

Detailed Program Scheme  
**Masters of Business Administration**  
**(MBA)**

**(Finance, Marketing & Human Resource  
Management)**

**Semester II- Examination**  
**(2016-2018)**

DOC201612020008



**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 Even (January- June) Semester 2017, along with examination pattern is as follows:

### **Course Scheme**

#### **Semester - II**

<b>S. No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
1.	11003001	Financial Management	3
2.	11010700	Management Information System	3
3.	11001201	Marketing Management	3
4.	11001301	Human Resource Management	3
5.	11010800	Production and Operations Management	3
6.	11003100	Legal Aspects of Business	3
7.	11010900	Research Methodology	3
8.	11011000	Career Advancement Course Module- II	2
9.	11004200	Ability & Skill Enhancement Module-II	3
10.	99002000	NCC/NSS/Other similar activities	-
11.	99002100	Club Activity	-
<b>Total Credits</b>			<b>26</b>

## **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**

<b>Type</b>	<b>Details</b>	<b>Marks</b>
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
<b>TOTAL</b>		<b>50</b>

### **External Assessment**

Type	Marks
Theory	50

### **EVALUATION SCHEME - NSS/NCC AND CLUB ACTIVITIES**

1. NSS/NCC /Similar activities prescribed by University will be completed from Semester I –Semester III. It will be evaluated internally by the respective institute. The credit for this will be given after IIIrd Semester.
2. The students have to join club/clubs with the active participation in different activities of club. The students would be continuously assessed from Semester I – Semester III and credits and marks would be given after IIIrd Semester

### **CURRICULUM**

**Course Name: Financial Management**

**Course Code: 11003001**

#### **Course Outline**

**Unit I Introduction:** Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

**Unit II Investment Decision:** Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Points.

**Unit III Financing Decision:** Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision :NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

**Unit IV Dividend Decision:** Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

**Unit V Overview of Working Capital Decision:** Concept, components, factors affecting working capital requirement, Operating Cycle, Management of cash, inventory and receivables; Introduction to Working Capital Financing.

New Financial Institutions and Instruments viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository Receipts.

**Suggested Readings:**

1. Principles and Practice of Financial Management – I. M. Pandey, Vikas Publishing
2. Financial Management - M. Y. Khan & P.K.Jain; McGraw Hill
3. Financial Management – Prasanna Chandra, McGraw Hill
4. Van Horne, Fundamentals of Financial Management , 13 Edition (Pearson).

**Course Name: Management Information System**

**Course Code: 11010700**

**Course Outline**

**Unit I : Introduction to Information Systems** Information Systems in Business, Information Technologies, IS Framework, Roles of IS in Business, Trends in Information Systems, Types of Information Systems, Operations Support Systems, Management Support Systems, Managerial Challenges of Information Technology. Components of Information System. IS Resources: People, Hardware, Software, Data and Network Resources

**Unit II : Business Process Modeling and reengineering**

Business Process Improvement V/s Business Process Reengineering with ERP, Reengineering the Customer process using ERP Building a Knowledge-Creating Company (Knowledge Management Systems).

**Unit III :Handling the Corporate Data** Data Resource Management Types of Databases: Operational, Distributed, External and Hypermedia Databases. Traditional File Processing. Database Management System Data Warehouses and Data Mining, IT Services Contract Management: RFI, RFP, Bid Process Management, SLA, Risk Analysis, Bid Proposal, Contract Arbitration Clause, Exit Clause  
IT Audit: Audit, Governance and Compliance, Information Quality, Piracy, Distribution IT, Duplication

**Unit IV : Enterprise Business Systems** Enterprise Business Systems, Cross Functional Enterprise Applications, Enterprise, Application Architecture, Enterprise Application Integration, Transaction Processing Systems, the Transaction Processing Cycle, Enterprise Collaboration Systems.

Functional Business Systems, IT in Business, Marketing Systems: Interactive Marketing, Trend Marketing. Sales Force Automation, Manufacturing Systems, Computer-Integrated Manufacturing, Human Resource Systems, HRM and Intranets, Accounting Systems, Online Accounting Systems, Financial Management Systems.

**Unit V: Customer Relationship Management** The Business Focus, Contact and Account Management. Implementing CRM Systems: Sales, Marketing and Fulfillment, Customer Service and Support, Retention and Loyalty Programs, Phases of CRM, Benefits and Challenges of CRM, CRM Failures.

**Unit VI: Enterprise Resource Planning**

The Business Backbone, Benefits and Challenges of ERP, The Costs of ERP, Causes of ERP Failures, Trends in ERP.

**Unit VII: Supply Chain Management** The Business Network, e-SCM? Electronic Data Interchange, Role of SCM, Benefits and Challenges of SCM.

**Unit VIII: Decision Support Systems in Business** Information, Decisions, and Management; Information Quality, Decision Structure, Decision Support Trends, Decision Support Systems Components. Management Information Systems, Management Reporting Alternatives, Online Analytical Processing, Geographic information and Data Visualization Systems, Using Decision Support Systems, Market Basket Analysis, What-If Analysis.

