MASTER OF BUSINESS ADMINISTRATION (MBA)

CURRICULUM

Faculty of Management Studies
Pokhara University

2024

POKHARA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)

Introduction

Pokhara University, established under Pokhara University Act, 1997 aims at developing capable and creative human resource that can successfully compete not only in national but also in global arena. The Faculty of Management Studies (FMS) of Pokhara University offers different graduate programs and MBA is one of the graduate programs. The MBA program is for those who would like to pursue their career as general executives and managers. The MBA program can be offered at any shift (either morning, day or evening) as per the convenience of the schools/colleges unless otherwise mentioned. The MBA program has been designed to be implemented over a period of 2 years spread over six trimesters.

FMS's major objectives are as follows:

- To cultivate highly competent executives and managers across various economic and social sectors within the country.
- To develop management professionals and entrepreneurs with a global outlook.
- To enhance the knowledge, managerial skills, and exposure of practicing managers, executives, and entrepreneurs.
- To broaden students' perspectives by fostering positive attitudes and guiding them to become productive and responsible global citizens.

MBA Program Objectives

The MBA program aims to drive corporate change in Nepal by transforming students into proficient managers, executives, and entrepreneurs who can serve as strategic change agents in both the corporate and social arenas. The program emphasizes cultivating a social and developmental perspective, while equipping students with robust skills in analysis, decision-making, implementation, leadership, and communication. Higher Education has been going through extreme dynamism and it has changed its nature over the last decade, more so, over the last few years in the post-pandemic era. Higher Education has witnessed many changes and has to undergo significant changes to accommodate the needs and expectations of new learners. Likewise, the changes are imperative for Business and Management education as well considering the changing times. Due to the massive disruption caused in the business environment by technology and the pandemic and the emerging challenges of sustainability, the highly turbulent business environment, emergence of new business models, it is imperative for business schools to revisit their curriculum and pedagogy. As we enter into the era of machine learning (ML) and artificial intelligence (AI) and learn to co-exist with artificial intelligence; critical thinking, emotions, empathy, collaboration, and networking will be of primary importance.

The course has been designed keeping the above in mind and also the changing needs of the new age learners and industry. The focus is on new age learning, co-creation of learning through active engagement of learners in the learning process, the concept of co-creation of learning, experiential learning, and adapting learning with the evolving age of AI and ML.
The specific objectives of the program are as follows:

- To provide students a firm grasp of broad-based and integrated fundamentals of

management with real-life applications.
- To develop professional managers who can effectively lead an organization in a highly dynamic and competitive global business environment.
- To provide student-centered learning environment where students acquire modern management skills, enhance their managerial capabilities, and adopt success-oriented, career-focused behaviors and attitude.

Program Features

The features of the MBA program are competitive learning environment, market-driven concentrations, and program flexibility. The course requirements, duration, and other features of the program are as follows:

i. The MBA program consist of a total of 60 credit hours comprising foundation courses, analytical tool courses, core and functional area courses, integrative courses, concentration and elective courses. The program also includes practicum modules, consultancy project and internship. The course offers a choice to students between degree by industry practice track or research track.

ii. The MBA program should be completed within six trimesters. The duration of each trimester will be 12 weeks excluding examinations. The college/school is required to complete the mandatory contact hours (12 hours for one credit) required by the program.

iii. Graduates from all disciplines are eligible to join the program. However, the applicant must have a minimum of 15 years' formal education (12 years of schooling plus three years of graduation). Furthermore, the applicant must have secured a minimum CGPA of 2.0 or 45 percent in Bachelor's level.

iv. The program shall be run without a long vacation. The minimum time period required to complete the program is 24 months (six trimesters). The maximum time for completion of the program shall be four years from the date of registration.

v. The program will use a range of pedagogical inputs that includes on-campus learning through classroom discussions, presentations, group work, case analysis and guest lecture series, simulations, and off- campus learning through project work and on-line instructions.

