

Faculty of Management

Bachelor of Business Studies Program (BBS)

Curriculum



Office of the Dean
Faculty of Management
Tribhuvan University
Kathmandu, Nepal

2013

MGT 204 Business Law

Lecture Hours: 150

Full Marks: 100

Pass Marks: 35

Course Objectives

This course aims to enhance students understanding of the basic business laws required for effective management of business operations.

Course Description

This course contain; Introduction to law and business law, General law of contract, Contract of agency, Bailment, Contract of sale of goods, Contract of carriage, Law of company and insolvency, Arbitration, Indemnity and guarantee.

Course Details

Unit 1: Introduction to Law and Business Law

LH 8

- Nature and characteristic of law
- Types and sources of law
- Meaning and characteristic and source of Nepalese business law

Unit 2: General Law of Contract

LH 44

- Meaning, Nature and definition of contract, Essential elements of valid contract.
- Meaning and Rules regarding offer, Revocation/ lapse of offer, Meaning and rules regarding acceptance, communication of offer and acceptance .
- Meaning of contractual capacity, Legal effects of agreements made with an incompetent party (the minor and the person of unsound mind).
- Meaning and Rules regarding consideration, Exceptions to the general rule 'No consideration no contract.
- Concept and importance of free consent, Meaning, and legal effects of contract caused by: Coercion, Undue influence, Misrepresentation, Fraud, Mistake.
- Concept and importance of legality of objective and consideration, Conditions of unlawful agreement and void agreement.
- Meaning and definition of contingent contract, Rule regarding contingent contract
- Meaning and definition of quasi contract, Cases of quasi contract.
- Meaning and nature of performance of contract, Responsible person for demanding contract and performance of contract, Importance of performance of contract, Rules regarding performance of contract.
- Meaning of termination of contract, Modes of termination of contract.
- Meaning and types of breach of contract, Remedies for breach of contract. Major provision of Nepal contract.
- Conceptual capacity, rules regarding minor's agreement, person of unsound mind and disqualified persons.

Unit 2: Bailment

LH 16

Meaning of bailment, Rights and duties of Bailor and Bailee, Finder of lost goods (rights and duties of finder of lost goods), Meaning of pledge of pawn, Distinction between bailment and pledge, Right and duties of pawner and pawnee, pledge by non-owner.

Unit 3: Contract of Agency**LH 12**

Meaning and general rules of agency, Modes of creating agency, Types of agent Rights and duties of agent, Right and duties of principal, Delegation of authority, Sub-agent and substituted agent, Responsibility of agent, Personal responsibility of agent, Termination of agency, Procedure of registration and effect of non-registration of agency in Nepal.

Unit 4: Contract of Sale of Goods**LH12**

Meaning and features of contract of sales of goods, Difference between sales and agreement to sell, implied condition and warranty, and caveat emptor, Transfer of ownership, transfer of title by non-owner, Rights and duties of unpaid seller.

Unit 5: Contract of Carriage**LH 10**

Meaning and nature of contract of carriage, Characteristics of common carrier, Difference between common and private carrier, Rights, duties and liabilities of common carrier, Carriage by land, Carriage by Sea (contract of Affreightment: charter party and bill of lading), and carriage by air, Inco terms 2010: A brief introduction.

Unit 6: Law of Negotiable Instruments**LH 6**

Meaning and feature of negotiable instruments, Promissory note, bills of exchange and cheque, Holder and holder in due course, Discharge of negotiable instrument.

Unit 7: Law of Company and Insolvency**LH 18**

Company: Meaning, Nature and incorporation of company, Insolvency: Meaning and procedure of insolvency of company, legal importance and formalities of meetings minutes and resolutions of a company, Legal provision regarding Board's report appointment of auditor, Removal of an auditor, Investigation, Re-organization and liquidation of a company, Power and role of the liquidator, Nepalese law of insolvency and feature of insolvency Act, 2003.

