

Detailed Course Scheme
Masters of Business Administration
(MBA)
(Finance, Marketing & Human Resource
Management)

Semester- IV

(2016-2018)

DOC201712080010



RNB
GLOBAL UNIVERSITY
Educating stars for tomorrow

RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,
Bikaner, Rajasthan 334601

OVERVIEW

RNB Global University follows Semester System along with Choice Based Credit System as per the latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd (July-December)** and **Even (January-June)**. Besides this, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for (January- June) Even Semester, 2018 along with examination pattern is as follows:

Course Scheme

Semester - IV

S. No	Course Code	Course Name	Credits
1.	11009800	International Business	3
2.	11009900	Business Ethics and Corporate Governance	3
3.	-	Specialization Elective - V	3
4.	-	Specialization Elective - VI	3
5.	11010600	Final Project	6
6.	99002600	Centre for Leadership Development (CLD)	3
7.	11004400	Ability & Skill Enhancement Module-IV	3
Total Credits			24

ELECTIVE SUBJECTS:

Specialization	Course code	Course Name
HRM	11006000	Strategic Human Resource Management
	11016900	Performance Appraisal and Compensation Management
Finance	11010401	Mergers and Acquisitions
	11017000	Corporate Taxation
Marketing	11016800	Advertising and Integrated Marketing Communication
	11010200	Digital Marketing

EVALUATION SCHEME

The evaluation of the MBA program would be based on Internal and External Assessments. Internal Assessment would consist of 50% of the marks (50 marks) and external assessment (in form of End Term Exam) would consist of remaining 50% marks (50 marks). Detailed scheme of Internal and External Assessments as follows:

Internal Assessment

Type	Details	Marks
Marks obtained in various, assignments, presentations, quizzes etc.	Average of marks obtained	35
Discipline	To be decided by concerned faculty	5
Attendance	80% - 5 marks and 0.25 percent for every one percent above 80 %	10
TOTAL	50	

External Assessment

Type	Marks
Theory	50

CURRICULUM

Course Name: International Business

Course Code: 11009800

Course Outline

Unit I Globalization: Meaning of Globalization, Doing Business Globally: Pros and Cons of International Business, Self Reference Criteria (SRC) in decision making, EPRG effect,

what is culture? Effect of Culture in Business; Hofstede Theory. Role of MNCs in International Business

Unit II International Trade and Investment Theories: Trade Theories: Mercantile Theory, Absolute Advantage Theory, Comparative Advantage Theory, H-O Theory, Leontief Paradox, Country Similarity Theory, International PLC Theory and Porters Diamond Model for Nations competitive Advantage.

Investment Theory: Monopolistic Theory, Oligopolistic Theory, Eclectic Theory, etc.

Unit III International Institutional Framework IMF, World Bank, GATT Vs. WTO, Tariff and Non-Tariff Barrier Regional Integrations – Trading Blocks – nature and levels of integration – arguments for and against regional integration - Trading blocs. Impact of WTO in global business. Multinational corporations – Organization, design and structures. FDI; Balance of Payment issue.

Unit IV Operations of Organization Functional areas Modes of Entry Strategy, Country Selection process; International Marketing - Export – Import; Global Monetary System and Forex, Global Operations and supply chain; International HRM.

Unit V Emergent issues Sunshine sectors in Internal Business, Effect of BREXIT on European Union. Doing Business with China. – (Project Based).

Suggested Readings:

1. Hill and Jain, International Business, TMHE, Latest Edn.
2. Justin, Paul – International Business; Tata -McGraw -Hill, 2009
3. Charles W L Hill. And Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill,
4. R. M. Joshi -International Business, Oxford Press
5. Francis Cherunilam – International Business

Course Name: Business Ethics and Corporate Governance

Course Code: 11009900

Course Outline

Unit I Ethics and Moral Reasoning in Business: What is Ethics? Values, Morality and Legality. Business ethics, Relation between business and morality, subjective and objective morality, Moral Development (Kohlberg's 6 Stages of Moral Development), Moral pluralism and International business, ethics related with - economics, finance and laws, Utility, ethical theories - Utilitarianism, Deontology (duties), Rights Theory, Justice Theory, Virtue Theory, Moral reasoning and responsibility.

