

**Lumbini Buddhist University**  
**Department of Management**

**Course of Study of**  
**Master of Business Administration (MBA)**

**Department of Management**  
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# **Master of Business Administration (MBA)**

## **1. Program Description**

The Multidimensional Master of Business Administration (MBA) program of Lumbini Buddhist University (LBU) is an innovative, flexible, and interdisciplinary graduate program designed to respond to the evolving needs of contemporary organizations, service industries, and public institutions. The program is structured to provide a shared managerial foundation during the initial stage and specialized, sector-oriented expertise in the advanced stage, allowing students from diverse academic and professional backgrounds to pursue leadership roles in their respective fields.

Following international best practices adopted by globally recognized universities, such as the core, specialization model, credit-based flexibility, experiential learning, and research-led instruction, the LBU MBA integrates general management education with focused specialization options, including hospitality and tourism management, hospital management, and functional areas such as finance, banking, insurance, marketing, and human resource management.

The first and second semesters emphasize core MBA competencies common to all students, ensuring uniform managerial literacy, analytical capability, ethical awareness, and strategic thinking. These semesters are complemented by thematic seminars and workshops, enabling students to explore and refine their specialization choices, a practice widely used in European and North American graduate business programs.

From the third semester onward, students formally enter their selected specialization track. Advanced elective courses, sector-specific case studies, internships, and applied research projects provide hands-on exposure and professional depth, consistent with best practices in professional MBA programs globally. The program culminates in a specialization-based thesis, reinforcing applied research skills and evidence-based decision-making.

Rooted in the Buddhist philosophy of ethical leadership, mindfulness, and social responsibility, the program aims to produce competent, compassionate, and globally competitive managers capable of contributing meaningfully to organizational performance and societal well-being.

## **2. Program Objectives**

### **a. Foster Ethical Leadership and Social Responsibility**

- To cultivate ethical awareness, responsible leadership, and professional integrity grounded in Buddhist values and universal ethical principles.
- To prepare graduates to lead organizations with compassion, sustainability, and accountability.

### **b. Develop Strong Managerial Foundations**

- To equip students with comprehensive knowledge of core management disciplines such as finance, marketing, human resource management, operations, and strategy.
- To ensure a common managerial competency base for students from diverse academic backgrounds, in line with international MBA standards.

### **c. Provide Flexible and Multidisciplinary Specialization Pathways**

- To allow students to choose specialization areas aligned with their prior education, professional experience, and career goals after completing foundational coursework.
- To offer coherent elective clusters in sector-specific and functional domains, following globally recognized specialization models.

### **d. Promote Experiential and Practice-Oriented Learning**

- To integrate internships, case-based learning, simulations, industry projects, and seminars as essential components of the curriculum.
- To bridge the gap between theory and practice, consistent with experiential learning models adopted by leading business schools worldwide.

### **e. Enhance Sector-Specific Professional Competence**

- To prepare graduates for leadership roles in specialized sectors such as hospitality, tourism, healthcare, finance, and service industries.
- To address sector-specific managerial challenges through applied coursework and real-world problem-solving.

#### **f. Strengthen Research and Analytical Skills**

- To develop students' ability to conduct applied and policy-relevant research within their specialization area.
- To encourage evidence-based managerial decision-making through a mandatory specialization-focused thesis.

#### **g. Support Career Continuity and Employability**

- To enable working professionals to enhance their competencies within their current employment sectors.
- To assist fresh graduates in gaining professional exposure through structured internship placements, thereby improving employability and career readiness.

#### **h. Align Academic Learning with National and Global Needs**

- To contribute to Nepal's socio-economic development by producing skilled managers for priority sectors.
- To align the program with international academic practices, ensuring global relevance and mobility of graduates.

### **3. Program Rationale and Philosophy**

Lumbini Buddhist University (LBU) proposes a Multidimensional Master of Business Administration (MBA) program designed to accommodate graduates from diverse academic backgrounds. The program is structured to provide a strong common managerial foundation during the initial phase, followed by discipline-specific specialization, allowing students to align their studies with their prior education, professional engagement, and career aspirations.

