

Course Details: BHM, Semester V

Course Code	Course Description	Credits Hours
FIN 133	Fundamentals of Financial Management	3
HRM 153	Hospitality Human Resources Management	3
MGT 312	Fundamentals of Entrepreneurship	3
RCH 311	Research Methodology	3
BSM 383	Behavioral Science in Hospitality Management	3
	Total Credits	15



Pokhara University
Faculty of Management Studies

Course code.: MGT 231

Course title: **Behavioral Science in Hospitality Management**

Nature of the course: Theory

Year: Third, Semester V

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

1. Course Description

This course enables students to apply principles of behavioral science within the hospitality industry, emphasizing the analysis of individual and group behaviors in organizational settings. This course includes an exploration of theories and concepts from psychology, sociology, and organizational behavior, providing students with a comprehensive understanding of the factors influencing human behavior in hospitality management contexts. This course aims to equip students with practical skills in understanding and managing human behavior to enhance guest satisfaction, optimize employee performance, and improve overall organizational effectiveness in the hospitality sector. This course involves the application of behavioral science principles to real-world scenarios, allowing students to develop practical insights and strategies for addressing challenges and opportunities within the dynamic hospitality management landscape

2. General Objectives

The course is designed with the following general objectives:

- To familiarize students with the definition and scope of behavioral science, emphasizing its relevance and application in the hospitality industry.
- To make students aware of the key personality factors and frameworks, such as the big five personality model and the dark triad, and their impact on individual behavior within hospitality settings.
- To acquaint students with perceptual processes, including the factors influencing perception and the theories guiding judgments about others, such as attribution theory and common shortcuts in judging others.
- To develop students' understanding of valuing diversity in the hospitality industry, covering demographic characteristics, discrimination issues, and the implementation of diversity management strategies.
- To make students well-versed in motivation theories, both early and contemporary, and their application in the hospitality industry, including job design principles and alternative work arrangements.
- To acquaint students with communication processes, barriers to effective communication, and conflict resolution strategies within hospitality organizations.
- To familiarize students with the concepts of groups and teams, including their types, stages of development, decision-making dynamics, and the creation of effective teams in the hospitality context.
- To make students distinguish between leaders and managers, understand various leadership theories (trait, behavioral, and contingency), and apply them to leadership situations in the hospitality industry.



- To develop students' comprehension of organizational culture, including its definition, the mechanisms through which employees learn culture, and the impact of culture on the organizational climate, innovation, and overall success.
- To acquaint students with the concepts of organizational change and development, focusing on understanding resistance to change, identifying sources of resistance, and introducing the basics of organizational development as an approach to change.

3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> • Familiarize students with the definition laying the groundwork for a comprehensive understanding of human behavior in hospitality. • Explain the importance of behavioral science • Identify challenges and opportunities when utilizing behavioral science principles, preparing students for nuanced decision-making in real-world hospitality scenarios. 	<p>Unit 1. Introduction to Behavioral Science (6 Hours)</p> <ol style="list-style-type: none"> 1.1. Definition of behavioral science (only) 1.2. Importance of behavioral science in the hospitality industry 1.3. Challenges and opportunities in behavioral science <ul style="list-style-type: none"> 1.3.1. Globalization 1.3.2. Increasing workforce diversity 1.3.3. Temporariness 1.3.4. Business ethics 1.3.5. Information technology
<ul style="list-style-type: none"> • Describe personality and their relevance in hospitality industry. • Analyze the big five personality model and its implications for employee behavior • Identify traits associated with the dark triad • Apply Situation Strength theory and trait activation theory, enhancing understanding of how personality traits manifest in diverse work situations within the hospitality industry. 	<p>Unit 2. Personality Factors (7 Hours)</p> <ol style="list-style-type: none"> 2.1. Introduction to personality 2.2. Personality frameworks: The big five personality model, The dark triad 2.3. Personality and situations <ul style="list-style-type: none"> 2.3.1. Situation Strength theory 2.3.2. Trait activation theory
<ul style="list-style-type: none"> • Familiarize students with the basic concept of perception • Analyze factors affecting perception in the hospitality industry • Identify common shortcuts in judging others, recognizing cognitive biases that may influence how individuals form judgments about colleagues and potentially affect interpersonal relationships in the hospitality workplace. 	<p>Unit 3. Perceptual Processes (7 Hours)</p> <ol style="list-style-type: none"> 3.1. Introduction to perception 3.2. Factors affecting perception <ul style="list-style-type: none"> 3.2.1. Factors in perceiver 3.2.2. Factors in target 3.2.3. Factors in situation 3.3. Common shortcuts in judging others <ul style="list-style-type: none"> 3.3.1. Selective perception 3.3.2. Halo effect 3.3.3. Contrast effect 3.3.4. Stereotyping
<ul style="list-style-type: none"> • Familiarize students with the basic principles of motivation, providing 	<p>Unit 4. Motivation in Hospitality Industry (10 Hours)</p>