Unit 8: Arbitration**LH 12**

Meaning, features and significance of arbitration, process of appointment of arbitrators, power and function of arbitrators, disputes or cases to be settled by arbitration, who can refer disputes to arbitration, revocation of Arbitrator, authority, procedures of settlements of disputes, award, major provisions of Nepal Arbitration Act.

Unit 9: Indemnity and Guarantee**LH 12**

Meaning of contract of indemnity, Rights and duties of indemnifier and indemnity holder, Meaning of contract of guarantee, Types of guarantee, Difference between indemnity and guarantee, Rights, duties and liabilities of surety, Discharge of surety from liability.

Basic books/ References

Albuquerque, D., *Legal Aspects of Business : Texts, Jurisprudence and Cases*, New Delhi: Oxford University Press, India.

Fitzerald, Ram Prasad, P. J., *Salmond on Jurisprudence*, U.K.: Sweet & Maxwell Ltd.

Shrestha, P.R., Banijya Kanoon, Shrestha, B. Lagankhel, Lalitpur.

Kalika, S. N., *Business Law* for BBA, Kathmandu: Buddha Pulication,

Kuchhal M.C., *Mercantile Law*, New Delhi: Vikash Publishing House.

Shukla, M.C., *Mercantile Law*, New Delhi: S. Chand & Company Ltd.

Sen, A.K. & Metra, J.K., *Commercial Law and Industrial Law*, The World Press Pvt. Ltd., Calcutta.

MGT 215: Fundamentals of Financial Management

Lecture Hours: 150

Full Marks: 100

Pass Marks: 35

Course Objective

This course "*Fundamentals of Financial Management*" aims to provide students with basic understandings of fundamental concepts and principles of financial management. This course also equips the students with fundamental tools and techniques of financial management that are useful to undertake financial decisions by corporate firms. By the end of this course, the student will be able to:

- explain fundamental concepts and principles of financial management
- analyze and interpret the financial statements of corporate firms
- apply the concept of time value of money in business decision
- measure risk and return on assets and diversify risk
- determine the intrinsic value of bonds and stocks
- calculate weighted average cost of capital along with the cost of each source of financing
- evaluate investment projects applying appropriate techniques of capital budgeting
- describe the concept of capital structure and leverage, and analyze its implication on firm value
- Identify fundamental issues in dividend payments of a firm.
- explain basic concepts of working capital and apply different techniques for managing current assets

Course Description

This course "*Fundamentals of Financial Management*" is deals with how effectively financial resources are raised and used by a business firm. It helps students to learn effective management of financial resources in a firm and equips them with necessary skills to put them in practice. The course also creates foundation for specialized and advance courses in finance. This course is divided into 11 units covering the basic aspects of financial management. The titles covered under this course are: introduction to financial management, financial statements and analysis, time value of money, risk and rates of return, bond valuation, stock valuation, cost of capital, basics of capital budgeting decision, capital structure and leverage, dividend payments, and working capital and current asset management. The course will be implemented to provide in a manner that gives students adequate opportunities to expose to real business financial situations.

Course Details

Unit 1: Introduction to Financial Management

LH 5

Nature and functions of Financial Management, The goal of Financial Management, Finance in the organization structure of a firm, Career opportunities in finance.

Unit 2: Financial Statements and Analysis

LH 10

Financial statements and reports, The balance sheet, The income statement, Statement of cash flows, Statement of stockholders' equity, Free cash flow, Ratio analysis: liquidity, asset management, debt management, profitability, market value ratios, Du-Pont equation, Ratios in different industries, Uses and limitations of ratios.

