

Far Western University
Faculty of Management
Master of Business Studies (MBS)Program

Course Details of Third Semester
(Syllabus: MBS 3rd Semester)



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Far Western University
Faculty of Management
Master of Business Studies (MBS) Program
Semester-wise Course Cycle (2021)

Semesters	Course Code	Name of course	Credit hours	
Semester I	MGT 511	Statistical Analysis for Business	3	
	MGT 512	Managerial Economics	3	
	MGT 513	Organizational Behavior	3	
	MGT 514	Business Communication	3	
	MGT 515	Management Accounting	3	
Semester II	MGT 521	Financial Management	3	
	MGT 522	Marketing Management	3	
	MGT 523	Entrepreneurship	3	
	MGT 524	Human Resource Management	3	
	MGT 525	Financial Accounting for Managerial Decisions & Control	3	
Semester III	MGT 531	Management Information System	3	
	MGT 532	Operations Management	3	
	MGT 535	Research Methods for Business	3	
		Specialization (Two subjects from any One specialisation area)		
		Finance		
	FIN 564	Financial System in Nepal	3	
	FIN 565	Investment Analysis and Portfolio Management	3	
	FIN 566	Corporate Finance	3	
	FIN 567	Management of Cooperative and Micro Finance Institutions	3	
		Marketing		
	MKT 564	Consumer Behaviour	3	
	MKT 565	Advertisement & Sales Promotion	3	
	MKT 566	E-Marketing	3	
	MKT 567	Sales and Distribution Management	3	
		Accounting		
	ACC 564	Advanced Management Accounting	3	
	ACC 565	Accounting Information System	3	
	ACC 566	Corporate Tax Planning	3	
	ACC 567	Corporate Accounting	3	
		General Management		
	GMT 564	Quality Management	3	
	GMT 565	Operation and Process Management	3	
	GMT 566	Project Management	3	
	GMT 567	Supply Chain Management	3	
	Semester IV	MGT 541	Strategic Management	3
		MGT 542	Business Environment in Nepal	3
		MGT 543	Global Economy and International Business	3
			Specialization (One subject from specialisation area)	
			Finance	
		FIN 568	Financial Markets & Institutions	3
FIN 569		Commercial Bank Management	3	
FIN 570		International Finance	3	
		Marketing		
MKT 568		Service Marketing	3	
MKT 569		Strategic Brand Management	3	
MKT 570		Fundamentals of Rural Marketing	3	
		Accounting		
ACC 568		Financial Reporting and Analysis	3	
ACC 569		Advanced Auditing	3	
ACC 570		Cost Management	3	
		General Management		
GMT 568		Recent Trends in Management	3	
GMT 569		Business Analysis and Decision Making	3	
GMT 570		Performance and Reward Management	3	
		Thesis		
MGT 546		Thesis	3	
		Total	60	

Management Information System

Program/Semester: MBS/Third Semester

Course Title: Management Information System

Course Code: MGT 531

Credit Hours: 3

Lecture Hours: 45

Course Objectives

The purpose of this course is to introduce the principles of information systems for managing data and information, enhancing management decision-making and applying information systems for managing the changing environment of business.

Course Description

In line with the objectives, this course deals with the introduction to computers, information technology infrastructures, data resource management and relational database management system, computer network and telecommunications in business, enterprise information systems and supporting decision making, e-business systems and e-commerce systems and security and ethical challenges in information systems.

Learning Outcomes

Upon successfully completing this course, a student will be able to do the following:

- Narrate the basic concepts and technologies used in the field of management of information systems.
- Explain and apply key enabling technology infrastructures.
- Explain applications such as the internet and telecommunications in solving organizational problems.
- Apply the understanding of data resource management and relational database management system work together to accomplish the information objectives of an organization.
- Compare the processes of enterprise information systems and supporting decision-making.
- Describe the role and implications of e-business systems and e-commerce systems.
- Outline the role of the ethical, social, and security issues of information systems.