Unit II Moral Issues in Business and Ethical Decision-making Organizational influence on ethical behavior, creating an ethical organization, Justice and economic system, moral evaluation of contemporary economic system, capitalists and socialists model, corporation and morality, corporation shareholder-stakeholder equation,, Morality and Social Audit, Ethical issues in Functional areas of Business: whistle blowing, occupational health safety, Sexual Harassment, ethics in finance, workers rights and responsibility, Golden Parachute, Green Mail, Insider Trading, Ethics in Advertising and sales promotion.

Unit III Corporate Social Responsibility Responsibilities of a Business Firm, Friedman's Theory, Carroll's Theory, Social Responsibility and Profit Maximization, Stakeholder Theory. Environmental concerns and role of Corporations.

Unit IV Understanding Corporate Governance: Corporate Governance - definition, historical perspectives and issues, Corporate Governance- an overview, Theory and practices of Corporate governance, corporate governance mechanisms and systems, Indian Model of Corporate governance, landmarks in emergence of corporate governance: Cadbury Committee Report; Sarbanes Oxley Report, CII Report and Kumar Mangalam Committee Report.

Unit V Monitoring and Control: Role and composition of Board of Directors, Board structure, performance and evaluation of Board, Board and Management relationship, Integration of employees, owners and directors, Role of Independent Directors, Different Committees within Corporate Governance of Corporation, Role of Auditors, Role of SEBI for the growth of Corporate Governance in India.

Suggested Readings:

1. Corporate Governance – A.C. Fernando – Pearson
2. Business Ethics – CSV Murthy – Himalaya Publishing

Course Name: Strategic Human Resource Management

Course Code: 11006000

Course Outline

Unit I:Role of SHRM SHRM: Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context. Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.

Unit II: Human Resource Environment Technology and Structure: Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff.

Management Trends: Workforce diversity, demographic changes, temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards. HR Legal Environment: Equal employment opportunity, compensation, employee relations.

Unit III Acquiring HR Strategic role of HRP: developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection. Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work teams

Unit IV Training, Development, Appraisal and Compensation Strategies Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning. Career Management: Managing career: A SHRM approach. Appraisals: Performance Management strategies- defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to measuring managerial performance. Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions., trends in top-level executive compensation.

Unit V Separations strategy, Human Aspect of strategic implementation and Global HR Strategies Separations: Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept. Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics. Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.

Suggested Readings:

1. Strategic Human Resource Management by Jeffery A Mello.
2. Strategic Human Resource Management by Tanuja Agarwala Strategic Human Resource Management by Charles R Greer.
3. Strategic Human Resource Management by Michael Armstrong Strategic.

4. Human Resource Management by Mabey, Salaman and Storey.
5. Strategic Human Resource Management by Rothwell & Kazanas.

Course Name : Performance Appraisal and Compensation Management

Course Code : 11016900

Course Outline

Unit I Performance Management: Understanding changing business requirements and importance of excelling performance, Performance design, Difference between Performance Appraisal to Performance Management System. Performance Management Systems: Strategic planning and goal setting, job analysis and performance planning, performance execution.

Unit II Performance Appraisal Methods: Traditional and modern methods, Competency based Performance assessment: KRA, KPA, KPIs, Balanced Scorecard, and Potential appraisal, performance assessment, performance review and performance renewal. Performance Coaching and Mentoring, Counseling, Performance Evaluation and Feedback.

Unit III Compensation management: Philosophy and policy, Components of Compensation system, Base pay, Incentives and benefits;

Pay structure: Job evaluation methods, Pay grades, Broad banding, Negotiating Pay.

Unit IV Reward Systems: Reward planning and strategy, Rewarding individual and team, Performance related pay, Skill and competence based pay, Team rewards, Non- financial rewards, Compensation in 'Voluntary Retirement Scheme'.

A Project on VRS Compensation.

Suggested Readings :

1. Aguinins, H. (2009) Performance Management, Pearson Education.
2. Chadha, Prem, Performance Management: its about performing not just appraising, Mc Milan.
3. Special Indian Edition Paperback – 28 Jul 2009 by George Milkovich, Jerry Newman, C S Venkataratnam (2010).
4. Compensation: Theory Evidence and Strategic Implications Paperback – 5 Jun 2008 by Barry Gerhart.
5. Compensation Management Paperback – 16 Feb 2009 by Dipak Kumar Bhattacharyya
6. Performance Management - Frances Neale, Jaico publishing House- 2004-2nd Edition

Course Name: Mergers & Acquisitions

Course Code: 11010401

Course Outline

Unit I Concepts of Mergers, Amalgamation, Acquisitions and Takeover Concepts of Mergers, Amalgamation, Acquisitions and Takeover; Nature of Mergers; Defining and Measuring success of M&A.