Admission Procedure

Eligibility

To be eligible to apply for admission to the MBA program, an applicant must have a minimum of 15 years of formal education (12 years of schooling plus 3 years of bachelor's degree). Furthermore, the applicant must have secured a minimum CGPA of 2.0 or 45 percent in Bachelor's level. The final decision on admission is taken on the basis of scores on the admission test and interviews.

Documents Required

The applicant is required to submit the following documents with the application form made available by the concerned college/school by paying a predetermined fee:

- Completed and signed MBA application form
- Official transcripts from all the academic institutions attended.

Certificates of all degrees should be photocopied and submitted with proper attestation. Enrolment is conditional upon completion of all admission formalities including payment of all fees as determined by the college. Incomplete applications shall not be processed.

Trimester System Regulations

Pokhara University follows the trimester system at the master's level of business administration. These regulations will apply only to MBA Programs including MBA (Global Business) and MBA (Finance) courses offered by the University. The prominent feature of the trimester system is the process of continuous evaluation of students' performance and the flexibility to allow them to progress at a pace suited to their individual ability, subject to the regulation of credit requirements. Each course is assigned certain number of credit hours. Normally, one credit is equivalent to one lecture hour per week per trimester. That is, a three credit hour course will have 36 classes or contact hours in a trimester.

Procedures for Admission

The admission procedure for MBA starts with a notice publicly announced by the concerned colleges. The colleges offering MBA program will provide the application forms and information brochures, on request, against the payment of the prescribed fee. The concerned college scrutinizes the applications thus received and administers the entrance test to eligible candidates. The college will inform the students about the time and date of the entrance test. Applicants will be short-listed for personal interviews on the basis of their scores in the written test. Final selection of students will be made on the basis of their aggregate scores in the entrance test, personal interview, and their previous academic records. A college may, however, modify the selection procedure to suit its needs with prior approval of the Dean.

Candidates, who are given provisional admission, pending the submission of the qualifying certificates, will be required to submit an application specifying that they will submit their qualifying certificates registration deadline of the university, failing which the admission will be cancelled.

Intake, Academic Schedules and Course Registration

One academic year of the University consists of three trimesters – Fall (September-December), Winter (January-April) and Spring (May-August). Each trimester will have 12 weeks of teaching time, excluding the trimester- end examinations. New student intake will be admitted twice in a year: One in Fall (July/August) and another in Spring (March/ April) sessions. A college will be allowed to enroll only 30 students including scholarship holders in one section of the MBA class.

Students will be required to register courses at the beginning of each trimester. Since registration is a very important procedural part of the credit system, all students must present themselves at the college. Registration in absentia may be allowed only in exceptional cases at the judgment of the principal/head. A student’s nominee cannot register for courses but will only be allowed to complete other formalities.

In addition to the regular courses offered by a college/school in a particular trimester, a student will be allowed to register up to three additional courses including those in which he/she has failed.

No student will be allowed to register in the succeeding trimesters without appearing in the trimester-end examination of at least one course in the preceding trimester.

Addition and Withdrawal from Courses
A student will have the option to add or drop from a course. A student wishing to add or withdraw from a course should apply on the prescribed form within two weeks from the starting date of the trimester.

Trimester Withdrawal
A student may apply for withdrawal from the entire trimester on prior approval of the college. The principal/head will examine the application for trimester withdrawal and take the appropriate decision.

Attendance Requirements
A student is expected to attend every lecture, tutorial, seminar and practical classes. The concerned faculty will inform the students about the attendance requirements for the course he/she is teaching. However, a student must attend a minimum of 80% of the classes actually held in a course to be eligible to appear in the trimester-end examination.

Repeating a Course
A course is to be taken only once for grade, except when a student receives a 'C' or lower grade. Since passing all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course.

Retaking a course in which a student has earned 'C' or lower grade is optional. In such a case, the student may be allowed to retake any three to achieve a minimum CGPA of 3.0. However, a student cannot retake a particular course more than two times. The grade earned on the retake will be substituted for the grade earned earlier in the course. This provision will not be applicable for project work.