<p>them with a foundational understanding of the factors that drive and influence employee behavior in the hospitality sector.</p> <ul style="list-style-type: none"> Explain the Hierarchy of Needs theory, two factor theory and equity theory and its application in motivating hospitality employees. Apply the Job Characteristic Model (JCM) to design motivating job roles in the hospitality sector, allowing students to practically apply theoretical concepts in crafting job positions that align with motivational factors, thus enhancing employee performance and satisfaction. 	<p>4.1 Introduction to motivation 4.2 Theories of motivation: 4.2.1 Hierarchy of needs theory 4.2.2 Two-factor theory 4.2.3 Equity theory 4.3. Motivating by Job design: The Job Characteristic Model (JCM) 4.3.1 Elements of the JCM 4.3.2 Efficacy of the JCM 4.3.3 Motivating Potential Score (MPS) 4.3.4 Cultural generalizability of JCM</p>
<ul style="list-style-type: none"> Familiarize students with the meaning and process of communication in the context of hospitality organizations, emphasizing the critical role of effective communication in delivering superior customer service and maintaining positive employee relations. Analyze barriers to effective communication, exploring issues like filtering, selective perception, and information overload that can hinder clear and accurate message transmission within hospitality settings. Identify the definition of conflict and apply conflict resolution strategies to resolve interpersonal and team conflicts in a hospitality setting, empowering students with practical skills to address and mitigate conflicts, fostering a harmonious work environment in the hospitality sector. 	<p>Unit 5 Communication and Conflict (6 Hours)</p> <p>5.1 Meaning and process of communication 5.2 Barriers to effective communication: 5.2.1 Filtering 5.2.2 Selective perception 5.2.2.1 Information overloads 5.2.3 Emotions 5.2.4 Language 5.2.5 Silence 5.2.6 Communication apprehension 5.2.7 Lying 5.3 Definition of conflict 5.4 Conflict management techniques 5.4.1 Conflict resolution technique (only)</p>
<ul style="list-style-type: none"> Explain the differences between leaders and managers in the hospitality sector Describe the Trait theory of leadership and its relevance to leadership roles in hospitality, providing students with insights into inherent qualities that contribute to successful leadership within the industry. Analyze the Ohio and Michigan studies in the context of behavioral theories of 	<p>Unit 6. Leadership and Culture (7 Hours)</p> <p>4.1 Leader vs Managers 4.2 Trait theory of leadership 4.3 Behavioral theory of leadership 4.3.1 Michigan studies 4.3.2 Ohio studies 4.3.3 Leadership grid 4.4 Contingency theory of leadership 4.4.1 Path goal theory (only) 4.5 Definition of organization culture</p>



<p>leadership, offering a deeper understanding of how behavioral traits contribute to leadership effectiveness in organizational settings.</p> <ul style="list-style-type: none"> • Apply Contingency theories such as situational theory of leadership to understand leadership effectiveness in different hospitality situations, enabling students to grasp the importance of adapting leadership styles to varying circumstances within the industry. • Familiarize students with the definition of organizational culture • Identify what organizational cultures do, including creating climate, influencing innovation, and serving as an asset or liability, allowing students to understand the multifaceted impact of organizational culture on overall performance. 	<p>4.6 What do cultures do?</p> <ul style="list-style-type: none"> 4.6.1 Culture creates climate 4.6.2 Culture and innovation 4.6.3 Culture as an asset 4.6.4 Culture as a liability
<p>5. Introduce students to organization change and its importance in the hospitality sector, emphasizing the necessity for organizations to adapt to evolving industry trends and customer preferences.</p> <p>6. Identify sources of resistance to change and propose strategies to overcome resistance, recognizing the common challenges associated with implementing change initiatives in hospitality organizations and suggesting effective approaches for overcoming resistance.</p> <p>7. Explain approaches to organization change, with a focus on introducing Organizational Development (OD)</p>	<p>Unit 7. Organization Change (5 Hours)</p> <p>7.1 Introduction to organization change</p> <p>7.2 Resistance to change (Definition)</p> <p>7.2.1 Overcoming resistance to change</p> <p>7.3 Concept of change management</p> <p>7.4 Five stages of change management</p> <p>7.4.1 Prepare the organization for change</p> <p>7.4.2 Craft a vision and plan for change</p> <p>7.4.3 Implement the change</p> <p>7.4.4 Embed change with the organization culture</p> <p>7.4.5 Review progress and analyze results</p> <p>7.5 Organization Development (Concept only)</p>

Note: The figures in the parentheses indicate the approximate periods for the respective units.