Unit 3: Time Value of Money

LH 20

Concept and significance of time value of money, Cash flow time line, Present value and future value: future value of a single amount and present value of a single amount, Solving for interest rates and time period, Annuities: types of annuities, future value of ordinary annuity and annuity due, present value of ordinary annuity and annuity due; solving for annuity payments, periods and interest rates, Present value

of perpetuities, Future and present value of uneven cash flows, Semi-annual and other compounding periods, Comparing interest rates, Amortization of Loans

Unit 4: Risk and Return

LH 10

Concepts of risk and return, Expected return and risk of a single asset, Expected return and risk of a portfolio of assets, Portfolio and diversification of risk: simple diversification and Markowitz diversification (the role of covariance), Capital Assets Pricing Model: assumptions, the model, estimation of beta, Security Market Line.

Unit 5: Bond Valuation

LH 15

Meaning and key characteristics of bonds, Basic financial asset valuation model, Valuation of bonds: perpetual bonds, zero coupon bonds, coupon bonds with finite maturity, Bonds with semi-annual coupons, required return and bond values, Changes in bond values over time, Bond yields: current yields, yield to maturity and yield to call.

Unit 6: Stock Valuation

LH 15

Meaning and key features of common stock, Common stock valuation: single and multiple holding periods, The dividend discount model: zero growth model, normal growth model, non-constant growth model, valuing the entire firm, Preferred stock: Features and valuation.

Unit 7: Cost of Capital

LH 10

Concepts and uses of cost of capital, Component cost of capital: cost of debt, cost of preferred stock, cost of retained earnings, cost of new common stock, weighted average cost of capital, Factors affecting cost of capital.

Unit 8: Basics of Capital Budgeting Decision

LH 20

Concept and significance of capital budgeting, Process of capital budgeting decisions, Classification of capital projects, Capital budgeting techniques: payback period, discounted payback period, accounting rate of return, net present value, internal rate of return, comparing NPV and IRR, modified internal rate of return, profitability index, Evaluation of techniques.

Unit 9: Capital Structure and Leverage

LH 15

Capital structure and financial structure, Optimal capital structure and weighted average cost of capital, Business risk and financial risk, Break-even Analysis: Determining BEP, BEP charts, application and limitations of break-even analysis, cash BEP and financial BEP, Degree of operating leverage, financial leverage and total leverage, Factors affecting capital structure decisions.

Unit 10: Dividend Policy

LH 10

Concept and types of dividend, Dividend payment procedures, Factors influencing dividend policy, Dividend payout scheme, Stock dividend, Stock split, Stock repurchase, Dividend Payment Practices in Nepal.

Unit 11: Working Capital and Current Assets Management

LH 20

Concept of working capital, Importance of working capital management, Factors affecting size of working capital, The cash conversion cycle, Purpose and Significance of inventory management, Basic inventory costs, The economic order quantity model, Re-order point and safety stock, Quantity discount, Purpose and significance of cash management, Motives and rationale for holding cash and marketable securities, Cash Budget, Purpose and significance of receivable management, Elements of credit policy: credit standard, credit terms and collection policies.

MGT 217: Business Environment & Strategy

Lecture Hours: 150

Full Marks: 100

Pass Marks: 35

Course Objective

This course aims to provide students with a sound understanding of environmental forces affecting business operations and to improve their ability to analyze such environmental forces on Business. This course intends to provide students with a review of major environmental forces concept and a basic understanding of how these forces affects the operations of Business. This course also provides the students to the fundamental concepts of strategic management and practices. The course helps to develop.

Course Description

This course contains two parts: Business environment and strategic management in business environment students will familiarized with the topics such as introduction to business environment, political environment, environment regulations/legal environment, economic environment, socio-cultural environment, technological environment, Asian and global environment. In strategic management students will be familiarized with the topics such as strategic management, establishing company direction, internal analysis, evaluation company resources and competitive capabilities, strategic options, strategy formulation and strategic choice, strategy implementation strategic control and evaluation.

