management and Information System;

## **Learning Outcomes**

On completion of the course, students are expected to:

- Demonstrate an understanding of Sales & Channel Management and examine its role as an integral part of marketing function.
- Ability to analyse differences in business selling and consumer selling and find innovative ways to increase market sales.
- Recommend and practice ethical sales and channel management practices while conducting business.
- Assess the importance of business communication while conducting the sales and distribution activities.
- Collaborate amongst the sales team and improve the team's performance to maximize sales.

## **Course Details**

### **Unit 1: Introduction**

**LHs 5**

Concept, Nature and Importance of Sales Management; Objectives of Sales Management; Role of sales people and sales manager in Sales Management; Theories of Sales Management: The AIDAS approach, The right set of circumstances approach, The buying formula approach, and The Behavioral equation approach.

### **Unit 2: Organizing and Driving Sales Efforts**

**LHs 4**

Personal Selling Process; Kind and Size of the Sales Force; Concept and Purposes of Sales Organization; Sales Organizational Structures: Line sales organization, Line and Staff sales organization, Functional sales organization, Committee sales organization;

### **Unit 3: Sales Force Management and Supervision**

**LHs 8**

Concept of Sales Force Management; Motivation and Communication to Sales Force; Compensating the Sales Force: Types of Compensation Plans; Sales Meetings and Sales Contests; Controlling the Sales Force Performance: Supervising the Sales Force and Evaluating.

**Unit 4: Management of Sales Quotas and Sales Territories****LHs 8**

Concept and Objectives of Sales Quotas; Types of Sales Quotas; Administering the Quota System; Reasons for not using Sales Quotas; Concept of Sales Territory; Types of Sales Territory; Reasons for establishing Sales Territories; Reasons for not having territories; Procedure for setting up Sales Territories.

**Unit 5: Channel Management and Information System****LHs 7**

Concept of Channel Management; Role of Channel Decision in Sales Management; Distribution Channels for Consumer and Industrial products; Elements of a Channel Information System (CIS); Designing of a Channel Information System (CIS); Conflict Management; Methods of Resolving Channel Conflicts.

**Basic Readings**

- Futrell, C. M. (2003). *Sales Management: Teamwork, Leadership and Technology*. Thomson South-Western.
- Havaldar and Cavale (2011). *Sales and Distribution Management: Text and Cases*. Tata McGraw Hill Education Private Limited.
- Panda and Sahadev (2012). *Sales and Distribution Management*. Oxford University Press.
- Still, Cundiff and Govoni (2008) *Sales Management: Decisions, Strategies and Cases*. Prentice-Hall of India, Private Limited.

**Suggested Readings**

- Jobber and Lancaster (2018). *Sales and Distribution Management*. Pearson.
- Johnson, Kurtz and Scheuing (1994) *Sales Management: Concepts, Practice and Cases*. Tata McGraw Hill Education Private Limited.
- Singh (2016) *Sales and Distribution Management – A Practice Based Approach*. Bikash Publishing House, Private Limited.

# MBAME 561: Marketing of Financial Services

Elective

*Credits: 2*

*Lecture Hours: 32*

## Course Objectives

The course aims at developing students' critical understanding of the principles, processes, and strategies of financial service marketing (FSM), with necessary reference to the Nepalese context. It adopts a strategic approach to the management of fundamental issues of financial service marketing. The course seeks to equip the students with requisite attitude, skills, and knowledge (ASK) to analyse the FSM environment, and plan and execute the FSM mix (seven Ps) strategically.

## Course Description

The course has been designed to encapsulate the study of the conceptual framework of financial service marketing (FSM) and external environments required for strategically managing financial service marketing of a firm. Therefore, it encompasses the nature of financial service marketing, international marketing, FSM environments, financial customer behaviour analysis, STP (segmentation targeting and positioning) framework, marketing research, and FSM strategies by the seven Ps.

## Learning Outcomes

*Students after completing this course will be able to:*

- To develop a critical understanding of the concept and issues of financial service marketing in the context of WTO's service trade regime and COVID19-hit market dynamics
- To appreciate and analyse the internal marketing framework embodied with the corporate mission, preparation of human resources for financial service marketing, customer satisfaction measurement, and psychological ownership issues
- To analyse the external environments of financial service marketing in the Nepalese and global context
- To analyse financial service customers for Customer Relationship Management (CRM) and build the framework of segmentation, targeting and positioning (STP) of financial services
- To apply marketing research tools to the financial service marketing of banking and financial institutions
- To formulate financial service marketing strategies by seven Ps: product, pricing, place, promotion, people, process, and physical evidence

## Course Details

### Unit 1: Introduction to Financial Service Marketing

**3 LH**

Concept of 'Marketing of Services,' 'Marketing of Services' and WTO's service trade regime under the GATS (General Agreement on Trade in Services); Financial service institutions; Competitive advantage factors in financial service marketing; Implications of COVID-19 crisis to FSM activities

### Unit 2: Internal Marketing: Building FSM Human Resources

**5 LH**

Concept of internal marketing; Internal marketing vs external marketing, *Emphasis on HR* for Internal Marketing; Need for internal marketing; Corporate mission development and communication for Internal marketing; HR policies in FSM: HR planning, Recruitment and

selection, Placement, HRD (Training and development), Compensation and Reward, and Performance appraisal; Measurement of customer satisfaction (customer satisfaction index and measurement methods; Issues of psychological ownership).