Evaluation System
At the beginning of each trimester, the concerned faculty members must prepare detailed course outline along with the evaluation scheme, and distribute it to the students. A student's performance in a course is evaluated in two ways: term evaluation (internal evaluation) and trimester-end examination (external evaluation). Sixty percent weight is given to the term (internal) evaluation and forty percent weight to the trimester-end examination/evaluation. The pass mark for both the term evaluation and trimester- end examination is 60 percent. A student must qualify in both evaluations separately to get a pass grade in a particular course.

The prominent features of the program are the process of continuous evaluation of a student's performance and the flexibility to allow the student to progress at a pace suited to his/her individual ability, subject to the regulation of credit requirements. Total evaluation of a course has two parts:

A. Internal Evaluations, and
B. External Evaluations

Internal Evaluations

The mode of evaluation in a given course is decided by the concerned faculty who may assign varying weights to one or more of the evaluation modes and will announce such weights in the beginning of the course. The concerned faculty shall be responsible for the continuous in-term/internal evaluations and will evaluate academic performance of students in each course offered in any or a combination of (a) Written test (b) Quizzes and Oral Test (c) Workshop Practices (d) Assignments (e) Term Paper (f) Project work (g) Case Studies Analysis and Discussion (h) Open Book Test (i) Class Participation and (j) Any other test deemed suitable by the concerned faculty member. The internal evaluation shall generally have a total weight of 60 percent in course work related subjects and 100 percent in the case of seminars, practicum and lab work related subjects.

A student will get NOT QUALIFIED (NQ) status in the term evaluation if his/her performance falls below the minimum requirement. Such students will not be allowed to appear in the trimester-end examination of that particular course. Therefore, the concerned faculty members must publish the term evaluation results of students reasonably earlier than the commencement of the trimester-end examinations.

End-term Examinations/Evaluations

There will be end-term examinations/evaluations in the courses offered during the term. The end- term examination/evaluation may be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. It contains 40 percent weight of total evaluation.

The end-term examinations/evaluations of all the courses and activities will be conducted by the college/school except the following 5 courses which end-term examinations of 40 percent weight will be conducted by the Controller of Examinations (COE). The courses for which end-term examinations will be conducted by the COE are as follows:

Accounting for Managerial Decisions	(3.0)
Statistics for Managers	(2.0)
Managerial Economics	(2.0)
Organizational Behavior and Human Resource Management	(2.0)
Business Environment and Strategy	(3.0)

The college/school shall organize the evaluation of all courses under the supervision and monitoring by the COE and the Office of the Dean. The college/school shall also be responsible for evaluating the Internship Project, Graduate Seminar, Term Papers, Practicum, Labs and the Graduate Thesis.

Students are required to take evaluation immediately after the completion of each module. The concerned college/school must submit marks secured by the students in each course to the COE within 4 weeks from the completion of the examinations and tests.

Pokhara University delegates to a particular college/school the authority of publishing examinations schedule and conducting end-term examinations autonomously such as setting question papers, evaluating answer sheets, project reports, and preparation of results of all the courses except above mentioned five courses where the final examination will be conducted by the COE.

The Office of the Dean, Faculty of Management Studies will closely monitor the in-term and end-term examination/evaluation procedures.

Duration of the Trimester-End Examinations

The duration of trimester-end examination of all 3 credit courses will be 4 hours and that of 2 credit courses will be 3 hours.

Monitoring and Supervision Provision of Evaluation Procedure

The Office of the Dean of the Faculty of Management Studies (FMS) will monitor and supervise the evaluation procedures followed by the school/colleges. The concerned school/college must preserve all the necessary documents like detailed course outline, question papers of the term evaluations, and question papers and answer-sheets of the trimester-end examinations for a period of six months so that those can be submitted to the Dean whenever necessary. The Office of the Dean of FMS will have the right to scrutinize the evaluation procedures and get the answer books re-evaluated by experts in case such need arises.

