

## Third Semester Syllabus

S.No.	Course Code	Course Name	Credits	Remarks
1	FIN 203	Financial Management	3	
2	ACC 202	Cost and Management Accounting	3	
3	MGT 203	Human Resource Management	3	
4	PSY 201	Basic Psychology	3	
5	IT 202	Introductory Database	3	
Total			<b>15 Credits</b>	

# FIN 203: Financial Management

*Credits: 3*  
*Lecture hours: 48*

## Course Objective

The objective of this course is to impart knowledge and skills of financial management to students to understand how a corporate firm raises and uses funds most effectively. At the completion of this course the students will: have a clear understanding of the goal and function of financial management in a competitive environment, be able to analyze financial statements and develop financial plan, understand valuation fundamentals and acquire skill to value securities, develop analytical ability for making rational choice of projects, and analyze return and risk faced by a firm.

## Course Description

The course introduces students to a number of useful concepts in financial management such as the concept of time value of money, risk and valuation. The course also imparts skills to students to value securities and analyze financial statements and capital investment projects. Therefore, it begins with an introduction to financial management and proceeds to the analysis of financial statements and financial planning and growth. It then introduces the concept of time value of money and its significance in financial decision making. The course further deals with the valuation of bond and stocks, basics of capital budgeting, and risk and return. The Nepalese perspective will be addressed at relevant places.

## Course Detail

### Unit 1: Introduction to Financial Management

**5LHs**

Meaning of financial management; Financial management decisions; Role of financial manager; Forms of business organization; The goal of financial management; The agency problem: shareholders versus managers, shareholders versus creditors.

### Unit 2: Financial Statements and Analysis

**6 LHs**

Financial statements: Balance sheet, income statement, statement of cash flows; Standardized financial statements — Common-size statements; Ratio analyses; The Du Pont identity; Using financial statement information; Problems with financial statement analysis.

### Unit 3: Financial Planning and Growth

**5 LHs**

Meaning and importance of financial planning; Financial planning models; The percentage of sales approach; External financing and growth.

### Unit 4: Time Value of Money

**6 LHs**

Concept of time value of money; Future values and present values: single cash flow, multiple cash flows, annuities, perpetuities, growing annuities and growing perpetuities; Effect of compounding; Loan types and loan amortization.

### Unit 5: Bond Valuation

**5 LHs**

Bond features, Bond valuation, Interest rate risk, Bond yields: Current yield, capital gain yields, yield-to-maturity and yield to call; Bond markets, inflation and interest rates.

### Unit 6: Stock Valuation

**5 LHs**

Features of common stocks; Valuation of common stock; Expected rate of return; Dividend yield and capital gain yield; The stock markets; Features of preferred stock; Valuation of preferred stock.

**Unit 7: The Basics of Capital Budgeting****8 LHs**

Meaning of capital budgeting; Types of investment proposals; Process of capital budgeting decision; Project evaluation criteria: Payback period, discounting payback period, net present value, internal rate of return, modified internal rate of return and profitability index.

**Unit 8: Return, Risk and Portfolio****8 LHs**

Return and measurement of return; Risk and measurement of risk; Portfolio return and portfolio risk; Systematic risk and unsystematic risk; Beta coefficient; Security market line.

**Basic Textbook:**

Stephen A. Ross, Randolph W. Westerfield and Bradford D. Jordan. *Fundamentals of Corporate Finance*. New Delhi: Tata McGraw Hill Education Pvt. Ltd.

**Reference Books:**

James C. Van Horne and John M. Wachowicz, Jr. *Fundamentals of Financial Management*. New Delhi: Prentice-Hall Limited.

Eugene F. Brigham and Joel F. Houston. *Fundamentals of Financial Management*. Singapore: Thomson, South-Western.

# ACC 202: Cost and Management Accounting

Credits: 3

Lecture Hours: 48

## Course Objectives

The primary objective of the module is to provide students with an understanding of the concepts, tools and techniques of cost and management accounting and their application in managerial decision making.

## Course Description

This course comprises conceptual foundation of cost and management accounting, segregation of cost, accounting for material and labour, allocation apportionment and absorption of overhead cost, income statement under variable and absorption costing technique, standard costing system with material and labour cost variance, flexible budgeting under different levels of activities, overhead cost variance, preparation of functional and financial budget in a manufacturing/non-manufacturing concern, decision regarding alternative choices.

## Course Details

### Unit 1: Conceptual Foundation

4LHs

- **Cost & management accounting:** Meaning, objectives, importance, advantages and limitations, differences between financial accounting and cost accounting, management accounting and cost accounting.
- **Cost concept and its classification.**
- **Concept and method of cost segregation:** i) Two point method and ii) Least square method & iii) Estimation of cost

### Unit 2: Accounting for Materials

3LHs

- **Materials/Inventory:** Concept, reasons and objectives for holding material / inventory.
- **Inventory Control:** Meaning, importance and techniques, Economic order quantity with and without discount, Re-order, maximum, minimum, danger and average stock levels under the condition of certainty.