Course Contents

Unit 1: Introduction to Computer Applications

LH 8

Concept of computer technology, definition of computer, characteristics, advantages and drawbacks of computers, business application of computers, evolution and generations of computers; anatomy of computers: major components (processor, memory, input/output, secondary storage) with brief overview; types of computers on the basis of model, operation, size and brand; data representation: binary number system, binary addition and subtraction, complements, arithmetic's with complements.

Unit 2: Information Technology Infrastructures

LH 6

Concept and components of IT infrastructure; computer hardware; computer systems; Computer systems and enterprise computing; computer peripherals: input, output and storage technologies; computer software: concept and types of software system, business application software, software alternatives, contemporary hardware and software trends; phases of system development life cycle: feasibility study, system analysis, system design, system specification, end user development and system implementation.

Unit 3: Database and Relational Database Management System

LH 7

Definition and terminologies, need of data management, data management approaches; file

management system: definition, limitations and benefits of file management systems; database management systems: database, DBMS, database systems, advantages and drawbacks, database languages, data models, ER diagram, concept of normalization; business intelligence and data: data warehouse, data mart, data mining, purpose of data mining, multidimensional data, OLAP; Database system architectures: centralized systems, client server systems, distributed database systems.

Unit 4: Computer Network and Telecommunications in Business **LH 6**

Network and telecommunication: definition, data vs signal, communication processors (Modem, Multiplexer, Front end Processors), types of networks, value added networks; communication channels: guided and unguided transmission media and their characteristics and applications; Networking components: Repeater, Amplifiers, Hub, Switch, Bridge, Router, LAN card, gateway; Network topologies: Bus, Ring, Star, Mesh, Tree and Hybrid Topology along with advantages and drawbacks; Network architectures: Peer to Peer, Client Server, Distributed; Protocols: OSI reference model, TCP/IP, application layer protocols (HTTP, FTP, Telnet, SMTP).

Unit 5: Information and Decision Supporting Systems **LH 5**

Concept of information systems and enterprise systems; types of information systems in the organisation: TPS, DSS, MIS and ESS, functional perspective of information systems; strategic uses of information systems; economic organisational and behavioural impacts; IT impact on decision making; leveraging technology in the value chain; Strategic information systems (SIS); developing IT strategies and IT solutions; outsourcing the IT functions.

Unit 6: E-business and E-commerce Systems **LH 7**

Concept of e-business and e-commerce, pure vs partial e-commerce, e-commerce application trends, unique features of e-commerce, e-marketing; types of e-commerce: business to business, business to consumer, consumer to business, consumer to consumer; revenue generation models in e-commerce: brokerage model, buyer aggregator model, advertising model, community model; mobile computing and commerce: mobile computing technology, mobile financial services, mobile shopping; electronic payment systems: e-cheque, e-cash, credit cards, smart cards; requirements of electronic payment systems.

Unit 7: Security and Ethical Challenges in Information Systems **LH 6**

Technology ethics, ethical guidelines, computer crimes (hacking, cyber theft, unauthorized access, software piracy, piracy of intellectual property, computer viruses and worms); privacy issues: privacy on the internet, computer matching, privacy laws, computer libel and censorship; other challenges: emplacement challenges, computer monitoring challenges, challenges in working conditions, challenges to individuality and health issues; tools for security management, internetwork security defences (encryption, firewalls, denial of service defences, e-mail monitoring, virus defences).

Project/practical work – as per the project work/practical manual.

Prescribed textbooks:

Laudon, Kenneth C., Laudon, Jane P. (2013). *Management information systems, 12th ed.* United Kingdom: Pearson Education Ltd.

O'Brien, J. A., & Marakas, G. M. (2006). *Management information systems.* Boston: McGraw-Hill Irwin.

Suggested reference:

R. Kelly Rainer, Efraim Turban & Richard E. P. (2006). *Introduction to information systems: supporting and transforming business.* John Wiley & Sons.

Operations Management

Program/Semester: MBS/Third Semester

Course Title: Operations Management

Course Code: MGT 532

Credit Hours: 3

Lecture Hours: 45

Course Objectives

The students will develop an understanding of manufacturing and operations functions. They will learn to design, plan, operate and control manufacturing, production and operations systems. The course requires the use of analytical techniques to develop critical thinking and to sharpen decision-making skills. The students will have the opportunities to apply what they are learning to practice problems.