Grading System

Pokhara University follows a four-point letter grade system. The letter grades awarded to students will be as follows:

Marks (100)	Grade	Grade Points	Description
Above 90	A	4.0	Excellent
85-90	A -	3.7	
80-85	B +	3.3	Good
75-80	B	3.0	Fair
70-75	B -	2.7	
65-70	C +	2.3	
60-65	C	2.0	Pass in Individual Course
Below 60	F	0.0	Fail

Apart from the letter grades mentioned above, the following letter grades can also be awarded:

W = Withdrawn
I = Incomplete
NC = Non-Credit Course

'W' indicates that a student has officially withdrawn from a course without grade or penalty. During the regular term, a student seeking to withdraw from a course must do so before the final examination with the permission of the concerned faculty member. 'W' may not be processed after the final examination. 'NC' indicates that student has officially attended a course till the end and completed it successfully but for which no credit will be given. A student can take non-credit course only in addition to the credit hours required for the fulfillment of MBA degree. 'I' indicates that a student has not completed all the assignments required in the particular course.

The performance of a student will be evaluated in terms of Cumulative Grade Point Average (CGPA) which is the grade point average of all the completed trimesters.

$$CGPA = \frac{\text{Cumulative total honor points earned}}{\text{Cumulative total number of credit hours taken}}$$

Where,

Honor Point = Grade point earned in a subject × Number of credits assigned to that subject.

Degree Requirements

To earn the MBA degree, a student must:

- meet all the course requirements including industry pathway or research pathway and internship within the time period specified in the normal and maximum duration allowed
- have a minimum 'C' grade in each of the courses, and
- have CGPA of 3.0 or better on the 4.0-point grade scale as prescribed by the University.

General Guidelines for Awarding Grades

Awarding Final Grades

Cumulative total score for the purpose of awarding the final grade in a scale of 0 to 100 will be calculated as follows:

Total Marks = 0.60 TEM + 0.40 TEEM

Where,

TEM = Term Evaluation Marks, and

TEEM = Trimester-End Examination Marks.

This final grade awarding procedure will be followed for all the courses except for Internship, Graduate Thesis, Practicum, Lab works and Industry Pathway evaluations.

Adjustment of Letter Grade

Based on the nature of the course and the level of difficulty of the questions asked, the cut off point for each letter grade may be slightly adjusted using standardized normal distribution and natural breakpoints on the examination of particular course as determined statistically.

Pass Marks in the Trimester-End Examination

The pass marks for the trimester-end examination is 60 percent. However, the pass marks cut off points in the trimester-end examination for a particular course may be slightly adjusted statistically on the basis of breakpoints in student scores.

Congruency between Term Evaluation and Trimester-End Examination Marks

Slight variations between term evaluation marks and the trimester-end examination marks will be considered as normal. However, if the marks in the term evaluation substantially exceed by more than 25%, such marks obtained by students in the term evaluation will be adjusted accordingly.

The repeated occurrence of higher term evaluation score of a college/school, no matter what is written in previous rule, will be penalized by reducing the weight of the term evaluation by 50%. Correspondingly, the weight of the trimester-end examination will be increased. The Office of the Controller of Examinations (COE) possesses the rights to implement this provision.

Normal Distribution of Grades

The University recognizes that there will be variations in the distribution of students' grades. However, the University expects that, on an average, 35% and 60% of passing students in post-graduate level examinations are expected to secure As (A and A-) and Bs (B+, B and B-) letter grades respectively in a course.

Normal and Maximum Duration of the Program

The normal duration for the MBA program is 2 years. However, it can be extended up to four years. In case a student completes all course works except Graduate Thesis within four years of enrolment, he/she will be allowed one more year to complete the Graduate Thesis. If a student fails to complete the course requirements within this specified period, all the grades earned by him/herwill be cancelled.