4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

5. Evaluation System and Students' Responsibilities

Internal Evaluation

The tabular presentation of the internal evaluation is as follows.



External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course.**

6. Prescribed Text Book and Reference Books

Text Book

Robbins, S. P., & Judge, T. A. (2021). *Essentials of organizational behavior*.

References

Luth Robbins, S. P., Judge, T., & Vohra, N. (2019a). *Organizational behavior*. Pearson.

Dennison. N., & Dean, L. (2001). *Hospitality management and organizational behavior*. Addison-Wesley Longman Ltd

Morrison, A. M. (2022). *Understanding hospitality consumer behavior*. Taylor & Francis.

Lundberg, C. C., & Young, C. A. (2009). *The hospitality case manual: Developing competencies in critical thinking and practical action*. Prentice Hall.

Woods, R., & King, J. (2010). *Leadership and management in the hospitality industry*. American Hotel & Lodging Educational Institute.

Reid, R. D., & Bojanic, D. C. (2009). *Hospitality marketing management*. John Wiley and Sons.

Robert H. W., & Judy Z. K. (2002). *Leadership and Management in the hospitality industry*. American Hotel & Lodging Association.



Pokhara University
Faculty of Management Studies

Course code.: MGT 312

Course title: **Fundamentals of Entrepreneurship**

Nature of the course: Theory

Year: Third, Semester V

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

1. Course Description

This is designed to deal with the introduction, developing business ideas, and Growth of hospitality firm. It covers feasibility analysis, writing business plan, industry and competitive analysis, legal and ethical dimensions and start-up new business venture and marketing issues.

2. General Objectives

The course is designed with the following general objectives:

- Understand the fundamentals of entrepreneurship and social entrepreneurship;
- Appreciate social enterprise and social innovation
- Know the concepts, nature and process of creativity and innovation;
- Know new venture identification and selection
- Consider legal issues relating to intellectual property rights and licensing
- Write business plans

3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> • Familiar with the entrepreneurship and its significance in economic development of a developing nation like Nepal • Explain the social issues and social entrepreneurship in context of Nepal • Discuss the concept of green entrepreneurship 	<p>Unit 1: Entrepreneurship and Social Entrepreneurship (11 Hours)</p> <p>1.1 Nature and development of entrepreneurship; 1.2 Entrepreneurial process 1.3 Ethics and responsibilities of entrepreneurs 1.4 Role of entrepreneurship in economic development of a developing nation like Nepal 1.5 Social entrepreneurship 1.6 Women entrepreneurship 1.7 Minority entrepreneurship 1.8 Social entrepreneurship 1.9 Rural entrepreneurship 1.10 Green entrepreneurship</p>
<ul style="list-style-type: none"> • Explain the entrepreneurial decision-making process and how such process differs with the decision-making process of a manager • Obtain skills to establish 	<p>Unit 2: Entrepreneurial Intentions (6 Hours)</p> <p>2.1 Entrepreneurial decision-making process 2.2 Developing entrepreneurial intentions, 2.3 Entrepreneurship competency development programs 2.4 Managerial versus entrepreneurial decision</p>