Course Description

This course introduces major concepts and tools used in the design and use of operations systems in organizations. It introduces the discipline and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations. Topics include an introduction to operations and productivity, competitiveness, strategy and productivity, product and service design, capacity planning, process selection and facility layout, quality management, inventory management, JIT and lean operations and waiting time management. The topics are integrated using a systems model of the operations of an organization.

Learning Outcomes

Successful completion of the course will empower the students to be able to improve just about any process in any area of the business. At the end of the course, the students will be able to:

- Appreciate the strategic role of Operations Management in creating and enhancing a firm's competitive advantages
- Understand key concepts and issues of Operations Management in both manufacturing and service organizations
- Analyse business processes in services and manufacturing for improvement
- Identify the operational issues in the value-addition processes of a firm
- Apply analytical skills and problem-solving tools to resolve the operational issues

Course Contents

Unit 1: Introductions to Operations Management

LH 4

Concept of operations management, production of goods versus providing services, importance of operations management, operations management and decision making, historical evolution of operations management, key issues for today's business operations.

Unit 2: Competitiveness, Strategy and Productivity

LH 5

Concept of competitiveness, mission and strategies, operations strategy, implications of organization strategy for operations management, global operations, productivity: production vs productivity, measurement of output, types of productivity.

Unit 3: Product and Service Design

LH 5

Concept of product design, idea generation, legal and ethical considerations, global product and service design, environmental factors, phases in product design and development, designing for production and service design.

Unit 4: Capacity Planning, Process Selection, Facility Location and Facility Layout

LH 10

Capacity planning: concept of capacity planning, capacity decisions, defining and measuring capacity, determinants of effective capacity, forecasting capacity requirements, forecasting techniques, challenges of planning service capacity, making or outsourcing, constraint management, evaluating alternatives; process Selection: concept, technology and process strategy; facility location: facility location decision and location selection techniques; facility layout: concept, designing product layouts and designing process layouts.

Unit 5: Quality Management

LH 7

Concept and evolution of quality management, quality awards and certifications, total quality management, quality tools, inspection and statistical quality control.

Unit 6: Inventory Management

LH 6

Inventory management: Nature and importance of inventories, requirements for effective inventory management, inventory ordering policies, economic order quantities, reorder point, fixed order interval model, single period model.

Unit 7: Lean Operations and Waiting Time Management

LH 8

Lean Operations: concept, supporting goals, building blocks, lean tools, transitioning to a lean system, lean services and JIT; Waiting Time Management: concept, managerial implications of waiting situations, goals of waiting time management, characteristics of waiting lines, measures of waiting line performance, queuing model (single server, exponential service time).

Prescribed textbooks:

Stevenson, W. *Operations Management: 9th Edition*, Tata McGraw Hill Education Private Limited.

Suggested references:

Krajewski L. J. and Malhotra M. K. (2022). *Operations Management: Process and Supply Chains*, Pearson Education Inc.

Gaither N. and Gaither F.: *Operations Management, 9th Edition*, Cengage Learning India Private Limited.



Research Methods for Business

Program/Semester: MBS/Third Semester

Course Title: Research Methods for Business

Course Code: MGT 535

Credit Hours: 3

Lecture Hours: 45

Course Objectives

This course provides theoretical and practical preparation for business research. It aims to broaden and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects. This course will enable students to select a research topic, conduct initial research to develop appropriate problem statements, research questions, and hypotheses so that an appropriate research method can be selected.

Course Description

The course gives an overview of the research process including research problem definition, research design, data collection, data analysis, writing of reports and ethical issues involved. This course is meant to be a foundation to the thesis project that the students are expected to do in their final semester of management studies.