### Unit 3: Accounting for Labour Cost

3LHs

- **Labour cost:** Concept and need for control of labour cost.
- **Incentive wages Plan:** Halsey and Rowan premium Plan, Taylor's differential piece rate system, Gantt's Task and Bonus plan.

### Unit 4: Accounting for Overhead Cost:

4LHs

- **Overhead cost:** Meaning, classification, importance
- **Accounting and Distribution of overhead cost:** Allocation, apportionment and absorption of overhead cost.

### Unit 5: Accounting for Profit Planning

8LHs

- **Absorption costing:** Concept, importance, income statement under absorption costing technique, limitations.
- **Variable costing:** Concept, importance, income statement under variable costing technique, reconciliation statement between absorption and variable costing techniques showing the causes of difference.
- **Cost Volume profit analysis:** Meaning, importance, Contribution margin analysis, Break-even-analysis: under constant and the following underlying situations: changes on selling price, fixed cost, & variable cost, and under step fixed cost, Break-even-analysis of multi-products firms, assumptions of CVP analysis and its limitations.

### Unit 6: Standard costing

4 LHs

- **Standard costing:** Concept, preliminaries to establish standard costing system, difference between standard costing and budgetary control, advantages and limitations.

- **Variance analysis:**

**Material variance:** Concept and calculation of cost, price, usage, mix and yield variances.

**Labour variance:** Concept and calculation of cost, efficiency, rate, mix, idle time and yield variances.

**Unit 7: Flexible budgeting**

**4LHs**

- **Flexible budgeting:** Limitations of static budget, concept, importance of flexible budget, flexible budgeting for overhead cost control, flexible budget in different level of activity.
- **Overhead cost variance:** Concept and calculation of capacity, efficiency and spending variances.

**Unit 8: Budgeting and Profit Planning**

**12 LHs**

- Concept and objectives of budget.
- Preparation of budget for manufacturing and non-manufacturing concern: sales budget, production budget, purchase budget, direct labour and overhead cost budget.
- Cash collection and disbursement budget, budgeted income statement, budgeted balance sheet.

**Unit 9: Accounting for Alternative Choices for Decision Making**

**6 LHs**

- Concept of decision making, types of decision making: Make or buy decision, Drop or continue decision, Accept or reject special offer, decision to sell or further processing.

**Suggested Books**

Ronald W. Hilton, and David E. Platt *Managerial Accounting*, MCgraw Hill, Irwin.

Charles T. Horngren, Srikant M. Datar and George foster, *Cost Accounting , A managerial Emphasis*, Pearson Education

Colin Drury, *Management and Cost Accounting*, ELBS with Chapman and Hall Jerry J. Weygandt, Jawahar Lal, *Cost Accounting*, Tata McGraw Hill Co., New Delhi

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

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

Yamesh man Singh, Khagendra P. Ojha, Chiranjibi Acharya, *Cost and Management Accounting*, Buddha Academic Publishers and Distributors Pvt.Ltd.

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

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

# MGT 202: Human Resource Management

*Credits: 3*  
*Lecture Hours: 48*

## **Module Objectives**

This module aims to develop student's understanding of the basic concepts, systems, and approaches of human resource management.

## **Course Description**

Concept, characteristics, objectives, and components of HRM. Emerging HR challenges. Human resource planning: assessing current HR, HRM inventory, HR information system, and succession planning. Job analysis: meaning, purpose, methods, and techniques. Job design: concept and approaches. HR training and development. Career development. HR motivation. Performance appraisal. Rewards management. Employee grievances and disciplines. Labor relations and Labour Act of Nepal.

## **Course Details**

### **Unit 1: Introduction**

**5LHs**

Concept, characteristics, objectives, and components of HRM. HRM environment (globalization, technological advances, nature of work, workforce diversity, and legal trends). Contemporary HR issues, challenges and responsibilities of HR manager,.

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

**7LHs**

Concept, characteristics, and importance. HRP process. Major HRP activities: assessment of current HR (HR inventory – management inventory and skills inventory, HR information system, and succession planning), HR demand and supply forecasting. Techniques of HR demand and supply forecasting.

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

**6LHs**

Job analysis: concept and terminology (task, job, position and occupation). Purpose and methods of collecting job analysis information. Job description and job specification. Job design: concept, approaches and techniques (scientific management, Herzberg's model, job characteristics, socio-technical, and team).

### **Unit 4: Recruitment and Selection**

**4LHs**

Recruitment: concept and sources. Selection: concept, and importance. Selection Process. Selection tests and interviews: concept and types.