Rechecking and Re-Totaling Process

If a student is not satisfied with the grade(s) obtained, he/she can apply for rechecking or re-totaling of the answer books of the trimester-end examination, along with the recommendation from the concerned college, to the Office of the Controller of Examinations upon payment of prescribed fees. The Office of the Controller of Examinations will be responsible for rechecking or re-totaling the answer-books and notify the student about the result within three weeks. However, the provision of rechecking or re-totaling will not apply to the courses/activities like internship, GRR, practicum, labs and seminars.

Distinction and Dean's List

A student who obtains a CGPA of 3.75 or better will receive the degree with distinction. A student's academic achievement will be recognized by including his/her name in the Dean's List. To qualify for the Dean's List, a student must have a CGPA of 3.80 or better. Only those students who complete the MBA course work within the normal duration of two years will be eligible for the Dean's List. Moreover, only those students will be considered for the Dean's List and other awards of the University, who complete their Graduate Thesis within 90 days from the date of the final trimester results.

Credit Transfer

A maximum of 25% of the total credit hours of course work completed by a student in an equivalent program of a recognized university/institution may be transferred/waived for credit by the Dean on the recommendation of the principal/head of the school/college. However, for such transfer of credit, a student must have received a grade of 'B' or better in the respective course. Courses taken more than two years earlier than the date of application will not be accepted for transfer of credit.

Credit transfers will also be allowed from different programs of Pokhara University. In such cases, all credits earned by students in compatible courses with a minimum grade of B may be transferred to the new program.

Unfair Means

The following would be considered as adoption of unfair means during examination:

- Communicating with fellow students for obtaining help.
- Copying form another student's script/report/paper.
- Copying from disk, mobile, palm of hand or other incriminating source and equipment.
- Possession of any incriminating documents, whether used or not.
- Any approach in direct or indirect form to influence teacher concerning grade.
- Unruly behavior with invigilator/subject teacher/expert which disrupts academic program.

If the invigilator detects a student using unfair means, he/she must report immediately to the Examination Superintendent. The superintendent forwards the case to the Examination Board of the University.

Adoption of unfair means may result in the dismissal of the student from the program and expulsion of the student from the college/school and even from Pokhara University.

Dismissals from the Program

A student is normally expected to obtain a GPA of 3.0 in the trimester-end examinations of the MBA program. If a student's performance falls short of maintaining this CGPA continuously over the trimesters, he/she may be advised to leave the program or may be dismissed from the program.

Monitoring of Students' Academic Performance

Students' academic performance in each trimester will be monitored by the college/school and those doing poorly will be advised to improve their performance in subsequent trimesters. In case a student fails to attain a CGPA of 3.0 by the end of the third trimester, he/she may be put under probation. His/her college/school registration may be cancelled if the academic performance does not improve substantially.

Examinations and Graduation

The Controller of Examinations is responsible to conduct trimester-end examinations of the following five courses:

Accounting for Managerial Decisions	(3.0)
Statistics for Managers	(2.0)
Managerial Economics	(2.0)
Organizational Behavior and Human Resource Management	(2.0)
Business Environment and Strategy	(3.0)

The concerned school/college will be responsible to conduct all the evaluations of the remaining courses following the examination rules and instructions of the University. It must properly maintain all the necessary documents of these examinations as instructed by the Dean. The school/college must forward final grades of students in each course to the Office of

Controller of Examinations within 4 weeks after completion of the trimester-end examinations and the results should not be disclosed to students till formal notification is received from the Control of Examination. The answer sheets must be preserved in sealed bags at the respective school/college for a period of six months. These documents must be submitted to the monitoring committee headed by the Dean as and when asked for.

The examination time-table must be released at least one week before the commencement of the trimester-end examinations by the respective college/school. The time, date, duration, and examination centers must be specified. It is the student's responsibility to take the trimester-end examinations and comply with the examination rules.