Part I: Business Environment

Course Details

Unit 1: Introduction to Business Environment

LH 9

Concept of Business Environment. Components of Business Environment. Environmental Scanning: Process and Techniques/Methods. Environmental Analysis Process (Scanning, Monitoring, Forecasting and Assessment). Types of Environmental Scanning (Concentrated and Comprehensive Scanning). Importance of the study of Business Environment.

Unit 2: Political Environment

LH 12

Introduction to political environment. Components of Political environment. Government and its branches: legislative system, executive system, and other constitutional bodies. Business-government relationship, Government ownership of Nepalese business. Nepalese political environment: Issues and problems.

Unit 3: Environment Regulations/Legal Environment

LH8

Introduction and Basic features of law. Business Legislation in Nepal. Features of the following Acts .Foreign Investment and Technology Transfer (FITTA) Act 1992. Companies Act 2006. Private Firm Registration Act 1958 . Industrial Enterprise Act 1992. Income Tax Act 1974 . Value Added Tax Act 1996 . Labor Act 1992. Partnership Act 1964 .Mines and Minerals Act 1985. Patent Design and Trade Mark Act 1965. Foreign Employment Act, 2007.

Unit 4: Economic Environment

LH 20

Economic dimensions of an economy. Concept of monetary policies, current monetary policy in Nepal. Privatization: meaning of privatization, methods of privatization: share sales, management contract, lease, assets and business sales, others. Liberalization: meaning, requirement of liberalization, internal/external liberalization, and effects of liberalization on Nepalese business. Industrial Policy:

Concept and objective of industrial policy in Nepal. Trade Policy: concept and objective of trade policy, export/import trade policy. Employment Policy: concept and objectives of employment policy. Tourism Policy: concept, objectives and characteristics of tourism policy in Nepal. An overview of Nepal's industrial sector – structure, performance and problems. Natural environment and energy situation in Nepal. Emerging business environment in Nepal.

Unit 5: Socio-Cultural Environment

LH 6

An introduction to socio-cultural environment. Socio-cultural components: attitude and belief, religion, language, education, family structure and social organizations.

Unit 6: Technological Environment

LH 10

Introduction, Business and Technology. Human factors and technology. Science and Technology policy. Information Technology Policy, 2009. Electronic Transactions Act, 2007. Present level of technology adopted by the Nepalese business.

Unit 7: Asian and Global Environment

LH 10

Concept of Globalization. Forms of globalization. Regional economic groupings of Nations. Regional Trade Agreement in South Asia: SAFTA, SAPTA and BIMSTEC. World Trade Organization (WTO) -Structure of the WTO. Nepal's membership: opportunities and threats for the Nepalese business.

Part II: Strategic Management

Unit 1: Strategic Management

LH 12

Concept and characteristics of strategy. Level of strategy. Characteristics of strategic management decisions. Importance of Strategic management. Process of Strategic management. Steps in Strategic planning, Role of chief executives in strategic management.

Unit 2: Establishing Company Direction

LH 8

Meaning and Concept of Mission, Vision. Developing business mission and strategic vision. Communicating the strategic vision. Setting performance objectives (Strategic objectives versus financial objectives). SWOT Analysis.

Unit 3: Internal Analysis

LH 10

Concept of Internal Analysis. Process of Internal Analysis. Areas of Internal Analysis. Methods of Internal Analysis (Value chain analysis, Cost efficiency analysis, effectiveness analysis and comparative analysis).

Unit 4: Evaluating Company Resources and Competitive Capabilities

LH 9

Concept of Company Resources. Strengths and resources capabilities. Weakness and resource deficiencies. Assessment of internal resources and core competencies (Available resources, Threshold resources, Unique resource, Core competencies). Strategic advantage.

Unit 5: Strategic Options

LH 12

Concept of strategic Options: Strategic Alternatives at Corporate level (Stability strategy, growth strategy, Retrenchment strategy, Combination strategy) Strategic alternatives at business level (Porter's Competitive strategy, Strategic clock-oriented market based generic strategies). Direction for strategy development (Consolidation, market penetration, product development, Market development, Diversification). Methods of strategy Development (Internal development method, acquisition and merger method, joint development and strategic alliances method).