The program adopts a flexible yet coherent academic modality, integrating general management education, sector-focused specialization, applied learning, internship exposure, and research orientation. This model supports both working professionals seeking continuity in their field and fresh graduates aiming to develop employable managerial competencies.

### **4. Program Structure and Modality**

The Multidimensional MBA follows a four-semester structure, totaling 66 credit hours, and is designed as follows:

- First and Second Semesters:  
Common (General) MBA Courses for all students
- Third and Fourth Semesters:  
Specialization-based elective courses, internship, and thesis

This structure ensures a shared managerial core, interdisciplinary exposure, and deep specialization from the third semester onward.

## 5. Credit Requirement

- **Total Credits:** 66 Credit Hours
- **Thesis:** 6 Credit Hours
- **Internship:** 3 Credit Hours
- **Coursework (Core + Specialization):** 57 Credit Hours

## 6. Semester-wise Academic Design

### a. First and Second Semesters: General MBA Foundation

The first two semesters are common to all enrolled students, irrespective of their specialization. These semesters aim to develop managerial thinking, analytical capacity, ethical leadership, and interdisciplinary understanding.

Key features include:

- i. Core MBA courses such as:
  - Management and Organizational Behavior
  - Managerial Economics
  - Accounting for Managers
  - Marketing Management
  - Financial Management
  - Business Research Methods
  - Business Ethics and Leadership (with Buddhist philosophical grounding)
- Blended seminars and thematic workshops aligned with prospective specialization areas
- Interdisciplinary exposure through case studies and problem-based learning

b. Third and Fourth Semesters: Specialization Phase

From the third semester onward, students formally enter their chosen specialization stream. Specializations are offered through coherent elective baskets, ensuring academic depth and professional relevance.

Students may choose one of the following (illustrative, not exhaustive):

i. Hospitality and Tourism Management

- Hospitality Operations and Service Design
- Strategic Tourism Management
- Hotel and Resort Financial Management
- Sustainable Tourism and Destination Management
- Hospitality Marketing and Branding

ii. Hospital Management

- Human Resource Management in Healthcare
- Hospital Operations and Quality Management
- Healthcare Marketing and Specialized Services
- Public Health Care Systems and Policy
- Ethics and Leadership in Healthcare Organizations

iii. General MBA (Functional Areas)

- Banking and Financial Institutions
- Insurance and Risk Management
- Corporate Finance
- Strategic Marketing Management
- Human Resource Management

Students opting for a General MBA may select electives across various functional domains, whereas those opting for a sector-specific MBA will follow a structured specialization path.

## 7. Internship Requirement

**Credit Value:** 3 Credit Hours

**Minimum Duration:** Three (3) Months

**Nature:** Paid or Unpaid

- a. Internship Provisions:
  - i. Internships may be pursued in:
    - Corporate organizations
    - Hospitals
    - Hotels and tourism enterprises
    - Banks, insurance companies, or public institutions
  - ii. Working professionals may align the internship with their current place of employment, subject to departmental approval
  - iii. The university will assist new students in securing appropriate internship placements
  - iv. Students must submit:
    - Internship placement letter
    - Completion certificate
    - Internship report evaluated by the department

## **8. Thesis Requirement**

- i. Credit Value: 6 Credit Hours
- ii. The thesis must be directly related to the student's chosen specialization
- iii. Topic selection begins in the third semester, aligned with specialization entry
- iv. The thesis emphasizes:
  - Applied research
  - Sector-specific problem identification
  - Managerial decision-making and policy relevance
- v. Subject experts from the relevant specialization area will provide supervision

## **9. Teaching–Learning Approach**

The program emphasizes:

- Experience-based and practice-oriented learning
- Case studies, simulations, and project-based assignments
- Industry interactions, guest lectures, and seminars
- Ethical leadership and socially responsible management rooted in Buddhist philosophy