corporate entrepreneurship culture in hospitality industry	<p>making</p> <p>2.5 Establishing corporate entrepreneurship in organization</p>
<ul style="list-style-type: none"> Discuss how new entry opportunity is generated Familiar with the entrepreneurial strategies that can be applied in hospitality industry Obtain risk reduction strategies for new entry exploitation 	<p>Unit 3: Entrepreneurial Strategy (3 Hours)</p> <p>3.1 New entry 3.2 Generation of new entry opportunity 3.3 Entry strategy for new entry exploitation 3.4 Risk reduction strategy for new entry exploitation 3.5 Analyze entrepreneurial strategies that can be applied in hospitality industry</p>
<ul style="list-style-type: none"> Discuss the concept of creativity and innovation Analyze different methods of generating ideas and solving problems Familiar with the significance of e-commerce in business start-up 	<p>Unit 4: Creativity and Business Idea (6 Hours)</p> <p>4.1 Concept of creativity 4.2 Creativity process 4.3 Common sources of new venture ideas 4.4 Barriers to creative thinking 4.5 Methods of generating ideas and solving problems 4.6 Creativity, innovation and entrepreneurship; 4.7 Entrepreneurial innovation 4.8 Opportunity recognition 4.9 E-Commerce and business start-up.</p>
<ul style="list-style-type: none"> Explain the concept of domestic and international entrepreneurship Analyze the reason for an organization to go global Visualize the barriers to international trade 	<p>Unit 5: International Entrepreneurship (6 Hours)</p> <p>5.1 Nature and significance of international entrepreneurship 5.2 Domestic versus international entrepreneurship; 5.3 Motivation to go global 5.4 International business strategies 5.5 Foreign market selection 5.6 Entrepreneurial entry strategies 5.7 Barriers to international trade</p>
<ul style="list-style-type: none"> Discuss the concept and the types of intellectual property Explain the business registration process in Nepal 	<p>Unit 6: Protecting Idea and other Legal Issues (8 Hours)</p> <p>6.1 Concept and nature of intellectual property 6.2 Types of intellectual property 6.3 Patents: <ul style="list-style-type: none"> 6.3.1 Concept 6.3.2 Types and procedure for obtaining patent rights in Nepal </p> <p>6.4 Trademarks <ul style="list-style-type: none"> 6.4.1 Concept 6.4.2 Types and procedure for obtaining trademark rights in Nepal </p> <p>6.5 Copyrights</p>



	6.5.1 Concept and procedure for obtaining copyrights in Nepal 6.6 Trade Secret 6.6.1 Concept of trade secrets 6.7 Contracts 6.8 Business Registration process in Nepal
<ul style="list-style-type: none"> • Familiarize with the different sections of a business plan • Obtain the reasons for the failure of any business plan • Analyze a business plan using business model 	Unit 7: Business Plan (8 Hours) 7.1 Concept and nature of business planning 7.2 Business planning process 7.3 Business Plan 7.3.1 Concept of business plan 7.3.2 Nature of business plan 7.3.3 Scope and significance of business plan 7.4 Contents and criteria of a business plan 7.6 Reasons for failing a business plan 7.7 Preparation of business plan using Business model canvas

Note: The figures in the parentheses indicate the approximate periods for the respective units.

4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

5. Evaluation System and Students' Responsibilities

Internal Evaluation

The tabular presentation of the internal evaluation is as follows.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam,



quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

6. Prescribed Books and References

Prescribed Text Book

Hisrich, R. D., Peters, M. P., & Sheperd, D. A. (2002). *Entrepreneurship*, McGraw-Hill, New York.

Reference Books

Barringer, B. R. (2015). *Entrepreneurship: Successfully launching new ventures*. Pearson Education India.

Roy, R. (2021). *Entrepreneurship*. Oxford University Press.

Blundel, R., Lockett, N., & Wang, C. (2017). *Exploring entrepreneurship*. Sage.

Kuratko, D. F., & Rao, T. V. (2012). *Entrepreneurship: A South-Asian Perspective*. Cengage Learning.



Pokhara University
Faculty of Management Studies

Course code.: FIN 133

Course title: **Fundamentals of Financial Management**

Nature of the course: Theory

Year: Third, Semester V

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hour

Total periods: 48

Program: BHM

1. Course Description

This course is designed focusing the students who study only one semester course of financial management, and therefore it covers only the fundamental aspects of financial management. This course introduces financial concepts and principles, and explains how they apply to specific operations in non-financial service sectors such as hospitals, hotels, IT and travel businesses. This course covers introduction to financial management environment, time value of money, cost of capital, capital budgeting, dividend policy and working capital management.

2. General Objectives

The general objectives of this course are:

- The aim of this course is to impart the fundamental knowledge of financial management to the students
- To enhance their analytical knowledge and skills in financial management of related industry through industry specific cases.

