

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

**Semester-I Examination**  
**(2016-18)**

DOC201607130003



**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 latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd(July-December) and Even (January-June)**. Also, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for Odd (July-December) Semester, 2016 along with Examination pattern is as follows:

### **Course Scheme**

#### **Semester -I**

<b>S. No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
1.	11007900	Thinking and Communication Skills	3
2.	11008000	Accounting for Decision Making	3
3.	11000900	Principles of Management	3
4.	11008200	Economics for Managers	3
5.	11008300	Managerial Statistics	3
6.	11008400	Business Environment	3
7.	11008100	Career Advancement Course Module -I	2
8.	11004100	Ability & Skill Enhancement Module-I	3
9.	99002000	NCC/NSS/ Similar activities	-
10.	99002100	Club Activity	-
		<b>Total Credits</b>	<b>23</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:

Type	Details	Marks
Marks obtained in various tests, assignments, presentations, etc.	Average of marks obtained	35
Discipline	To be decided by concerned faculty	5
Attendance	80% - 5 marks and 0.25 Marks 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 III<sup>rd</sup> 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 III<sup>rd</sup> Semester

## **CURRICULUM**

**Course Name: Thinking and Communication Skills**

**Course Code: 11007900**

### **Course Outline**

**Unit I** Recognizing, analyzing and responding to arguments - supporting and expanding, arguments with explanation and evidence - Applying analytical skills and critically, evaluating - conclusion and inference.

**Unit II** Developing problem solving approach using information, processing, data finding and solutions - spatial reasoning using models, hypothesis, reasons and inference

**Unit III** Speaking and reading skills - speaking in English - Exercises on common mistakes - understanding one self and one's value, self-introduction- expressing confidently ones ambition, attitude towards society and life - Role Plays and Self-Critic exercises - Newspaper reading and Book reading - reading speed and comprehension exercises - developing rapid reading skills

**Unit IV** Listening Skills - body language, developing and reading body language, communicating in a group - role play - developing listening skills - working in a team - Managerial etiquettes - E- mail etiquettes - Telephone skills - Managing Meetings - Effective Group discussions - Interview Skills

**Unit V** Written communication - case analysis - letter writing - Enquiry letter, sales Letter, complaint letter, Job application and Resume Writing - Report writing

### **Suggested Readings**

- 1) John Butterworth and Geoff Thwaites, Thinking Skills Cambridge University Press, reprint 2009.
- 2) Michael Gelb, How to Think like Leonardo Da Vinci, Seven Steps to Genius
- 3) Every day, Dell 2000
- 4) Shriley Taylor and V. Chandra - Communication for Business: A Practical Approach- 4th edition (Pearson) Publication: 2011
- 5) Dr.K. Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010

## **Course Name: Accounting For Decision Making**

**Course Code:11008000**

### **Course Outline**

**Unit I** Financial statements - positional and activity statement - financial statements Prepared at the end of the year - conclusions that you tend to make by reading the financial statements of a company.

**Unit II** Financial position of a company using ratios - common size statements, Comparative statements, and trend analysis - working capital - funds flow and Cash flow statements and comment on the liquidity, profitability, solvency and Activity levels of the firms.

**Unit III** Time value of money in financial decisions - compounding and discounting - Equated Monthly Installments 1` - project appraisal techniques – Internal Rate of Return and Cost of Capital - Discounted Cash flows - capital rationing -mutually exclusive and mutually inclusive projects – Factors that underpin the decisions involving alternative choices.

**Unit IV** Significance of Budgetary control - steps in preparing various budgets - cash Budgets with the given information - Zero Base Budgeting – application of budgeting techniques in practical scenario.

**Unit V** Reading the financial statement of a bank/public utility and comment on its Financial position – financial statements of real estate companies - necessity to standardize reporting practices.

### **Suggested Readings**

1. Anthony, Merchant and Howkins, Accounting – Text and Cases, 12<sup>th</sup> Edition, Tata McGrawhill, 2011
2. William J. Bruns, Jr., Financial Reporting and Management Accounting, Pearson Publication, 6th edition, 2010.
3. S.N Maheshwari, S.K Maheshwari, Financial Accounting, Vikas Publication, 4th edition – 2011.
4. I.M. Pandey – Management Accounting – Vikas Publication -3rd edition- 2010.
5. S.K. Bhattacharyya John Dearden – Accounting for Management Text and Cases – Vikas publication , 6th edition– Reprint 2011.
6. Charles H.Gibson –Financial Statement Analysis –Cengage Publication- 12th edition - 2011.