## **10. Target Groups**

- Graduates from any recognized Bachelor's degree program
- Working professionals seeking managerial upskilling in their current sector
- Fresh graduates aspiring to managerial and leadership roles
- Professionals from hospitality, healthcare, banking, finance, engineering, social sciences, and related fields

## **11. Graduate Outcomes**

- a. Upon completion of the program, graduates will:

- Possess strong managerial foundations applicable across sectors
- Demonstrate specialized expertise in their chosen field
- Exhibit ethical leadership, strategic thinking, and applied problem-solving skills
- Be prepared for managerial roles, entrepreneurship, consultancy, or further research

- b. Academic Framework Summary (Visualized)

### **Year 1**

- Semester I: General MBA Core Courses + Introductory Seminars
- Semester II: General MBA Core Courses + Specialization-Oriented Seminars

### **Year 2**

- Semester III: Specialized Elective Courses + Internship Initiation + Thesis Proposal
- Semester IV: Advanced Specialized Courses + Internship Completion + Thesis Submission

## **12. Curricular Structure**

- Duration: 2 years (4 semesters)
- Total Credits: 66
- Components: Core courses, concentration courses, workshops, seminars, internship, and thesis.

## **13. Entry Requirements**

- Bachelor's degree from a recognized institution.

- Minimum CGPA of 2.0 or equivalent second division marks.

#### **14. Admission Procedures**

- Announcement of admission through the LBU website and affiliated campuses.
- Submission of the application with supporting documents and fee.
- Selection based on the Management Admission Test (MAT) and personal interview.

#### **15. Evaluation System**

- Continuous evaluation: assignments, case studies, presentations, group discussions, mid-term exams
- Semester-end evaluation: formal exams (Computer-Based Test-CBT) or project submissions
- Weight: Internal 60%, External 40%
- Students must pass both internal and external evaluations independently

#### **16. Scheme of Program**

MBA (Hospitality Management)- a four-semester postgraduate program is of 66 credits; weightage consisting of Core Courses (CC), Skill Enhancement Courses (SEC), Ability Enhancement Courses (AEC), Value Addition Courses (VAC), Discipline Specific Elective Courses (DSEC), and General Elective Courses (GEC).

#### **17. Grading System**

<b>Obtained Marks</b>	<b>Letter Grade</b>	<b>Grade Point</b>
90+	A+	4.0
80–89	A	3.7
70–79	B+	3.3
60–69	B	3.0
50–59	B-	2.7
<50	INC	Below 2.7

- Semester Grade Point Average (SGPA) is calculated per semester.
- A cumulative Grade Point Average (CGPA) of 3.0 is required for graduation.
- Grade improvement allowed in up to two courses per semester if SGPA < 3.0.

#### **18. Degree Requirements**

- Completion of all core and concentration courses.
- Mandatory internship, workshops, seminars, and thesis.

- Minimum CGPA 3.0 required to be awarded the MBA degree.

## 19. Course Structure and Semester-wise Course Cycle

Semester I: General Management Foundation

**Total Credit Hours: 17**

Course Code	Course Title	Credit	Course Outline (Syllabus Focus)
MBA 511	Principles of Management & Organizational Behavior	3	Evolution of management thought; managerial functions; organizational structure; motivation; leadership; group dynamics; organizational culture
MBA 512	Managerial Economics	3	Demand and supply analysis; elasticity; production and cost; pricing decisions; market structures; macroeconomic environment
MBA 513	Accounting for Managers	3	Financial statements; cost behavior; budgeting; break-even analysis; managerial decision support
MBA 514	Quantitative Techniques for Management	3	Linear programming; forecasting; decision theory; probability; managerial applications
MBA 515	Business Communication & Academic Writing	2	Professional writing; reports; presentations; academic integrity; referencing
MBA 516	Information Technology for Managers	2	MIS concepts; digital transformation; data basics; IT strategy; cybersecurity overview
MBA 517	<b>General Management Seminar</b>	<b>1</b>	Contemporary management issues; case discussions; invited talks; reflective learning
	<b>Semester I Total</b>	<b>17</b>	