3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> • To explain financial management and why is it important for hospitality industries • To analyze the function of financial management • To interpret the role of a financial manager to achieve the goal of business • To distinguish between profit and wealth maximization goal. • To explain financial institution, market and its environment 	<p>Unit I: Financial Management and Its Environment (8 Hours)</p> <p>1.1 Nature of financial management; 1.2 Finance functions; 1.3 Role of the financial manager; 1.4 Financial goals; 1.5 Financial environment.</p>
<ul style="list-style-type: none"> • To explain the importance of time value of money 	<p>Unit II: Time Value of Money (10 Hours)</p> <p>2.1 Concept of time value of money;</p>



<ul style="list-style-type: none"> • To distinguish between present value and future value of money • To describe different types of cashflow • To identify different types of interest rate 	2.2 Present values and discounting; 2.3 Future values and compounding; 2.4 Annuities and perpetuities; 2.5 Effective interest rate and amortization 2.6 Application of time value of money in hospitality industry.
<ul style="list-style-type: none"> • To explain financial instruments and its features • To analyze its cost of sourcing and weighted average cost of capital • To describe why cost of capital is important for hospitality business 	Unit III: Cost of Capital (8 Hours) 3.1 Meaning of bonds; Preferred stock; Common stock; 3.2 Concept of cost of capital; 3.2.1 Component cost of capital: Debt, Preferred stock, Common stock, Retained earnings; 3.4 Weighted average cost of capital, 3.5 Application of cost of capital in financial decision making in hospitality industry.
<ul style="list-style-type: none"> • To explain dividend and its types. • To explain why dividend management is important for the hospitality business 	Unit IV: Dividend Decision (6 Hours) 4.1 Concept of dividend; 4.2 Cash dividend versus stock dividend; 4.3 Dividend payment process; 4.4 Stock dividend and stock split.
<ul style="list-style-type: none"> • To explain working capital and its importance for the business • To identify the types of working capital • To analyze the factors affecting working capital. 	Unit V: Working Capital Management (6 Hours) 5.1 Concepts and components of working capital; 5.2 Importance of working capital management; 5.3 Types of working; 5.4 Factors affecting working capital 5.5 working capital flow cycle.
<ul style="list-style-type: none"> • To describe the importance of capital budgeting for the business • To analyze the tools of capital budgeting and its implementation in investing decision. 	Unit VI: Capital Budgeting (10 Hours) 6.1 Concept of capital budgeting; 6.2 Types of projects; 6.3 Capital budgeting techniques – payback period, NPV, IRR, Comparison of NPV with IRR, and profitability index; 6.4 application of capital budgeting techniques.

Note: The figures in the parentheses indicate the approximate periods for the respective units.

4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

5. Evaluation System and Students' Responsibilities

Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation



etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks $50+50 = 100$				

Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

6. Prescribed Books and References

Prescribed Text Book

Brigham, E. F., & Ehrhardt, M. C. (2022). *Financial management: Theory and practice*. Cengage.

Reference Book

Paudel, R. B., Baral, K. J., Gautam, R. R., & Rana, S. B. (2014). *Essentials of finance*. Asmita Books Publishers and Distributors.



Pokhara University
Faculty of Management Studies

Course code.: HRM 153

Course title: **Hospitality Human Resource Management**

Nature of the course: Theory

Year: Third, Semester V

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

1. Course Description

This course aims to provide a foundational understanding of HRM principles, functions, and changing roles of HR managers, addressing contemporary challenges in a globalized business environment. This course includes guidance through HR planning, job analysis, and recruitment concepts, exploring selection processes and diverse recruitment sources. This course enables practical skills in training and management development, covering various training methods and evaluation techniques. This course includes an elucidation of performance appraisal concepts, the importance of career planning, and practical methods for assessing employee performance. This course aims to provide insights into compensation structures, incentive systems, and fair compensation practices, including discussions on incentive pay plans and minimum wage provisions. This course addresses challenges related to employee turnover and strategies for engagement, exploring the impact of engagement on individual and organizational performance. This course aims to instill an understanding of ethics, fair treatment, and workplace culture promotion, covering issues like bullying, sexual harassment, and collective bargaining. This course familiarizes students with labor laws, exploring the legal framework and rights and responsibilities of employers and employees.

2. General Objectives

The course is designed with the following general objectives:

- To familiarize students with the fundamental principles and components of Human Resource Management (HRM), laying the groundwork for a comprehensive understanding.
- To make students adept at HR planning, covering the assessment of current human resources, forecasting demands and supplies, and the development of effective action plans.
- To acquaint students with the concepts of training and management development, providing them with a comprehensive understanding of various training methods and their evaluation,
- To make students proficient in the concepts of performance appraisal, including different methods and challenges associated with assessing employee performance.
- To familiarize students with the concepts of compensation structures, incentive systems, and fair compensation practices, including various incentive pay plans and minimum wage provisions.
- To make students adept at addressing challenges related to employee turnover, strategies for engagement, and the impact of engagement on individual and organizational performance.