The college/school must follow the standard guidelines provided by the Dean for preparation of Internship Project Report and Graduate Thesis. The college/school can select experts independently from the list prepared by the Dean for the evaluation of Graduate Thesis. The Dean will publish such list of experts and review it annually.
The Controller of Examinations will publish the official results of all trimester-end examinations, and make the results available to the concerned college(s). It is the responsibility of the candidates to make themselves aware of their results. Students will be responsible for reviewing their academic and examination records carefully to ensure that they have completed all the degree requirements.

The Controller of Examinations will make arrangements for the graduation ceremony. A graduate wishing to attend the convocation must submit the degree request form to the Office of the Controller of Examinations. Degrees, honors, and medals will be awarded to graduates at the convocation ceremony of the University. Students who need official verification of their graduation before the convocation may apply to the Office of the Controller of Examinations for official transcripts.

Curricular Structure
The MBA students are required to complete 25 courses including electives, concentration and practicum courses. Students can also choose seminar, practicum and lab works from the concentration and elective courses. There are graduate capstone project and experiential learning modules which include the industry track or research track and an internship (equivalent to 6 credit hours). Students are required to complete 8 foundation and analytical tool courses (16 credits), 11 core and functional courses (20 credits), 4 concentration courses (8 credits), 2 elective courses (4 credits), and Capstone Project and Experiential Learning/Graduate Thesis (6 credits), Internship (6 credits). A total of 60 credits is required to complete MBA degree.

The **Curricular Structure** is as following:

Course Code	Course Title	Credit Hours
Foundation and Analytical Courses (16 Credits)		**16.0**
ACC 505	Accounting for Managerial Decisions	3.0
STT 501	Statistics for Managers	2.0
STT 502	Quantitative Methods for Decision Making	2.0
ECO 511	Managerial Economics	2.0
ECO 512	Macroeconomics and Global Economy	2.0
COM 505	Managerial Communication	2.0
MIS 521	Management Information System	2.0
MIS 522	Management Information Systems Practicum	1.0
Management Core and Functional Courses (20 Credits)		**20.0**
MGT 542	Organizational Behavior and Human Resource Management	2.0
MGT 543	Organizational Behavior and Human Resource Management Practicum	1.0
FIN 531	Financial Management	3.0
MGT 546	Operations and Supply Chain Management	2.0
MKT 561	Marketing Management	2.0
RES 611	Methods for Business Research and Consultancy	2.0
EPI 548	Entrepreneurship and Innovation	2.0
MGT 550	Business Environment and Strategy	3.0
MGT 515	Leadership, Governance and Ethics	1.0
EPI 549	Entrepreneurship and Innovation Practicum	1.0
MKT 562	Digital Marketing Practicum	1.0

Concentration Courses (8 Credits)

Pokhara University offers several career-focused concentrations. These courses allow students to gain additional knowledge and skills on specific concentration areas. The students are required to select any four courses of 8 credits from any one of the following concentration areas.

Course Code	Course Title
Finance (Any 4 courses of 2.0 credits each)	
FIN 632	Financial Institutions and Markets
FIN 637	Corporate Finance
FIN 643	Investment Management
FIN 634	International Financial Management
FIN 680	Entrepreneurial Finance
FIN 635	Financial Derivatives and Risk Management
FIN 681	Private Equity and Venture Capital
FIN 682	Behavioral Finance
FIN 683	Financial Planning and Wealth Management
FIN 684	Financial Modeling and Valuation
FIN 685	Risk Management and Insurance
FIN 686	Seminar in Finance
Marketing (Any 4 courses of 2.0 credits each)	