Learning Outcomes

On successful completion of the course, students will be able to:

- Develop an understanding of the basic framework of research process;
- Generate research topics, formulate research questions and hypothesis;
- Conduct literature review; design research and identify possible errors;
- Assess measurement and scaling options to determine appropriate measures required to address specific research questions and apply proper sampling methods and procedures to business research;
- Understand and apply quantitative research in business research;
- Compare and contrast qualitative and quantitative research methods and the suitability of these methods for gathering data;
- Apply appropriate descriptive as well as inferential techniques to analyse quantitative data;
- Report, present, analyse and interpret qualitative data and
- Effectively communicate research in a written report and presentation.

Course Contents

Unit 1: Foundations and Fundamentals of Research

LH 5

Meaning of research; nature and types of research; scientific research – concept and characteristics; scientific research process; emerging paradigms in research - positivism vs interpretivism; approaches to research – quantitative and qualitative; business research – role and value of business research; types of business research; applying scientific thinking to business research; ethical concerns in research.

Unit 2: Literature Analysis and Theoretical Framework

LH 5

Concept, purpose and need for literature review; steps in the review process; sources of literature; literature search through the internet; theoretical and conceptual framework– concept and its role in research; research and theory – concept, construct, proposition and variables; reasoning - deduction and induction.

Unit 3: Research Problem and Hypothesis Formulation

LH 4

Research problem – concept, steps and characteristics; research questions; hypothesis – concept, functions, importance and types; hypothesis formulation process; criteria of good hypothesis formulation.

Unit 4: Research Design

LH 5

Concept, elements and types; exploratory, descriptive, developmental, correlational, causal-comparative and experimental research designs; research design errors; qualitative research – concept, assumptions, features of qualitative research; types of qualitative research designs (grounded theory, ethnography, case study, phenomenology); criteria of good research design.

Unit 5: Measurement, Scaling and Sampling Techniques

LH 10

Concept of measurement and scaling; scales of measurement – nominal, ordinal, interval and ratio; scale construction for attitude measurement; scales commonly used in business research; validity and reliability of measurement; sources of measurement problems; scales commonly used in business research; sampling – concept and process; population, sampling frame, sample bias; statistical terms in sampling - statistic, parameter; sampling distribution; probability and non-probability sampling; probability sampling: (simple random sampling; stratified random sampling; systematic random sampling; cluster random sampling; multi-stage sampling), non-probability sampling: (convenience sampling; judgment sampling; quota sampling; snowball sampling), sample size determination; sampling and non-sampling errors.

Unit 6: Data Collection and Analysis

LH 8

Data and its types; nature of data – primary and secondary; sources of secondary and primary data; questionnaire – principles, design, types and components; pre-testing and administration; research interview – structured, semi-structured and unstructured; principles and guidelines for interviewing; types of research interviews; computer-assisted interviewing; sources of qualitative data; observation – concept and methods; focus groups; e-research using internet and websites; e-mail surveys.

Data preparation – coding, classification and tabulation; organizing data for computer entry; quantitative data analysis; statistical analysis of data – descriptive and inferential statistics; statistical testing of hypothesis; qualitative data analysis – content analysis, narrative analysis and thematic analysis.

Unit 7: Reporting Research

LH 8

Research proposal – concept and functions; types of research proposals; components and structure of research proposals; research report writing - concept and process; types and phases of the research report; procedures for writing; style of writing; conventions of academic writing; layout of the research report; documenting sources; citations and references; APA method of citation; APA references; essentials of good research reports.

Prescribed textbooks:

Cooper, D, R, & Schindler, P. M. *Business Research Methods*. New Delhi: Tata McGraw Hill,

Zikmund, W, G, *Business Research Methods*. New Delhi: Thomson.

Pant, Prem R. *Social Science Research and Thesis Writing*. Kathmandu: Buddha Publications.

Suggested references:

Kumar, R. *Research Methodology: Step-by-step Guide for Beginners*. New Delhi: Pearson Education.

Sekaran, U. and Bougie, R. *Research Methods for Business*. New Delhi: Wiley & Sons.

Neuman, W.L. (2006). *Social Research Methods: Qualitative and Quantitative Approaches*. Boston: Pearson Education.

Bryman, A. & Bell, E. *Business Research Methods*. New Delhi: Oxford University Press.