### **Unit 5: HR Training and Development**

**5LHs**

Concept and needs of HR training and development. Training needs assessment. HR training: objectives and methods (on-the-job and off-the-job). Evaluation of training program. Management development: concept, objectives, and methods (on-the-job and off-the-job). Career planning and development.

### **Unit 6: Performance Appraisal**

**5LHs**

Concept, uses and methods (simple ranking, alternative ranking, paired comparison, forced distribution, critical incident, behaviorally anchored rating scale). Appraisal interview. MBO approach to appraisal. Problems in performance rating.

### **Unit 7: Rewards Management**

**3LHs**

Concept and types (intrinsic and extrinsic, financial and non-financial). Qualities of effective rewards, Types of employee benefits.

**Unit 8: Employee Grievances and Disciplines****3LHs**

Employee grievances: concept and handling grievances. Employee discipline: concept, causes, and process of managing discipline.

**Unit 9: Labor Relations and Labour Regulations in Nepal****10LHs**

Labor relations: concept, objectives, and actors of labor relations. Reasons for joining trade unions. Trade unionism: concept, functions and types. Collective bargaining: concept and process, Labor disputes: causes and settlement provisions. Features and provisions of Labour Act.

**Addendum:** At least one case will be administered at the end of each chapter. The students will also complete a project work and a few other assignments as specified by the faculty member.

**Reference Books**

Bishweswor Man Shrestha, *Industrial Relations Management*, Akshalok Prakashan, Kathmandu.

Davi Decenzo and Stephen P. Robbins, *Human Resources Management*, John Wiley and sons (Asia) Pte. Ltd. Singapore.

Dev Raj Adhikari, *Fundamentals of Human Resource Management*. Buddha Academic Publishers and Distributors Pvt. Ltd.

*Labor Act* of Nepal.

# PSY 201: Basic Psychology

Credits: 3  
Lecture Hours: 48

## Course Objective

To enable the students to understand basic processes and structures underlying human behavior as a basis for managing people in an organizational setting.

## Course Description

This course contain introduction, perception, social thought and behavior, motivation and emotion, learning, memory and forgetting, thinking and problem solving, human intelligence, personality.

## Course Details

### Unit 1: Introduction

6 LHs

- **Understanding Psychology** – concepts, goals of psychology, major perspectives in psychology (behavioral, cognitive, biological, evolutionary, developmental, psychodynamics, and social and cultural). Psychology 2000 – trends for new millennium. Applications of psychology in everyday life.
- **Research methods in Psychology**
  - i) Observation – naturalistic observation, case studies, survey
  - ii) Correlation method
  - iii) Experimental method

### Unit 2: Perception, Social Thought and Behavior

6LHs

- Concepts, factors influencing perception. Perceptual organization. Constancies and Illusions;
- **Person perception** – Concept, Kelly’s attribution theory, Impression Formation; Perceptual error and biases
- **Social behavior**
  - i) Persuasion, ii) attitudes, iii) prejudices and techniques to reduce it
- **Social influences-** i) conformity, ii) compliance, iii) obedience (Milgram’s experiment)

### Unit 3: Motivation and Emotion

6LHs

- **Motivation** - concept, motivational cycle, types of motives – primary and secondary. Motivational theories – drive theory, arousal theory, expectancy theory, goal-setting theory, and equity theory.
- **Emotion** – concept, types of emotions, external constraints on emotion – organizational influences and cultural influences. Gender and emotion.  
**Emotional labor** – felt emotion vs. displayed emotion.

**Organization behavior applications of emotion** – ability and selection, decision-making, creativity, interpersonal conflict, deviant workplace behaviors, Implications of emotion for managers.

### Unit 4: Learning

6LHs

- **Concept and Importance**
- **Models of learning-**behavioral models (classical and operant conditioning), cognitive model (social/observational learning).
- Application of learning theories



- i) Shaping behavior - positive reinforcement, negative reinforcement, and punishment
- ii) Schedule of reinforcement
- iii) Behavior modification

### Unit 5: Memory and Forgetting

7LHs

- **Memory** – concept, memory process (encoding, storage, retrieval)
- **Memory system** – sensory memory, short-term memory, long-term memory (Atkinson and Shiffrin model)
- **Contemporary approaches to memory** – working memory, long-term memory modules: declarative memory (semantic memory and episodic memory,) and procedural memory,
- **Improving memory**
- **Forgetting** – concept, causes of forgetting – i) decay, ii) inhibition (proactive and retroactive), iii) memory dysfunctions – Alzheimer’s disease, amnesia – retrograde amnesia and anterograde amnesia.