MKT 662	Service Marketing
MKT 663	Marketing Research and Analytics
MKT 664	Consumer Behavior
MKT 680	Integrated Marketing Communications
MKT 681	International Marketing
MKT 682	Neuro Marketing
MKT 683	Brand Management
MKT 684	Digital and Social Media Marketing
MKT 685	Sales and Distribution Management
MKT 686	Seminar in Marketing
Human Resource Management (Any 4 courses of 2.0 credits each)	
MGT 680	Talent Acquisition and Development
MGT 672	Compensation Management
MGT 671	HRD Strategies
MGT 681	Advanced Leadership and Negotiation
MGT 682	Employee Relations and Conflict Resolution
MGT 675	Performance Management
MGT 676	International Human Resource Management
MGT 690	Labor Relations and Employment Law
MGT 691	Employer Brand Management
MGT 692	Seminar in Human Resource Management
Information Technology and Business Analytics (Any 4 courses of 2.0 credits each)	
ICT 610	Electronic Commerce
ICT 611	Digital Economy
ICT 612	Digital Business Ecosystem
ICT 613	Data Mining and Business Analytics
ICT 614	Data Analytics for Decision Making
ICT 615	Information Security for Business
ICT 616	Business Intelligence and Data Analytics
ICT 617	AI for Business Systems
ICT 618	Social Analytics for Business Managers
ICT 619	Data Visualization
ICT 620	Digital and Social Media Marketing
ICT 621	Seminar in Information Technology and Business Analytics
Entrepreneurship and Innovation (Any 4 courses of 2.0 credits each)	
EPI 611	Open Innovation and Collaboration
EPI 612	Management of Innovation and Creativity
EPI 613	Scaling Operations and Managing Growth
EPI 614	Legal Aspects of Entrepreneurship
EPI 615	Family Business Management
EPI 616	Corporate Development: Mergers & Acquisitions
EPI 617	Corporate Entrepreneurship
EPI 618	Development of New Business Model and Product
EPI 619	Electronic Commerce and Digital Economy
EPI 620	Technology Entrepreneurship
EPI 621	Seminar in Entrepreneurship and Innovation

Electives Courses (4 Credits)

The following courses have been identified for electives. These courses offer students the flexibility to customize their needs and meet their career interests and goals. These are basically sectoral and application courses which address the systematic integration across all of business disciplines. Hence, a wide range of elective options may be offered by a college/school. A college/school can also develop and offer such sector-focused elective courses with the prior approval of the Subject Committee and the Dean.

Course Code	Course Title
Electives Courses (Any 2 courses of 2.0 credits each)	
MGT 707	ESG & Sustainability in Business
ECO 705	Digital Economy
ECO 701	Econometrics
ECO 710	Behavioral Economics
ECO 712	Monetary Economics
MGT 721	Tourism and Hospitality Management
BNK 621	Bank Operations and Management
MGT 717	Real Estate Management
MSC 711	Management of Technology
ACC 702	Business Tax Planning
MGT 716	Project Management
MGT 714	Multinational Management
MGT 719	Social Entrepreneurship
MGT 686	Strategies for Sustainable Management
MGT 730	Management of Service Sector Organizations
MGT 688	Productivity Perspective in Management Development
MKT 718	Rural Marketing and Agribusiness
MFI 683	Microfinance

During fifth trimester students can choose either Industry Pathway or the Research Pathway.

The Research Track: Graduate Thesis (6 Credits)

OR

Industry Pathway:

- Consulting Project (3 Credits) or New Venture Creation (3 Credits)
- Project on Doing Business in Nepal (3 Credits)

Internship (6 Credits)

During the sixth trimester, students are expected to undertake an intensive internship, culminating in the submission and presentation of a comprehensive internship report, which accounts for 6 credits. The internship is normally expected to result in a placement offer and the student continues to work.