Data-mining for Decision Support, Expert Systems, Components of Expert System, Applications, Benefits and Limitations of Expert Systems.

**Suggested Readings:**

1. Management Information Systems , Managing the Digital Firm , Tenth Edition, Kenneth C. Laudon and Jane P. Laudon
2. James A O'Brien, Management Information Systems, 10th Edition, Tata McGraw Hill Companies.
3. Turban, Rainer, Potter, Introduction to Information Technology, John Wiley and-Sons

**Course Name: Marketing Management**

**Course Code: 11001201**

**Course Outline**

**Unit I Introduction to Marketing**

Defining Marketing, Understanding significance, A brief description of Marketing-mix.

Concept of 4Ps, 4Cs, & 4As, 7Ps. Evolution of marketing concept. Theodore Levitt's classic "Marketing Myopia". Understanding Marketing Environment.

**Unit II: Consumer Behavior, Segmentation Targeting and Positioning Strategies**

Understanding consumer behavior, Types of consumers, the consumer decision-making process. Levels of Market Segmentation, Segmenting Consumer Markets, Bases for Segmenting Business Markets, Market Targeting, concept of positioning. Ansoff's strategy classification

**Unit III: Marketing Mix and Product Strategy**

Product Characteristics and Classifications; PLC and Strategies at each stage of PLC; Product Differentiation, Product and Brand Relationship – Line Decisions; Brand equity models; Managing brand equity; Measuring Brand equity, Packaging and Labeling. New Product Development: Managing New Product Development, idea generation, concept development, product development, test marketing, commercialization and adaptation process

**Unit IV: Pricing strategy** Understanding pricing, Initiating and responding to price change.

**Unit V: Distribution strategy** Importance of Marketing Channel; Role of Marketing Channels; Channel-design decisions; Channel- Management Decisions; Managing Channel conflict, cooperation, competition, Physical Distribution.

**Unit VI: Promotion Strategy** Designing Integrated Marketing Communications; Developing effective communication, deciding on communication mix; Managing Mass Communication; Developing and managing advertisement; Deciding on media and measuring effectiveness of advertisement.

**Unit VII: Contemporary Issues in Marketing** Green Marketing; Social marketing; Digital marketing; e- Retailing.

**Suggested Readings**

1. Marketing Management (13<sup>th</sup> ed.)- A South Asian Perspective, Kotler , Keller , Koshy and Jha: Pearson Education.
2. Fundamental of Marketing: Stanton, Etzel, Walker; McGraw Hill. Principles of Marketing; Kotler and Armstrong; Prentice Hall.
3. Marketing Management; Planning, Implementation and Control (3rd ed) by V S Ramaswamy and S Namakumari, McMillan.
4. Marketing Management, Saxena, Ranjan Tata McGraw Hill, New Delhi.

## Course Name: Human Resource Management

### Course Code: 11001301

#### Course Outline

**Unit I: Introduction** Introduction to HRM: Perspective for the new era, Difference between PM and HRM, Competencies of HR Professionals, Strategic HRM.

**Unit II : Human Resource Planning** Concept of HRP, HRP and Strategy, Objectives, process of HRP, methods of HRP (demand and supply forecasting), Career Planning.

**Unit III : Job Analysis and Job Design** Concept of Job analysis, uses of job analysis, methods of job analysis, Job description: Job specification, Concept of job evaluation, Competency mapping.

**Unit IV Recruitment and Selection, Placement and Induction** Introduction to recruitment, factors affecting recruitment, sources of recruitment, methods of recruitment, Introduction to selection, process of selection, Tools of selection, concept of Induction and Placement, Process of Induction. Training and development Introduction, difference between training and development, Training Process, learning principles that are applied, Training need analysis, methods of training, Training Evaluation, Methods of Development.

**Unit V : Performance Management** - Importance, process of performance appraisal, methods used for performance evaluation, Errors in Performance Appraisal, Counseling. Compensation management - Concept and Elements of Compensation, Components of compensation system, 3P's of Compensation, Concept of Job Evaluation. Industrial Relations- Introduction to IR, concept of Industrial Relations, Industrial Relation in India through different ages, Trade unions, Grievance Management, contemporary Issues in HRM and strategic issues confronting IR.

#### **Suggested Readings :**

1. Human Resource Management by Gary Dessler and Biju Varkky, 11 edition, Pearson India
2. David A DeCenzo and S. P. Robbins, "Personnel/Human Resource Management", Prentice Hall of India.
3. Industrial relations in Indian states by C. S. Venkata Ratnam.
4. Human Resource Management, VSP Rao, 2ND Edition, Excel Books.
5. Human Resource Management, Snell and Bohlander, Cengage publications.