Project Management

Program/Semester: MBS/Third Semester

Course Title: Project Management

Course Code: MGT 566

Credit Hours: 3

Lecture Hours: 45

Nature: Specialization

Course Description

Students are introduced to the principles underlying effective project management, providing the knowledge, skills, and framework necessary to manage a real project in the workplace. Topics covered include the world of project management, the manager, the organization and the team, project activity and risk planning, budgeting the project, scheduling the project, allocating resources to the project, monitoring and controlling the project, evaluating and closing the project.

Course Objectives

This course teaches conceptual and practical skills that include the essential language, tools, and applications of project management. It is designed to provide basic skills for students interested in working as Project Managers or as members of a project management team.

Learning Outcomes

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

- Understand what a project is, the project life cycle, stakeholders and roles, challenges and the importance of project management.
- Learn and apply the tools and techniques in initiating and planning a project such as estimating the project budget and cost, developing a project plan, developing a project schedule, management of risks, preparing project proposals, mobilizing the project resources, and evaluating which project to select.
- Learn and apply different project management processes, tools and techniques from executing, monitoring and controlling, up to project closure.
- Put together a proposal for a project, present a business case.

Course Contents

Unit 1: Modern Project Management

LH 4

Introduction, trends in project management, goals of a project, life cycles of projects, project selection, project-portfolio process.

Unit 2: The manager, The Organization and The Team

LH 5

Project manager's role, project manager's responsibilities to the project, selection of a project manager, project management as a profession, fitting projects into the parent organization, project team.

Unit 3: Project Activity and Risk Planning

LH 6

From project charter to project plan, planning process-overview, planning process-nuts and bolts,

work breakdown structure and other aids, risk management.

Unit 4: Budgeting the Project

LH 6

Methods of budgeting, cost estimating, improving cost estimates, budget uncertainty and project risk management, project risk simulation.

Unit 5: Scheduling the Project

LH 6

PERT and CPM networks, project uncertainty and risk management, simulation, the Gantt Chart, extensions to PERT and CPM.

Unit 6: Allocating Resources to the Project

LH 6

Expediting a project, resource loading, resource leveling, allocating scarce resources to projects, allocating scarce resources to several projects, Goldratt's' critical chain.

Unit 7: Monitoring and Controlling the Project

LH 6

The plan-monitor-control cycle, data collection and reporting, earned value, project control, purposes of control, designing the control system, types of control, tools of control, scope creep and change control.

Unit 8: Evaluating and Closing the Project

LH 6

Evaluation, evaluation criteria, measurement, project auditing, audit process, audit report, project closure, when to close project, types of project closure, closure process, project final report.

Prescribed text books:

Meredith, J.R., Shafer, S.M. and Mantel Jr., S.J. *Project Management in Practice*. John Wiley & Sons.

Gray, C.F. and Larson, E.W. *Project Management: The Managerial Process*. New Delhi: Tata McGraw Hill Education Private Limited.



Suggested reference:

Wysocki, R. K. *Effective Project Management: Traditional, Agile, and Extreme*. John Wiley & Sons.



Supply Chain Management

Program/Semester: MBS/Third Semester

Course Title: Supply Chain Management

Course Code: MGT 567

Credit Hours: 3

Lecture Hours: 45

Nature: Specialization

Course Description

Supply Chain Management (SCM) is an integrated approach to planning, implementing and controlling the flow of information, materials and services from raw material and component suppliers through the manufacturing of the finished product for ultimate distribution to the end customer. This introductory course is intended to introduce students to supply chain management including its history, purpose, general principles, and its interrelationships with other functional areas of businesses. Topics covered include: supply chain management overview, role of logistics, supply chain performance, supply chain technology, order management and customer service, transportation and distribution, supply chain network analysis and design, sourcing materials and services, supply chain sustainability.

Course Objectives

With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers. The objective of this course is to introduce the students to the key concepts and techniques that will allow them to analyze, manage and improve supply chain processes for different industries and markets. At completion of this course, they will have the skills to assess supply chain performance and make recommendations to increase supply chain competitiveness.