Unit II Valuation Method of Corporate Valuation, Valuation of Shares; Costs and benefits of Mergers; Evaluating a Merger as a Capital Budgeting proposal; Determination of SWAP Ratio of M&A deals; Share Buy Back; Joint Venture, Stock Split, Leverage Buy Out, Management Buy Out, Dissolution of Firms.

Unit III Takeover Corporate Takeovers, Advisors in Takeovers, Takeover Tactics, Takeover Defenses, Statutory Obligations and Role of SEBI in Acquisitions of Shares and Takeovers Regulations.

Unit IV Accounting and Financial Issues Financing of M&A deals, accounting aspects of Merger, Taxation effects in Mergers and Acquisitions.

Unit V Divestiture Spin-Off and Split –Up; Disinvestment; Debt Restructuring, Cross Border Acquisitions & Mergers.

Suggested Readings:

1. Weston, Chung and Hoag, “Mergers, Restructuring and Corporate Control” Prentice Hall.
2. Patrick A. Gaughan; Mergers, Acquisitions and Corporate Restructuring;
3. Alexandra Iajoux and Kenneth Smith, The art of M&A Strategy, McGraw Hill.
4. Sampath, K. R. ; Mergers and Amalgamation; Snowwhite publications
5. Sampath, K. R. ; Mergers and Acquisitions; Snowwhite publications

Course Name: Corporate Taxation

Course Code: 11017000

Course Outline

Unit I Direct Taxation – meaning – methods – Canons of Taxation - benefits derived by Direct Taxation to Indian Society - Direct Tax as distinct from a tax imposed upon a transaction –differentiation of Direct Tax from Sale Tax - Reduction in inequalities – differences between Direct Tax and Indirect Tax – features of good tax system to serve the developmental need of developing countries – exemption in Income tax – tax avoidance.

Unit II Corporate Tax – meaning - differences between company tax and corporate tax - Importance of Corporate Taxation - taxable income in corporate tax – exemptions in corporate taxation- Non Taxable Incomes
Partnership taxation- difference in Income tax on Individuals and Sole proprietors - Income tax of a company Corporate Income Tax Provision: MAT; AMT; Various exemptions available to corporate under Section 10 of Income Tax Act.

Unit III Setting -off expenses - impact of carry forward losses in computation of corporate tax - TDS - TDS on contract workers - TDS on individual services engaged by a corporate - provision of Tax is being planned for replacement of existing asset - TDS liability of the Employer - Form 16 A - 24 Q for TDS to Government.

Unit IV General Provisions under the head –Income from Business and Profession, Capital Gains (applicable to corporate entities).

Unit V GST- Goods and Service Tax (Brief review; General provisions; Applicable Rates; the concept of reverse charge; Input Credit).

Suggested Readings :

1. Vinod Singania ,Corporate tax – Taxman (Latest edition).
2. V.S.Daley , Indirect Taxes Law and Practice (Latest edition).
3. Income Tax guidance and Ready Reckoner (Latest edition).

Course Name: Advertising and Integrated Marketing Communication

Course Code: 11016800

Course Outline

Unit I Integrated Marketing Communication- Concept, Process, Communication Mix, IMC plans- Consumer Behaviour and IMC Plan-Case studies.

Unit II Sales promotion and advertising- Types, Techniques of Sales Promotion- Advertising- Objectives and Perspective: AIDA & DAGMAR- Classification & Functions of advertising-Advertising Media- Media Types and Media mix- Media Selection, Planning and Strategy- Case studies.

Unit III Creativity in Advertising- Concept of Copy, Theme and Appeal- Copy Writing and Copy Research- Message: Design and Evaluation-Advertising Appropriation-Factors influencing Advertising Budget- Methods of Advertising Budgeting-Advertising Business- Ad agency, Types, Functions, Selection-client relationship-Case studies.

Unit IV Other Media- Public Relations- Personal Selling- Online Marketing- Event management- Movies and Documentaries - Case studies.

Unit V Social Implications of Advertising, Moral and Ethical Issues in Advertising- Case Studies.