## **Course Name: Principles of Management**

**Course Code: 11000900**

### **Course Outline**

**Unit I** Management: concept, nature, and importance; Management: Art and Science; Management as a profession; Management Vs. Administration; Management Skills; Levels of Management; Evolution of Management: early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

**Unit II** Corporate Social Responsibility and Ethics in Managing. Introduction to functions of Management. Planning: nature, scope, objectives and significance; types; process of Planning; barriers to effective Planning, Planning Premises and Forecasting, Management by Objective (BPO- Peter Drucker), Decision Making.

**Unit III** Organizing: concept, Organization Theories, forms of Organizational Structure, Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility, Principle of One Boss, Organizational Design.

**Unit IV** Staffing: concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.  
Directing: concept, Direction and Supervision. Principle and need of Unity of Direction.

**Unit V** Motivation: concept; Motivation and Performance; Special Motivation Techniques: Money, Participation, Reward Systems, Quality of Work Life, Job Enrichment and Morale Building.  
Leadership: concept and functions, process and models of Leadership Development.

**Unit VI** Controlling: concept; methods: Pre-control, Concurrent Control, Post-control; Integrated Control System.  
The Quality Concept: factors affecting Quality, developing a Quality Control System, Total Quality Control.  
Change and Development: model for managing Change, forces for Change, need for Change, Alternative Change Techniques, new trends in Organizational Change.

### **Suggested Readings**

- Ghunman & Aswathappa. *Management - Concepts, Practices & Cases*. Tata Mc Graw Hill.
- Koontz Harold & Weihrich Heniz. *Essentials of Management*. 5<sup>th</sup> ed. 2008: Tata Mc Graw Hill.

- Stoner, Freeman & Gilbert Jr. *Management*. 6<sup>th</sup> ed. Prentice Hall of India.
- Robbins & Coulter. *Management*. 9<sup>th</sup> ed. Prentice Hall of India.
- Robbins S P & Decenzo David A. *Fundamentals of Management: Essential Concepts and Applications*. 6<sup>th</sup> ed. Pearson Education.
- Wehrich Heinz & Koontz Harold. *Management: A Global and Entrepreneurial Perspective*. 12<sup>th</sup> ed. 2008: Mc Graw Hill.

## **Course Name: Economics for Managers**

**Course Code:11008200**

### **Course Outline**

**Unit I** The Meaning and importance of Economics-Limitations of economics –The relevance of Economics to other functional areas of management in decision making - Scope of Micro and Macro Economics in decision making process – Circular flow of income, Two sector model- to four sector model. Economic Equilibrium situation

**Unit II** Individual decision making Micro and Macro, Introduction to the concept of Market – Managerial decisions being influenced by Forces of Demand and Supply- Relevance of their Elasticity in decision making – Demand forecasting: requirements and methods. Production and Resource procurement decisions -Allocation and utilization in short run and long run and managerial issues involved.

**Unit III** Decisions influenced by laws of returns to scale and cost decision making – Different types of analytical costs and economies of scale- Types of Market Competition and pricing- Determination of Price in various degrees of competitions – Why Price discrimination and how it is done - Issues involved in price discrimination- Pricing policies. Break Even Analysis and its usage in decision making process.

**Unit IV** The role of Government in business, in different economies- Why should the Government interfere and How it is done- Economic growth, development and their indicators – GDP ,NDP, GNP,NNP , PPP, Employment, Money supply; Inflation ,Price index, Exchange rate , Oil Index, NIFTY, NSE, BSE, Rate of Interest PCI, PCS,PCC, Industrial Index, FDI, FII.- What are the influences of these indices on the decisions involved in micro and macro level.

**Unit V** Different types of Government policies - Macro policies - Fiscal and monetary policy, the influence of the Business cycles in managerial decisions-Understanding the Indian VS Global economic scenario - Critical assessment of LPG, FDI influence on the growth and development of any economy.

### **Suggested Readings:**

1. Karl.E.Case, Ray.C.Fair; Principles of Economics ;Pearson 2012.
2. H.Kaushal, Managerial Economics – Case Study,MacMillan,2011.
3. Paul Samuelson William .d. Nordhaus, Economics, 19th Edition McGrawHill, New Delhi, 2011
4. Dominick Salvatore, “Managerial Economics in a Global Economy” 4<sup>th</sup>Edition, Thomson South-Western.2011
5. V.L .Mote et al, “Managerial Economics”, Tata McGraw-Hill Publishing Company Limited, India,2011
6. John Sloman. “Economics”, Pearson Education, India, 2011
7. Joel Dean, “Managerial Economics”, Prentice – Hall of India, 2011
8. Sumitra Pal, Managerial Economics, Cases & Concepts, Mac Millon India Ltd., 2011
9. G.S.Gupta, Macro Economics, Tata McGraw Hill Company Ltd., India, 2008
10. Dwivedi, D.N., Managerial Economics. Vikas Publication, New Delhi, 2011