Learning Outcomes

At the end of this course, students should have:

- The understanding of the importance and challenges of globalization in designing supply chain strategies;
- Developed an appreciation for the major strategic issues and trade-offs in global supply chain management;
- Acquired analytical capability to uncover problems and improvement opportunities in supply chain management and recommend improvement along the dimensions of efficiency, quality and speed, and improved team-work capability to cooperate with others to solve business operations problems in supply chain management;
- Garnered managerial insights for various supply chain issues in a variety of industry contexts.

Course Contents

Unit 1: Introduction to Supply Chain Management Logistics Activities

LH 10

Introduction, supply chain concept, supply chain driving forces, major supply chain issues; logistics activities - logistics in the economy, logistics in the firm and logistics interfaces; techniques of logistics system analysis; approaches to analyzing logistics systems.

Unit 2: Supply Chain Performance

LH 5

Introduction, dimensions of supply chain performance, developing supply chain performance metrics, performance categories, financial impact of supply chain decisions, supply chain service financial implications.

Unit 3: Supply Chain Technology

LH 4

Introduction, role of information in supply chain, framework for managing supply chain, supply chain software, supply chain technology implementation, supply chain technology innovation.

Unit 4: Order Management and Customer Service

LH 7

Introduction, influencing the order, customer relationship management, order management and order fulfillment, E-commerce order fulfillment strategies, customer service, expected cost of stockout, order management influences on customer service, service recovery.

Unit 5: Transportation and Distribution

LH 7

Introduction, role of transportation, challenges to carrying out the role, transportation planning and strategy, transportation execution and control, transportation technology, role of distribution, distribution planning and strategy, distribution execution, distribution metrics, distribution technology.

Unit 6: Supply Chain Network Analysis and Design

LH 4

Introduction, need for long-range planning, logistics and supply chain network design, major locational determinants, modeling approaches.

Unit 7: Sourcing Materials and Services

LH 4

Introduction, types and importance of items and services purchased, managing sourcing and procurement processes, supplier selection, vendor evaluation and relationships, certifications and registrations, e-sourcing and e-procurement, e-commerce models.

Unit 8: Supply Chain Sustainability

LH 4

Introduction, supply chain sustainability framework, reverse logistics system, importance and magnitude of reverse flows, reverse logistics systems versus closed loops, achieving a value stream for reverse flows, managing reverse flows in a supply chain.

Prescribed textbooks:

Coyle, J. J., Gibson, B. J., Langlely, C. J., & Novack, R. A. *Managing supply chains: A logistics approach*. Cengage Learning.

Chopra, S. & Meindl, P. *Supply Chain Management: Strategy, Planning, and Operations*. Prentice Hall.

Suggested references:

Than, K. C., Wisner, G., & Joel, K. L. *Principles of Supply Chain Management*. 5th Edition, Cengage Learning.

Hugos, M. H. *Essentials of Supply Chain Management*. 4th Edition, John Wiley & Sons.



Quality Management

Program/Semester: MBS/Third Semester

Course Title: Quality Management

Course Code: MGT 564

Credit Hours: 3

Lecture Hours: 45

Nature: Specialization

Course Description

The quality issues are mainly analyzed and discussed considering needs of manufacturing and service organizations. The course will cover the main contents - concept of quality, review on the development of the theories and practices of quality management, basic concepts of quality management such as quality management system, total quality management, quality planning, quality controlling, quality assurance, and continuous quality improvement, process, TQM tools and techniques, standards of ISO 9000, 14000, 22000, suppliers and customer relations, employee involvement and team building, and quality related issues and challenges in Nepalese manufacturing and service industries will also be discussed.

Course Objectives

This course introduces basic quality management definitions and concepts, and builds on that knowledge to explore quality improvement techniques as a means to diagnose, reduce, and eliminate causes of variation and to assist in process improvement, quality control and quality planning. This course will provide students with the fundamental knowledge needed to work with Quality Management Systems (QMS). Students will get up-to-date knowledge in quality management system focusing on how business firms add value and compete with quality.