- To acquaint students with the concepts of ethics, fair treatment at work, and workplace culture promotion, covering issues like bullying, sexual harassment, and collective bargaining.

3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> • Explain the core principles and components of Human Resource Management (HRM). • Familiarize with the key functions of HRM, namely Acquisition, Development, Utilization, and Maintenance. • Analyze the four roles outlined in David Ulrich's HR Model: Strategic Partner, Employee Champion, Change Agent, and Administrative Expert. • Identify and describe the challenges faced by HR managers in the modern globalized business environment. 	<p>Unit 1: Human Resource Management (7 Hours)</p> <p>1.1 Concept of HRM 1.2 Importance of HRM 1.3 Functions of HR 1.3.1 Acquisition 1.3.2 Development 1.3.3 Utilization 1.3.4 Maintenance 1.4 David Ulrich HR Model for Changing Roles of HR Manager 1.4.1 Strategic Partner Role 1.4.2 Employee Champion Role 1.4.3 Change Agent 1.4.4 Administrative Expert 1.5 Contemporary HR Challenges of HR Manager: - Globalization, Outsourcing, Change Management, Work Life Balance, Ethical HR Activities, Managing HR diversity</p>
<ul style="list-style-type: none"> • Define HR planning and its role in aligning human resources with organizational goals. • Describe the step-by-step process of HR planning, including assessing current human resources, forecasting HR demands and supplies, and preparing HR action plans. • Familiarize with the concept of job analysis and its relevance in HR planning. • Analyze the concept of recruitment and its significance in attracting qualified candidates. • Explain the concept of selection and its role in hiring the right candidates. • Explain the concept of Orientation and Socialization 	<p>2. Meeting HR Requirements (10 Hours)</p> <p>2.1 Concept of HR Planning 2.2 Process of HR Planning 2.2.1 Assessing current human resources 2.2.2 Forecasting HR demands (concept only) 2.2.3 Forecasting HR supply (concept only) 2.2.4 Matching demand and supply forecasts 2.2.5 Preparation of HR action plans 2.3 Concept of Job Analysis and it's Techniques (Job Description, Job Specification and Job Evaluation) 2.4 Concept and Sources of Recruitment 2.5 Concept of Selection and its Process 2.6 Concept of Orientation and Socialization</p>
<ul style="list-style-type: none"> • Define training and its role in enhancing employee skills and 	<p>3. Human Resource Development (7 Hours)</p> <p>3.1 Concept of Training</p>



<p>competencies.</p> <ul style="list-style-type: none"> Describe on-the-job and off-the-job training methods. Analyze the methods used to assess the effectiveness of training programs. Familiarize with various types of HR training, including soft skills, professional and legal training, technology training, safety training, team training, and quality training. Explain the concept of management development and the methods in grooming future leaders. 	<p>3.2 Training Need Assessment</p> <p>3.3 Methods of Training methods</p> <p>3.3.1 On the Job (Apprenticeship, Internship, Job Instruction Training)</p> <p>3.3.2 Off the Job (Lectures/Conferences, Simulation, Role Plays)</p> <p>3.4 Evaluation of Training Effectiveness</p> <p>3.5 Concept of Management Development (MD)</p> <p>3.6 Methods of MD Methods</p> <p>3.6.1 On the Job (Coaching and Job Rotation)</p> <p>3.6.2 Off the Job (Lecture, Behavior Modelling, Simulation exercise)</p>
<ul style="list-style-type: none"> Explain the concept of performance appraisal and its significance in managing employee performance. Describe different methods of performance appraisal, including job standard-oriented methods, comparison-oriented methods, and objective-oriented methods. Analyze the challenges associated with performance appraisal processes in organizations. Define the concept of career planning and its importance in employee development and satisfaction. 	<p>4. Performance and Effectiveness (6 Hours)</p> <p>4.1 Concept of Performance Appraisal</p> <p>4.2 Performance Appraisal Methods</p> <p>4.2.1 Job Standard Oriented Method (Graphic Rating Scale Method and BARS only)</p> <p>4.2.2 Comparison Oriented Method (Ranking and Paired only)</p> <p>4.2.3 Objective Oriented Method</p> <p>4.2.4 360 Degree Appraisal/ Full Circle Appraisal</p> <p>4.3 Challenges in Performance Appraisal</p> <p>4.4 Concept of Career and Need for Career Planning</p>
<ul style="list-style-type: none"> Define compensation and its role in attracting, retaining, and motivating employees. Break down the components of compensation structures and their impact on employee satisfaction and organizational performance. Explain the concept of incentive systems and their role in recognizing and rewarding employee contributions. Describe different types of incentive pay plans, including individual, group, and organizational-level plans. Discuss the provisions related to 	<p>5. Compensation (7 Hours)</p> <p>5.1 Concept of Compensation</p> <p>5.2 Compensation Structure or Components of Total Structure</p> <p>5.3 Concept of Incentive System</p> <p>5.4 Types of Incentive Pay Plans</p> <p>5.4.1 Individual Level Incentive Plans</p> <p>5.4.1.1 Piece Work Plan</p> <p>5.4.1.2 The Standard Hour Plan</p> <p>5.4.1.3 Sale Incentive Plan</p> <p>5.4.1.4 Managerial Incentive Plans</p> <p>5.4.2 Group Level Incentive Plans</p> <p>5.4.2.1 Production Incentive Programs</p> <p>5.4.2.2 Department Head Incentive</p> <p>5.4.2.3 Professional Incentive Program</p>