### **Course Name: Managerial Statistics**

**Course Code: 11008300**

#### **Course Outline**

**Unit I** Measures of central tendency (Mean, Median, Mode, combined mean, weighted average, Quartiles, Deciles and Percentiles) – Measures of variation (Range, Quartile Deviation, Standard deviation, variance and Coefficient of variation)

**Unit II** Correlation analysis – scatter diagram method – Karl Pearson’s Coefficient of correlation- Spearman’s Rank correlation – Regression Analysis (simple regression) – Time Series (Trend analysis only)- Seasonal, Cyclical and irregular variations only theory – Multiple regression concepts.

**Unit III** Hypothesis testing – Parametric tests ( t- test, Z- test for testing of single mean and testing of two population means)- One way ANOVA, Two way ANOVA- Chisquare test (Goodness of fit and Independence of attributes)- Non- parametric tests ( U test, H test and K-S test).

**Unit IV** Probability and probability distributions – Basic probability – Addition theorem – Multiplication theorem – Conditional Probability – Baye’s theorem – Probability distributions – Binomial, Poisson and Normal distribution

**Unit V** Decision Analysis – Decisions under Uncertainty (Maximax, Maximin, Minimax regret, Laplace and Hurwicz criterion) – Decisions under Risk (EMV, EOL, EPP and EVPI) – Decision tree analysis.



### **Suggested Readings:**

1. Levine, Stephan, Krehbiel and Berenson, Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010.
2. Dr. Deepak Chawla, Dr. Neena Sondhi, Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011.
3. Gerald Keller, Managerial Statistics, Cengage Learning, 2011.
4. P.N. Arora, Managerial Statistics, S.Chand Limited, 2009.
5. Dr. T.N. Srivastava, Statistics for Management, Tata McGraw Hill Publishing Company, 2008.

## **Course Name: Business Environment**

**Course Code: 11008400**

### **Course Outline**

**Unit I Elements of Indian Law and Judicial Law of Contract** – Formation, Vitiating Elements, Performance and Discharge of Contract; Law of Partnership and Sale of Goods Act; Negotiable Instruments Act, 1881; Company Law – Types of Companies, Incorporation of a Company, Memorandum and Articles of Association; Prominent Labour Laws and a Brief Description of Regulatory Provisions.

**Unit II Regulatory Business Laws:** Industrial and Licensing policy (Latest), Foreign Exchange Management Act, Consumer protection Act, Environment Protection Acts, Competition Law.

**Unit III New Economic Environment:** Liberalization, Privatisation and Globalisation of Indian Economy, Trends and Issues

**Unit IV Monetary and Fiscal Environment:** Securities and Exchange Board of India (SEBI) and investors' protection, Monetary and fiscal policies

### **Suggested Readings:**

1. Maheshwari, S.N. and Maheshwari, S.K. (2005). A Manual of Business Law. Himalaya Publishing House, New Delhi (Latest Edition).
2. Bedi, Suresh. Business Environment (2004). Excel Books, New Delhi
3. Tulsian, P.C. Business Law (2004). Tata McGraw – Hill, New Delhi
4. Tuteja, S.K. (1998). Law for Managers. Sultan Chand and Sons, New Delhi
5. Bulchandani, K.R. (1st Edition 1999). Business Law for Management. Himalaya Publishing House, New Delhi
6. Economic Survey, Govt. of India – Latest Issue
7. Monthly Bulletin, Reserve Bank of India, Mumbai

## **Course Name: Career Advancement Course Module- I**

**Course Code: 11008100**

### **Course Outline**

**Unit I Basic Numeracy** Types and Properties of Numbers, LCM, GCD, Fractions and decimals, Surds

**Unit II Arithmetic I** Percentages, Profit & Loss, Equations

**Unit III Reasoning I** Logical Reasoning

**Unit IV Soft Skills I** Presentation skills, Idea Generation & Lateral Thinking, E-mail Etiquette

**Unit V Soft Skills II** Goal Setting and Prioritizing

### **Suggested Readings:**

1. Quantitative Aptitude by Dinesh Khattar – Pearson’s Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by Abijith Guha – TATA Mc GRAW Hill Publications
4. Soft Skills for Everyone by Jeff Butterfield – Cengage Learning India Private Limited
5. Six Thinking Hats is a book by Edward de Bono - Little Brown and Company
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications(I) Pvt.Ltd Meerut

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

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