Learning outcomes

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

- Define the basic terminologies, concepts and principles in the subject area of quality, quality control and quality management system;
- Explain the concepts and techniques of Total Quality Management (TQM);
- Outline the evolution of quality, the emerging concepts and philosophies of quality management, and ISO Quality Management Standards;
- Diagnose problems in the quality improvement process;
- Understand quality as a strategic decision of a business firm;
- Discuss key elements of quality improvement strategies using PDCA and Lean tools;
- Know when and how to use a problem solving process and quality tools, control plans and quality control charts, process capability, supplier quality management, customer relations, employee involvement and teams;
- Utilize Statistical Process Control (SPC) techniques as a means to diagnose, reduce and eliminate causes of variation;
- Interpret and understand inspection requirements, certificates of compliance, and other means of quality verification;
- Explain the regulatory framework and emerging issues and challenges in the quality management system of Nepalese manufacturing and service sector industries.

Course Contents

- Unit 1. Introduction to Quality and Quality Management** **LH 8**
Concept of quality; Dimensions of quality; Quality Parameters and characteristics; Importance of quality in modern business; Total quality management (TQM) philosophy; Contributions of Walter Shewhart, Edwards Deming, Philip B. Crosby, Joseph Juran, Genichi Taguchi, Shiegeo Shingo, Kaoru Ishikawa, and Ishikawa; Key components and challenges of TQM; Approaches of implementing TQM; Obstacles to quality; Consequences of poor quality management; Contemporary developments in the field of quality management.
- Unit 2. Quality as a Strategic Decision and Quality Management System** **LH 9**
Quality Management System: Strategic quality management; Mission and vision statements, Quality policy, Quality objectives, Strategic quality planning and implementation, McKinsey 7s Model, Competitive analysis, Management commitment to quality; Quality Management System: Concept and principles of Quality Management; Standards of ISO 9000, 14000, 22000 –principles, registration, requirements and assessment; Benefits of ISO registration; Benchmarking – definition, types, process and advantages; Limitations of Benchmarking; Linking quality management system to organizational performance.
- Unit 3. Quality Control** **LH 8**
Statistical Quality Control – concept and Process; Variations and causes of Variations; Attribute control Charts; Variables control charts; Out-of-control patterns; Process Capability Index.
- Unit 4. Process Improvement** **LH 7**
Quality control and assurance concepts and tools - Check Sheet, Pareto Chart Cause & Effect Diagram, Scatter Diagram, Quality through improvement - Six sigma, kaizen, and 5S; Lean tools; Problem solving techniques; Root Cause Analysis; Plan–Do–Check–Act (PDCA) procedure, Gantt charts.
- Unit 5. Change Concepts** **LH 4**
Introduction; List of change concepts; Use of change concepts; Eliminate waste; Improve work flow; Optimize inventory; Change work environment; Enhance customer relationship; Supplier relations; Manage time; Manage variation; Design systems to avoid mistakes.
- Unit 6. Employee Involvement and Team Building** **LH 4**
Importance of employee involvement and team building; Employee empowerment, recognition and rewards; Suggestion system; Teams in organizations – quality circles and cross-functional teams.
- Unit 7. Quality Issues in Nepalese Industries** **LH 5**
An overview of industrial performance in Nepal; Total quality management practices and issues; Quality assurance and productivity; Technology, innovation and change scenario; Quality Bodies in Nepal - Nepal Bureau of Standards & Metrology (NBSM) - its quality management system in use; Emerging quality management issues and challenges in Nepal.

Prescribed textbooks:

Goetsch, David L. & Davis, Stanley B. *Quality Management for Organizational Excellence: Introduction to Total Quality*, Pearson Education.

Gitlow, S. Howard, Oppenheim, J. Alan, Oppenheim, Rosa & Levine, M David. *Quality Management*, McGraw Hill.

Besterfield, Dale. *Total Quality Management*. New Delhi: Pearson Education.

Suggested reference:

Pettman, Leo. *Introduction to Quality*. New Delhi: Pearson Education.

Bedi, Kanishka. *Quality Management*. New Delhi: Oxford University Press.

Douglas C. Montgomery. *Introduction to Statistical Quality Control*. New Delhi: Wiley.

Charantimath, Poornima. *Total Quality Management*. New Delhi: Pearson Education.