Semester II: Strategic, Ethical & Research Orientation

**Total Credit Hours: 16**

Course Code	Course Title	Credit	Course Outline (Syllabus Focus)
MBA 521	Marketing Management	3	Consumer behavior; STP; marketing mix; branding; service marketing
MBA 522	Financial Management	3	Financial analysis; capital budgeting; cost of capital; working capital
MBA 523	Human Resource Management	3	HR planning; recruitment; performance management; training; labor relations
MBA 524	Business Research Methods	3	Research design; qualitative & quantitative methods; data collection; proposal writing
MBA 525	Business Ethics, Leadership &	2	Ethical decision-making; leadership theories;

	Buddhist Philosophy		Buddhist values; corporate responsibility
MBA 526	<b>Specialization Orientation Seminar</b>	<b>2</b>	Introduction to hospitality, healthcare, finance, public services; specialization selection
	<b>Semester II Total</b>	<b>16</b>	

### Semester III: Specialization & Experiential Learning

**Total Credit Hours: 18**

#### a. Specialization Elective Courses (Choose ONE Stream)

##### Option A: Hospitality & Tourism Management

Course Code	Course Title	Credit	Course Outline
MBA 531	Hospitality Operations Management	3	Front office; housekeeping; F&B operations; quality systems
MBA 532	Tourism Systems & Destination Management	3	Tourism planning; destination competitiveness; policy
MBA 533	Hospitality Marketing & Service Design	3	Service quality; experience design; branding
MBA 534	Sustainable Tourism & Policy	2	Responsible tourism; sustainability frameworks
MBA 535	Event, Resort & Leisure Management	2	Event planning; resort operations; leisure trends
<b>Subtotal</b>		<b>13</b>	

##### Option B: Hospital Management

Course Code	Course Title	Credit	Course Outline
MBA 536	Hospital Operations & Quality Management	3	Hospital systems; quality assurance; patient safety
MBA 537	HRM in Healthcare Organizations	3	Workforce planning; clinical HR; performance
MBA 538	Healthcare Marketing & Service Management	3	Healthcare services; patient relations
MBA 539	Public Health Systems & Policy	2	Health policy; governance; financing
MBA 5310	Ethics & Leadership in Healthcare	2	Medical ethics; leadership roles
<b>Subtotal</b>		<b>13</b>	

##### Option C: General MBA (Functional)

Course Code	Course Title	Credit	Course Outline
MBA 5311	Banking & Financial Institutions	3	Banking systems; regulation; credit management

MBA 5312	Insurance & Risk Management	3	Risk analysis; insurance products
MBA 5313	Strategic Marketing Management	3	Competitive marketing; analytics
MBA 5314	Corporate Finance	2	Valuation; mergers; capital structure
MBA 5315	Strategic Human Resource Management	2	HR strategy; talent management
<b>Subtotal</b>		<b>13</b>	

### **Internship & Seminar**

Course Code	Course Title	Credit	Course Outline
MBA 5316	Strategic Management / Advanced Specialization Course	3	Strategy formulation; implementation; capstone cases
MBA 5317	Specialization Research Proposal	2	Case analysis; thesis topic development
	<b>Semester III Total</b>	<b>18</b>	

### Semester IV: Advanced Specialization & Research

**Total Credit Hours: 15**

Course Code	Course Title	Credit	Course Outline
MBA 541	Internship (Minimum 3 Months)	3	Practical exposure; industry engagement; report submission
MBA 542	Thesis (Specialization-based)	6	Applied research; analysis; thesis defense
<b>Add-on Academic Credits*</b>	Seminar / Publication / Project	<b>6</b>	National/international paper presentation with certificate
	<b>Semester IV Total</b>	<b>15</b>	

### Final Credit Summary

Semester	Credits
Semester I	17
Semester II	16
Semester III	18
Semester IV	9+6
<b>Grand Total</b>	<b>66 Credits</b>

*Note: (Syllabus and course content might be reviewed as per the demand of the contemporary academic market situations)*