### Unit 6: Thinking and Problem Solving

6 LHs

- **Thinking**
  - Thinking – concept, elements of thought – mental images and concepts
  - Creativity – concept ,stages of creative thinking
  - Reasoning – algorithms and heuristics
- **Problem solving** – concept, stages in problem solving, methods of problem solving, factors affecting problem solving - functional fixedness and mental set
- **Decision-making** – Concept, common biases and errors in problem solving - i) over-confidence, ii) anchoring bias, iii) availability bias, iv) confirmation bias, v) representative bias, vi) escalation of commitment, vii) hindsight bias.

### Unit 7: Human Intelligence

6 LHs

- Intelligence-Concept , major approaches of intelligence - Two-factor theory, Group factor theory, Gardner’s theory of multiple intelligence, Sternberg’s Triarchic theory, Cattle’s Fluid and Crystallized intelligence. Variation in intellectual ability – mental retardation and intellectually gifted. Role of heredity and environment.
- Emotional intelligence: Concept, Goleman’s dimensions of emotional intelligence. Emotional intelligence in work place. Applications of emotional intelligence .

### Unit 8: Personality

5 LHs

Concept, determinants – heredity, environment and situation. Personality traits -MBTI and Big Five Models, personality attributes influencing organization behavior. Measurement of personality-objective method (MMPI), and projective methods (RT and TAT),Personality and Behavior in Work Setting

#### Text books

Baron, R.A. *Psychology*. Fifth Edition. Prentice-Hall of India.

Feldman, R. S. *Understanding Psychology*. Tenth edition. Tata McGraw-Hill.

#### References

Ciccarelli,Saundra K. and Meyer Glene E.(2013). *Psychology*. South Asian Edition,Pearson Education.

Robbins, S.P. (Latest edition).Essential of *Organizational Behavior*. Prentice Hall of India.

# IT 202 Introductory Database

*Credits: 3*  
*Lecture Hours: 48*

## Course Objectives

This module aims to provide the students with the basic knowledge, issues and manipulation of database so that the students develop the skill of producing reports and managing business information.

## Course Description

Introduction to DBMS, Types of DBMS, Data Models, Relational Database Model, Entity Relationship models, Structured Query Language, Distributed Database Management Systems, Database Security, and Designing Good Designed Database

## Course Details

### Unit 1: Introduction to DBMS

**5LHs**

- Introduction to Database Management System
- DBMS vs File System
- View of data
- Data models
- Database Languages: DML, DDL
- Database users and administrators
- Transaction Management
- Database System Structure
- Application architectures

### Unit 2: Types of DBMS

**2LHs**

- Types of DBMS
- Relational DBMS
- Object-oriented Database Management System

### Unit 3: Data Models

**5LHs**

- Basic concepts
- Constraints
- Keys
- Design issues
- The Entity Relationship Database Model
- Weak entity sets
- Extended E-R Features
- Design of an E-R database schema
- Reduction of an R-R schema to tables

### Unit 4: Relational Database Model

**5LHs**

- Structure of relational databases (Basic Structures, Database schema, keys, Schema Diagram, query languages, joins (Natural, outer))
- Data Integrity
- Types of Data Integrity (Entity integrity constraint (Primary key), Referential Integrity, Domain Constraints, triggers, assertions)
- Relationships within the Relational Database

### Unit 5: Entity Relationship Modeling

**6LHs**

- Entity Relationship modeling
- Entities, Attributes, Relationships
- Degree of a relationship

- Connectivity and Cardinality
- Specialization and Generalization Entity relationship diagram

**Unit 6: Structured Query Language**

**7LHs**

- Structured Query Language
- Data Definition Language
- SQL Constraints
- Creating Tables
- Data Manipulation Languages (Insert, Update, Delete, Select)
- SELECT Queries
- Syntax for the SELECT statement
- SQL Views
- JOIN

**Unit 7: Distributed Database Management Systems**

**5 LHs**

- Distributed Database Management System
- Characteristics of DDBMS
- Advantages / Disadvantages of DDBMS
- Components of Distributed Database system
- Distributed Database Design
- Fragmentation (horizontal and vertical fragmentation)

**Unit 8: Database Security**

**5LH**

- Authorization is SQL (privileges in SQL)
- Roles
- The privilege to Grant Privileges
- Limitations of SQL authorization

**Unit 9: Designing Good Designed Database**

**5LHs**

- Normalization
  - Funcational Dependencies: partial dependency, transitive dependency, join dependency, multivalued dependency
- Update Anamolies
- Normal forms: First, Second, Third, Fourth, Fifth

**Text Book**

Abraham Silberschatz, Henry Korth, S. Sudarshan, *Database System Concepts*,  
C.J. Date, *An Introduction to Database Systems*

**Reference Books**

Philip J. Pratt and Joseph J. Adamski , *Concepts of Database Management* , Cengage Learning,  
7 edition (June 14, 2011)  
David Kroenke , David Auer , *Database Concepts* (6th Edition), Prentice Hall; 6 edition (July 20,  
2012)