## **Course Name: Production & Operations Management**

**Course Code: 11010800**

### **Course Outline**

**Unit I** Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system

**Unit II** Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility Location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

**Unit III** Maintenance Management: Types of Maintenance; Maintenance Model; Techniques; Introduction to TPM. Techniques for Machine Scheduling

**Unit IV** Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

**Unit V** Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous improvement (Kaizen), Total Quality Management (TQM)

### **Suggested Readings :**

1. Krajewski & Ritzman (2004). Operation Management – Strategy and Analysis. Prentice Hall of India.
2. Chary, S.N (2005). Production and Operation Management- Concepts , Methods & Strategy. John Willy & Sons Asia Pvt . Limited.
3. Production and Operations Management by S.N. Chary, 2013, 5th edition, McGraw-Hill , New Delhi.
4. Production and Operations Management by Chase, Aquilano and Jacobs, Tata McGraw Hill.
5. Operations Management by Norman Gaither and Greg Frazier, 2013, 9<sup>th</sup> edition, South-Western Cengage Learning
6. Operations Management: Theory & Practice by B. Mahadevan, 2010, 2nd edition, Pearson.
7. Production and Operations Management : Concepts, Models and Behaviour by Everett E. Adam and Ronald J. Ebert, 1993, Prentice Hall , New Delhi.



## Course Name : Legal Aspects of Business

Course Code : 11003100

### Course Outline

**Unit I : The Indian Contract Act, 1872-** Proposal- its communication, acceptance and revocation, Agreement vis-à-vis contract, void agreement & voidable contract, Consideration – essential elements, exception to rule- No consideration no contract privity of contract and consideration, Capacity to contract, Free consent – coercion, undue influence, misrepresentation, fraud, Mistake – of fact and of law, Legality of object – agreements opposed to public policy and in restraint of marriage, trade & legal proceedings, Performance of contract–liability of joint promisor, Consequences of breach of contract–liquidated damages and penalty, Quasi contract.

**Unit II : Indian Partnership Act, 1932** – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act.

**Unit III : Limited Liability Partnership Act, 2008** – Salient features of LLP; difference between LLP, partnership and a company ;LLP agreement; nature of LLP; partners and designated partners; Incorporation document ;incorporation by registration; registered office of LLP and change therein; change of name partners and their relations; extent and limitation of liability of LLP and partners; whistle-blowing; contributions, financial disclosures, annual return, taxation of LLP; conversion to LLP; winding up and dissolution.

**Unit IV : The Companies Act, 2013** - Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus, Types of shares, Issue of shares.

**Unit V : Negotiable Instruments Act, 1881:** Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonour of NI.

**Unit VI :** Introduction to Consumer Protection Act, Securities Exchange Board of India Act, Competition Act, The Foreign Exchange Management Act

### **Suggested Readings:**

1. Srinivasan , Business Law , Margham Publications
2. Kuchal , Mercantile Law, Vikas Publication
3. Wadhwa & Co , Wadhwa Book Co.
4. S.N Maheshwai, S. K Maheshwari , A Manual of Business laws, Himalyan Publication
5. The Indian Contract Act,1872
6. Indian Partnership Act, 1932
7. Limited Liability Partnership Act, 2008
8. The Companies Act, 2013

9. Negotiable Instruments Act, 1881
10. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
11. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education

## **Course Name: Research Methodology**

**Course Code: 11010900**

### **Course Outline**

**Unit I : Research** Meaning, Scope and Importance, Research Process, Research Methods vs. Methodology, Types of Research, Criteria of a good research, Qualities of a good researcher, emerging issues in research.

Research Problem: Introduction to research problem, Components of Research Problem, Sources of selecting a suitable Research Problem, Defining the Research Problem. Set the Research Objectives

**Unit II: Research Design** Concepts and meaning, Factors to be considered in preparing research design, Steps/components of research design, Exploratory, Descriptive and Casual research design

Sampling Design

Introduction to Sampling, Definitions, Reasons for sampling ,Basics of sampling design, Considerations to be kept in mind before choosing a Sample Design, Parameter and sample static, Sampling Frame ,Types of Sample- Probability sample and Non-probability sample, Target Population, What Size Sample is needed

### **Unit III: Data Collection**

Primary and Secondary data - Primary Data- objective, Uses, Sources, Advantages and Disadvantages, Survey methods; Interview Method, Telephonic Interview, Observation Method, Distinction between questionnaire and Schedule, Questionnaire Design Process, Sequencing and Layout, Question Structure, Content, Reproduction of Questionnaire.

Secondary data- objective, Uses, Sources, Advantages and Disadvantages, Fact Finding, Model Building.

**Unit IV: Analysis of data** Descriptive analysis; Tabulation, Data transformations, Univariate analysis: Hypothesis testing, Choosing the appropriate statistical techniques, t-distribution, Chi-square for goodness of fit. ANOVA, F-test.

**Unit V: Presenting Reports** Introduction, Report writing, purpose of a report ,components, Important Characteristics / Essentials of a Good Report, Contents of Research Report ,Format of the research report.

### **Suggested Readings :**

1. Business Research Methods by William G. Zikmund, 2003 Edition, published by

Cengage Learning India Pvt. Ltd, New Delhi.

2. Research Methodology- Methods and Techniques (2007 reprint edition) by C.R. Kothari, New Age International Publishers, and New Delhi.
3. Business Research Methods by Donald R. Cooper and Pamela S. Schidler, Published by Tata McGraw Hill.

**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.

----- **End of document** -----