Unit 6: Strategy Formulation and Strategic Choice**LH 8**

Concept and Process of strategy formulation, Evaluation of strategic alternatives (Suitability, Acceptability, Feasibility) Portfolio Analysis (BCG matrix. GE Business Screen, Hofer's matrix).

Unit 7: Strategy Implementation**LH 6**

Concept of strategy implementation. Process of strategy implementation (operationalizing the strategy, Designing structure for strategy implementation). Resource planning. Management system for strategy implementation.

Unit 8: Strategic Control and Evaluation**LH 10**

Concept of control in strategic management, Types of control. Meaning and Characteristics of strategy evaluation. Measures of corporate performance. Types of strategy evaluation (Strategic evaluation and operating evaluation). Guidelines for proper control and evaluation.

Text Books

Pant, P. R., *Business Environment in Nepal*, Kathmandu: Buddha Publication.

Adhikari, D.R., *Strategic Management* Kathmandu: Buddha Publication,

Agrawal, G. R., *Dynamics of Business Environment in Nepal*, Kathmandu: M. K. Publishers.

Agrawal, G.R., *Business Strategy & Strategic Management in Nepal*, M.K. Publisher Kathmandu

Aswasthappa, K., *Business Environment for Strategic Management*. Mumbai: Himalaya Publishing House.

Pearce, J. A. and Robinson, R.B., *Strategic Management*, New Delhi: AITBS.

Thomson, A. A. and Stickland III: *Strategic Management*, New Delhi: Tata McGraw-Hill.

Wheelen, T.L and Hunger, J.D: *Strategic Management and Business Policy*, New Delhi: Pearson Education.

MGT 218: Fundamentals of Taxation and Auditing

Lecture hours: 150

Full Marks: 100

Pass Marks: 35

Course Objectives

The objective of this course is to provide students with the knowledge of general principles and practices of tax law in Nepal and develop in them the basic skills required to solve practical problems regarding Income Tax and VAT and enable for preparing tax returns.

The course further aims to provide students with the basic knowledge, concepts, objectives, importance and procedure of auditing, thereby enabling them to handle internal audit of concerned organizations.

Course Description

This course contains two parts: taxation and auditing in taxation students will be familiarized with the topics such as conceptual foundation, taxation of income in Nepal, definition of basic terms under income tax act, Tax accounting and timing, quantification, allocation and characterization of amounts, capital and revenue, classification and status of an assessee (tax payer), heads and sources of income, computation of taxable income and tax liability from employment, computation of taxable income and tax liability from business, computation of taxable income and tax liability form investment, tax administration and official documentations, penal provision, value added tax (VAT). In auditing students will be familiarized with the topics such as conceptual foundation, planning an audit, internal check and control, vouching, verification and valuation, audit report, auditing standard.

Part – I: Taxation

Course Details

Unit 1: Conceptual Foundation

LH 5

Meaning and objectives of tax. Classification of taxes and their merits and demerits. Canons of taxation.

Unit 2: Taxation of Income in Nepal

LH 3

Historical background of evolution of income tax in Nepal. Features of income Tax Act, 2058 Relations of Income Tax Act with other Laws: Constitution, Finance Act, Income Tax Rules, Provisional Tax Realization. Act, Legal precedents established by court

Unit 3: Definition of basic terms under Income Tax Act

LH 2

Unit 4: Tax Accounting and Timing

LH 2

Accounting based on Cash. Accounting on accrual basis. Bad debts and its recovery. Long term contract.