<p>minimum wages and the importance of fair compensation practices in maintaining employee morale.</p>	<p>5.4.3 Organizational Level Incentive Plans</p> <p>5.4.3.1 Profit Sharing Plan 5.4.3.2 Scanlon Plan 5.4.3.3 Gain Sharing Plan 5.4.3.4 Employee Share Ownership (ESOP)</p> <p>5.5 Provision Related to Minimum Wages 5.6 Social Security Fund (SSF)</p>
<ul style="list-style-type: none"> Define employee turnover and its impact on organizational performance. Identify the causes of voluntary turnover and strategies to reduce it. Explain the concept and purpose of employee engagement in fostering a positive work environment. Analyze how employee engagement influences individual and organizational performance. 	<p>6. Engaging and Retaining Employees (5 Hours)</p> <p>6.1 Concept of Employee Turnover and its Impact 6.2 Voluntary Turnover and How to Reduce it 6.3 Concept and Purpose of Employee Engagement 6.4 How Employee Engagement affects Performance</p>
<ul style="list-style-type: none"> Define ethics and fair treatment at work and their significance in promoting a positive workplace culture. Analyze the intersection of ethics, public policy, and employee rights in organizational decision-making. Identify and address issues related to bullying and victimization in the workplace. Explore the types of sexual harassment, including Quid Pro Quo Harassment and Hostile Environment Harassment. Define collective bargaining, outline its process, and discuss the concept of trade union Explain different provisions of labor act 	<p>7. Ethics and Fair Treatment at Work (6 Hours)</p> <p>7.1 Concept of Ethics and Fair Treatment at Work 7.2 Bullying and Victimization (Concept only) 7.3 Sexual Harassment and its types: - Quid Pro Quo Harassment and Hostile Environment Harassment (Concept only) 7.4 Concept of Collective Bargaining and its Process 7.5 Trade Unionism (Concept only) 7.6 Provisions of Labor Act</p>

Note: The figures in the parentheses indicate the approximate periods for the respective units.

4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

5. Evaluation System and Students' Responsibilities



Internal Evaluation

The tabular presentation of the internal evaluation is as follows.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks $50+50 = 100$				

Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course.**

6. Prescribed Text Books and References

Prescribed Text Book

Woods, R. H., Johanson, M. M., & Sciarini, M. (1992). *Managing hospitality human resources*. Educational Institute of the American Hotel & Motel Association.

Reference Books

Mondy, R.W. (2016) *Human resource management*. Pearson Publication.

Durai, P. (2010). *Human resource management*. Pearson Education India..

Dessler, G. (2008). *Human resource management 11/E*. Pearson Prentice Hall.

Agrawal, G. R. (2014). *Dynamic of human resource management in Nepal*. M. K. Publishers and Distributors



Pokhara University
Faculty of Management Studies

Course code.: RCH 311	Full marks: 100
Course title: Research Methodology	Pass marks: 45
Nature of the course: Theory	Time per period: 1 hr
Year: Third, Semester V	Total periods: 48
Level: Bachelor	Program: BHM

1. Course Description

This course design to introduce students to a number of research methods useful for academic and professional investigations of information practices, texts and technologies. It includes problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interviews, and data analysis.

2. General Objectives

The general objectives of this course are:

- To familiarize students about the basic research knowledge to the students.
- To provide students with the opportunity to learn the process of collecting, analyzing, and interpreting quantitative and qualitative data to aid managerial decision-making.
- To enable Students to develop and practice the knowledge and skills necessary to review, apply and conduct organizational research.
- To equip the students with proposal writing skills and capacity.