Suggested Readings :

1. Clow & Baack, 'Integrated Advertising, Promotion and Marketing Communication', 4th Edition, Pearson Education India. 2012.
2. Terence A. Shimp, 'Integrated Marketing Communication in Advertising and Promotion', 8th Edition, , Cengage Learning, 2010.
3. George E. Belch, Michael A Belch, & Keyoor Purani, 'Advertising and Promotion- An Integrated Marketing Communications Perspective', 7thEdition, Tata McGraw Hill Education Pvt. Ltd. 2010.
4. Dr. Niraj Kumar, 'Integrated Marketing Communication', Himalaya Publishing House, 2009
5. Chris Hackley 'Advertising and Promotion- An Integrated Marketing Communications Approach', 2nd Edition, , Sage Publishers. 2010.

Course Name: Digital Marketing

Course Code: 11010200

Course Outline

Unit I Introduction Introduction to digital marketing, Digital Marketing Overview, Digital Marketing Strategy, Inbound Vs. Outbound Marketing

Unit II Content Marketing Strategies, Email Marketing, Mobile Marketing, Affiliate Marketing, Online Advertising: Display Advertising

Unit III Social Media & Social Network Marketing (SMM), Lead Generation for Business (Pricing and Distribution Strategies on the net).

Unit IV Google Analytics, Search Engine Optimization (Marketing), Trust in Internet Marketing.

Unit V Legal and ethical issues pertaining to the internet.

Suggested Readings

1. Strauss Judy, E-Marketing, Prentice Hall India.
2. Digital Marketing: Strategies for Online Success, by Godfrey Parkin.
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan
4. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA.

Course Name: Ability and Skill Enhancement Module -IV

Course Code: 11004400

Course Outline – Final Assessment – Submission of Project Report & Presentation

Unit I – Project Outline Project: Definition, Importance, Objective, Scope, Discussion on project works (done by others).

Perform a research project according to an individual study plan,

Show independence, critical and creative thinking,

Joining Hands – Coordinating with NGO's & Govt. Departments
(State/National/International Level)

Collecting Information & Data

Searching the relevant work done world wide

Searching Research Papers/Articles (No wiki reference)

Unit II – RESEARCH PROJECT - Phase I: PLANNING Understanding the concept, short listing the topics, identifying feasibilities, finalising the topic, identifying relevant organisation, concerned people, data required and collecting information regarding relevant work done (research paper and articles) Expectations: Preparing Synopsis

Unit III - RESEARCH PROJECT - PHASE 2: DEVELOPING A PROJECT

Format Briefing, Progress Analysis, Field Work

Unit IV- Interaction Work with audience – ice-breaking, get them in the mood, work with emotions, unprepared presentations, Conducting Chat Shows, News Debates

Unit V RESEARCH PROJECT - PHASE 3: CONCLUDING A PROJECT Compiling, Proof Reading, Submission

Note: The review of syllabus happens on periodic basis for the benefit of the students and in case there are changes in curriculum due to review students would be intimated in writing.

Course Name: Centre for Leadership Development

Course Code: 99002600

Course Objectives:

To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

Course Outline:

Unit I – Company Specific Research and presentation

Industry analysis and report writing

Unit II- Industry and Competitive Analysis

Prepare a presentation on an industry/organization : why study this industry, life cycle stage ,industry driving forces ,porter's five force model, competitor comparisons (Revenues and profits, market share, product or service characteristics, critical success factors(CSF), Degree of diversification)

Unit III- Group Discussion Skills

Leadership Skills, Interpersonal Skills, Persuasive Skills, Problem Solving Skills, Conceptualization Skills

Unit IV – Placement preparation

- Mock Interview
- HR Expert Mock Interview

Unit V-Team Building and Leadership

Goal setting based on principle of SMART

Stress Management: Introduction to Stress, Causes of Stress, ImpactManagement Stress, Managing Stress

Conflict Management: Introduction to Conflict, Causes of Conflict,Management Managing Conflict

Time Management: Time as a Resource, Identify Important Time ManagementWasters, Individual Time Management Styles, Techniques for better TimeManagement.

Practical Exercises

- Monitoring the mentor mentee relationship
- Further guidance as per the placements and movement of candidates thereof
- Management workshops organised, planned and conducted by the senior batch
- Final Counselling's and Interactions with the senior batch

Suggested Readings

- Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation,
- South Asian Edition
- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
- Personality Development and Soft Skill, Mitra, Barun, Oxford University Press

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