### **Unit 3: Financial Service Marketing Environment**

**5 LH**

Concept of FSM Environment; Critical Analysis of the FSM Environments: Economic Environment of FSM (Economic liberalisation and deregulation, and economic restructuring in Nepal, COVID-19 crisis and economic issues); Sociocultural Environment of FSM (Family structure, westernisation, materialism, middle class customer culture, Borrowing culture); Technological Environment of FSM (Computerisation of financial services, emergence of mobile and e-banking, payment mechanisms, use of MIS); Political and Legal Environment of FSM (Political system, actors in the political and legal system, Overview of regulatory mechanism affecting financial services in Nepal, Role of NRB in regulating financial services); Global Environment of FSM (Globalisation, WTO and GATS agreement, Global information revolution, foreign exchange and derivatives culture).

### **Unit 4: Analysing Financial Customer Behaviours and the STP Framework**

**7 LH**

Understanding and analysing financial service customers; The Engel–Kollat–Blackwell Model; Financial Customers in Nepal: Characteristics of Nepalese Financial Customers (Households, Institutions, and Rural customers); Customer Relationship Management (CRM); CRM as the Driver of Change; the Framework of STP (segmentation, targeting and positioning) in financial services; Segmentation practices of financial services; Benefits of segmentation; Market segmentation practices in financial services (Demographic, Psychographic and Benefit segmentation practices); Targeting and positioning of financial services; STP practices in Nepalese banking and financial sector

### **Unit 5: Marketing Research for Financial Services**

**4 LH**

Nature of marketing research; Marketing research process; Application of marketing research to financial services (Segmentation Research, Product Research, Advertising Research, Sales Research and Attitude/ Psychographic Research); Ethics in financial service marketing research

### **Unit 6: Financial Service Marketing Strategies**

**8 LH**

Balancing needs of customers: the strategic approach to FSM; Financial service marketing strategy (Size of Wallet, Share of Wallet; Service Recovery Strategy; HR and Organisation for Strategic FSM); Designing FSM Mix: Product Strategy (financial literacy and e-banking products, product augmentation, innovation), Pricing Strategy (Service charge, Spread and Profitability); Place Strategy (Location of service outlets, ATMs, Mobile and Online/Internet banking services); Promotion Strategy (Customisation vs Standardisation; media strategy, social media in promoting services); Process Strategy (Service Process and Value Chain); People Strategy (People Management in FSM, Service-Profit Chain, Internal branding through people); Physical Evidence Strategy (Components of Physical Evidence, Role of physical infrastructure, and Servicescape)

### **Basic Texts**

- Ennew, C. T., & Waite, N. (2018). *Financial service marketing: An international guide to principles and practice* (3<sup>rd</sup> ed.). New Delhi: Routledge (Taylor & Francis Group).

- Pezzullo, M. A. (latest edition). *Marketing financial services*. Delhi: MacMillan India Ltd.

## References

- Farquhar, J., & Meidan, A. *Marketing financial services*. London: Palgrave Macmillan
- Koirala, K.D. (2016). *Service Marketing* (1<sup>st</sup> ed). Kathmandu: MK Publisher
- Seth, R. (2019). *Marketing of banking services* (3<sup>rd</sup> ed). Delhi: Macmillan India Ltd.
- Sthapit, A. (2017). *Marketing research: In the dynamic age of information (reprint)*. Kathmandu: Taleju Prakashan
- Sthapit, A. (2018). *Human resource management: Issues & perspectives (1<sup>st</sup> ed)*. Kathmandu: Taleju Prakashan
- Sthapit, A. (2020). *International business: Environments & strategies (2<sup>nd</sup> ed)*. Kathmandu: Taleju Prakashan

## Reference Websites

- EU official websites ([www.europa.org](http://www.europa.org); [www.eu.int](http://www.eu.int), [www.ecb.int](http://www.ecb.int))
- IMF official website ([www.imf.org](http://www.imf.org))
- Nepal Bankers' Association official website: <http://nepalbankers.com.np>
- Nepal Government websites including [www.mof.gov.np](http://www.mof.gov.np), [www.mocs.gov.np](http://www.mocs.gov.np), [www.npc.gov.np](http://www.npc.gov.np), and [www.nrb.org.np](http://www.nrb.org.np)
- NRB official website ([www.nrb.org](http://www.nrb.org))
- WTO official website ([www.wto.org](http://www.wto.org)), WTO annual reports (for service trade issues)

Sales Force Management

Business to Business Marketing

Agricultural marketing

Tourism Marketing

Event Marketing

Marketing for Non-Profit Organizations

Pricing and yield Management