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Term-wise Curriculum Structure

Term I	**10 Credits**
ACC 515 Accounting for Managerial Decisions	(3.0)
STT 501 Statistics for Managers	(2.0)
ECO 511 Managerial Economics	(2.0)
MGT 542 Organizational Behavior and Human Resource Management	(2.0)
MGT 543 Organizational Behavior and Human Resource Practicum	(1.0)
Term II	**12 Credits**
FIN 531 Financial Management	(3.0)
STT 502 Quantitative Methods for Decision Making	(2.0)
ECO 512 Macroeconomics and Global Economy	(2.0)
MGT 546 Operations and Supply Chain Management	(2.0)
MKT 561 Marketing Management	(2.0)
MKT 562 Digital Marketing Practicum	(1.0)
Term III	**11 Credits**
RES 611 Methods for Business Research and Consultancy	(2.0)
MGT 548 Entrepreneurship and Innovation	(2.0)
MIS 521 Management Information System	(2.0)
COM 505 Managerial Communication	(2.0)
MGT 515 Leadership, Governance and Ethics	(1.0)
MIS 522 Management Information Systems Practicum	(1.0)
MGT 549 Entrepreneurship and Innovation Practicum	(1.0)
Term IV	**11 Credits**
MGT 550 Business Environment and Strategy	(3.0)
Concentration I	(2.0)
Concentration II	(2.0)
Elective I	(2.0)
Elective II	(2.0)
Term V	**10 Credits**
Concentration III	(2.0)
Concentration IV	(2.0)
Capstone Project and Experiential Learning	(6.0)

Industry Pathway	**Research Pathway**
COP 660 Consulting Project (3.0)	
OR for COP 660	
NVC 670 New Venture Creation (3.0)	RES 612 Graduate Thesis (6.0)
DBN 680 Doing Business in Nepal (3.0)	

Term VI	**6 Credits**
MGT 548 Internship	(6.0)

Internship
During the sixth trimester, students are expected to undertake an intensive internship, culminating in the submission and presentation of a comprehensive internship report, which accounts for 6 credits. The internship is normally expected to result in a placement offer and the student continues to work.

Students will conduct the internship under the dual supervision of a faculty supervisor and a supervisor assigned at the workplace. To successfully complete the course and earn the assigned credits, the student must satisfactorily complete the following requirements:

1. Complete the measurable learning objectives specified in the internship course descriptor.
2. Complete 3 months of satisfactory work experience with an approved employer.
3. Maintain a weekly journal of the work/learning experience while on the job.
4. Complete a final paper as outlined in the internship handbook or as assigned by the Internship Faculty Supervisor.
5. Submit an internship report and complete a final session with the internship presentation.

The evaluation of the Internship shall be based on confidential report of the host organization (40 percent) and presentation of the Internship Project Report in a seminar (60 percent).

The Research Track
Graduate Thesis

Towards the end of their study period, participating students who choose the research track are required to undertake a research assignment and prepare an integrative research report in any areas of management as approved by the college/school. Students are required to attend the viva-voce examination and give a seminar presentation of their report as organized by the college/school. The weightage given for viva and the research report will be 25% and 75% respectively. For the evaluation of the research report, the college/school shall appoint internal and external examiners. The external examiner shall be appointed from the list approved by the Office of the Dean.

The Industry Track
In the industry-oriented pathway, students are required to undertake a consulting project or engage in new venture creation (3 credits), in addition to selecting a course that aligns with and supports their chosen industry pathway (3 credits).

Consulting Project
The intensive, hands-on Consulting Project, spanning over a period of minimum 3 months, provides MBA students an opportunity to apply what they have learnt in the classroom to solve a real-world business problem or tap into growth opportunities of the business. Working in small teams from their class and collaborating closely with key business stakeholders, the participants will research and analyze existing business/organistional issues and recommend an in-depth and comprehensive, strategic business solution and recommendations.

This course is designed to facilitate students in the identification, design, planning and reflection on a business focused project. The consulting project is an integrative course that cuts across all taught courses in the MBA, facilitating students to engage in identifying, designing, negotiating, implementing, leading and evaluating a business focused project. This project module provides a context of practice, where students can apply, rehearse and evaluate the techniques, knowledge and skills developed through the program. By engaging with businesses and / or the voluntary, social enterprise or charities students will be able to directly engage with and positively impact upon the local community.