Unit 5: Quantification, Allocation and Characterization of Amounts

LH 4

Unit 6: Capital and Revenue

LH 3

Capital and Revenue receipts, Capital and Revenue expenditure .Capital and Revenue loss

Unit 7: Classification and Status of an Assessee (Tax Payer)	LH 6
Natural person and entity, Resident and nonresident. Single and couple. Special provision for Natural Person, Entities and Retirement Savings.	
Unit 8: Tax Exemptions, Concessions, Tax Rates and Withholding Payments	LH 10
Reduction Allowed (common deduction) while computing Taxable Income: Contribution to retirement fund .Contribution made to philanthropic purpose (donation/gift).	
Expenses Disallowed for Deduction	
Unit 9: Heads and Sources of Income	LH 2
Concepts, Classification: Income from Employment, Income from Business, Income from Investment, Casual gain. Sources of Incomes: Domestic and Foreign.	
Unit 10: Computation of Taxable Income and Tax Liability from Employment	LH 12
Income included under the head of employment. Non taxable/non chargeable income. Valuation of perquisites. Allowable reduction.	
Unit 11: Computation of Taxable Income and Tax Liability from Business	LH 16
Income included under head of business. Admissible expenses	
Unit 12: Computation of Taxable Income and Tax Liability from Investment	LH 6
Income included under head of investment. Income from the disposal of non-business chargeable assets. Admissible expenses.	
Unit 13: Taxation on Capital Gain	LH 3
Unit 14: Computation of Total Taxable Income (in case of more than one source of income) and Tax Liability	LH 4
Unit 15: Provision for losses	LH 4
Unit 16: Tax Administration and Official Documentations	LH 6
Tax authorities and their powers, rights and duties. Rights and duties of taxpayers. Documentation. Record keeping and Information collection.	
Unit 17: Income Return and Tax Assessment	LH 3
Unit 18: Payment, Collection (recovery/realization), Remission, Refund and Set Off	LH 4
Unit 19: Penal Provision	LH 4
Provision of fees and interest. Provision of penalties for offences	
Unit 20: Administrative Review and Appeal	LH 2
Unit 21: Value Added Tax (VAT)	LH 12
Concept of VAT. Origin and evolution of VAT. Principle governing VAT. Types of VAT. Method of computing VAT. Method of collection/realization and refund of VAT. Penalties and Appeal. Difference between VAT and Sales Tax.	
Unit 22: Contribution of Income Tax and Value Added Tax to National Revenue and Tax Revenue in Nepal.	LH 2

Part – II: Auditing

Unit 1: Conceptual Foundation

LH 11

Meaning, scope, objectives and advantages of audit. Evolution of auditing practices in Nepal. Accounting, auditing and investigation. Types of errors and frauds. Detection and prevention of errors and frauds with practical dealings. Types of auditing, qualities, qualification, appointment and rights and duties of an auditor.

Unit 2: Planning an Audit

LH 6

Preparation before an audit: instruction to client, distribution of work to audit staff. Audit programme: contents, techniques and preparation of audit programme. Audit note books: objectives, contents. Audit working papers: concept, objectives and advantages.

Unit 3: Internal Check and Control

LH 9

Internal check: concept, objectives, characteristics, advantages and disadvantages. Internal control: concept and characteristics. Internal audit: concept, importance, role of internal auditor, internal audit and statutory audit. Test checking: concept, factors to be considered while test checking, advantages and limitations. Routine checking: concept, advantages and disadvantages.

Unit 4: Vouching, Verification and Valuation

LH 5

Concept, importance and objectives. Difference between vouching, verification and valuation. Consideration before vouching

Unit 5: Audit Report

LH 2

Concept, contents and types of audit report

Unit 6: Auditing Standard

LH 2

Concept, objectives and importance of Auditing Standard

Books for Taxation

Basic Books:

1. Lekhi, R.K., *Public Finance*, NewDelhi: Kalyani Publishers.
2. Government of Nepal, *Income Tax Act, 2058 with amendment*.
3. Government of Nepal, *Income Tax Rules, 2059 with amendments*.
4. Government of Nepal, *Value Added Tax Rules, 2052 with amendments*.
5. Government of Nepal, *Value Added Tax Rules, 2053 with amendments*.
6. Government of Nepal, *Finance Act*.
7. Government of Nepal, *Economic Survey, Ministry of Finance*

MGT 219 Organizational Behavior

Lecture Hours: 150

Full Marks: 100

Pass Marks: 35

Course Objectives

The major objective of this course is to provide students with an in-depth understanding of fundamental theories of organizational behavior and thereby enable them to function more effectively in their present or future roles as managers of human resources.