3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> • Identify the basic concept of research, its nature and types. • Explain about the scientific research, process and characteristics. • Interpret research and business research, value for decision making and ethical consideration. 	<p>Unit I: Introduction to Research (8 Hours)</p> <p>1.1. The meaning of research; the nature and types of research; application of scientific thinking in research.</p> <p>1.2. Scientific research - scientific research process, characteristics of scientific research.</p> <p>1.3. Business research – role, types and value for decision making; Ethical considerations in business research.</p>
<ul style="list-style-type: none"> • To explain about literature review, its importance way of searching the literature. • Interpret the theoretical framework, its format and concept of induction and 	<p>Unit II: Literature Review and Theoretical Framework (7 Hours)</p> <p>2.1. Literature review - purpose and steps; searching, obtaining, and evaluating the literature, literature search through the Internet, format and guidelines for</p>



<p>deduction.</p>	<p>presenting the literature review.</p> <p>2.2. Theoretical framework – concept and format; Research and theory – deduction and induction.</p>
<ul style="list-style-type: none"> • Explain the concept of problem, its steps and research questions. • Interpret hypothesis and its functions. 	<p>Unit III: Problem Definition and Hypothesis Formulation (4 Hours)</p> <p>3.1. Problem definition – concept and steps in problem formulation; Research questions.</p> <p>3.2. Hypothesis - functions and types; criteria of good hypothesis statement.</p>
<ul style="list-style-type: none"> • Explain the concept of research design and its type. • Identify the concept of qualitative research design, assumptions and features. 	<p>Unit IV: Research Design (8 Hours)</p> <p>4.1. Definition; elements of a research design; Types of research design – exploratory, descriptive, developmental, case study, correlational, causal-comparative and experimental research designs.</p> <p>4.2. Qualitative research – concept, basic assumptions, features and design.</p>
<ul style="list-style-type: none"> • Explain the variables, measurement and scale construction in business research. • Identify the validity and reliability and types. • Interpret sampling, types and sampling and non-sampling errors. 	<p>Unit V: Measurement, Scaling and Sampling (5 Hours)</p> <p>5.1. Variables – concept and types; Measurement and scales, scale construction and attitude measurement; Scales and techniques commonly used in business research.</p> <p>5.2. Validity and reliability of measurement.</p> <p>5.3. Sampling – concept, probability and non-probability sampling; sampling and non-sampling errors.</p>
<ul style="list-style-type: none"> • Explain data, its types and importance. Identify questionnaire, research interview, observation, FGD and KII. • Interpret the use of internet, web surveys and email surveys. • Identify the concept of data analysis, data processing, graph and tables. 	<p>Unit VI: Data Collection and Analysis (8 Hours)</p> <p>6.1. Data and its types; sources of primary and secondary data; Questionnaire – principles, components and types – format and types; Research interviews – principles and types; Sources of qualitative data – observation, participant observation, focus group discussion, key Informant Interview.</p> <p>6.2. E-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys.</p> <p>6.3. Getting data ready for analysis; Data processing; Presenting data in graphs and tables; Statistical analysis of data – descriptive and inferential statistics.</p>



<ul style="list-style-type: none"> • To identify research proposal and develop capacity to develop proposal. • Explain the concept of research report, academic writing and APA format of citation and referencing. 	<p>Unit VII: Writing Proposals and Project Reports (8 Hours)</p> <p>7.1. Research proposals – functions, types and components; features of research proposal, format of research proposal (student should develop a research proposal in academic format).</p> <p>7.2. Research report – concept, process, types and procedure for writing research reports; conventions of academic writing; components of the project report; body of the project report; Documenting sources - APA style of citation and referencing; Essentials of good research report.</p>
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Note: The figures in the parentheses indicate the approximate periods for the respective units.

4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

5. Evaluation System and Students' Responsibilities

Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class presentation	10%	
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Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the



assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

6. Prescribed Books and References

Prescribed Text Books

Bryman, A., & Bell, E. (2015). *Business research methods*. Oxford University Press.
Zikmund, W. G. (2000). *Business research methods*. Thompson.

Reference Books

Cooper, D. R., & Schindler, P. S. (2014). *Business research methods*. Tata McGraw Hill.
Pant, P. R. (2021). *Business research methods*. Buddha Academic Enterprises.
Flick, U. (2022). *An introduction to qualitative research*. Sage South Asia Edition.
Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.