Course Description

This course aims to develop soft HR skills of the students to handle on different dimensions of behavior of people at work. The course contains: introduction, understanding individual behavior, perception, individual decision making and learning in organizations, personality and positive organizational behavior, motivation, job satisfaction and stress management, groups and teams in organizations, leadership, communication, conflict and organizational change and development.

Course Details

Unit 1: Introduction to Organizational Behavior

LH 12

Concept, Organizational behavior system, basic assumptions, levels of OB analysis, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges and opportunities for OB.

Unit 2: Understanding Individual Behavior

LH 10

Behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior, Sensation, Emotions and Cognitive dissonance.

Unit 3: Perception and Learning

LH 23

Concept of perception, perceptual process, factors affecting perception, specific application of perception in organizations, principles of perceptual selection, Application of perception theories in organizations, Attribution theory, Attribution errors. Concept of learning, Learning theories, Factors influencing learning, Principles of learning, Behavior modification, Attitude formation.

Unit 4: Personality

LH 13

Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB, application of personality traits and characteristics at work place.

Unit 5: Motivation and Job Satisfaction

LH 23

Concept, Motivation theories-historical and contemporary perspectives, Application of motivation theories, Motivation for Performance, Concept of job satisfaction, Measuring job satisfaction, Effects of job satisfaction on employees' performance.

Unit 6: Groups and Teams in Organizations

LH 15

Concept of group and group dynamics, the dynamics of group formation, types of groups, The dynamics of informal groups, nature and significance of informal groups, Issues related to group decision making, concept and nature of teams, Types of teams, Team processes.

Unit 7: Leadership

LH 13

Concept, Effective leadership, Theories of leadership-trait perspective, behavioral theories, contingency theories, emerging approaches to leadership, Contemporary issues in leadership.

Unit 8: Communication**LH 13**

Concept, Function and process, System, Types, Communication network, Barriers to effective communication, Overcoming communication barriers, Current issues in communication.

Unit 9: Conflict**LH 13**

Concept, nature, types and nature and types of intergroup conflict, Dynamics of intergroup conflict, Sources of conflict, Approaches to conflict management, Resolving conflict through negotiation, Functional and dysfunctional conflicts, Assertive behavior.

Unit 10: Organizational Change and Development**LH 15**

Concept, Forces of change, Resistance to change, Approaches to managing organizational change, creating culture for change, Concept and characteristics of organizational development (OD), OD values, OD interventions at individual, group and organizational level.

Text Books

Robbins, S.P., *Organizational Behavior*, New Delhi: Pearson.

Newstorm, J.W., *Organizational Behavior: Human Behavior at Work*, New Delhi: Tata McGraw_Hill Publishing company.

Arnold, H.J. & Fieldman, D.C. *Organizational Behavior*. New York: McGraw Hill Book Company.

Adhikari, D.R., *Organizational Behavior*. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.

Asathappa, K., *Organizational Behavior*. (8th Edition), New Delhi: Himalayan Publishing House.

Dwivedi, R.S., *Human Relations and Organizational Behavior: A Global Perspective*. New Delhi: Macmillan India Limited.

Hellriegel, D., Slocum, J.W. & Woodman, R.W., *Organizational Behavior*. Singapore: South Western College Publishing.

Moorhead, G. & Griffin, R.W., *Organizational Behavior*. New Delhi: AITBS Publishers.