

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

**Semester-I**  
**(2017-19)**

DOC201706160003



**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 July to December Odd Semester, 2017 along with examination pattern is as follows:

### **Semester -I**

<b>S. No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
1.	11008401	Business Environment	3
2.	11008200	Economics For Managers	3
3.	11016600	Organizational Behavior	3
4.	11016700	Information Technology for Managers	3
5.	11000901	Principles of Management	3
6.	11007900	Thinking and Communication Skills	3
7.	11008001	Accounting for Decision Making	3
8.	11008300	Managerial Statistics	3
9.	11004100	Ability & Skill Enhancement Module- I	3
10.	99002000	NCC/ NSS/Similar activities	-
11.	99002100	Club Activity	-
<b>Total Credits</b>			<b>27</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**

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 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: Business Environment**

**Course Code: 11008401**

## **Course Outline**

**Unit I An Overview of Business Environment:** Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management Managing diversity, Scope of business, characteristics of business. Objectives and the uses of study, Process and limitations of environmental analysis

**Unit II Economic Environment:** Nature of Economic Environment, Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy, Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

**Unit III Socio-Cultural Environment:** Nature and impact of culture on business, culture and globalization, social responsibilities of business, Business and society, social audit, business ethics and corporate governance. **Political Environment:** Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention

**Unit IV Natural and Technological Environment:** Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India, Management of technology, features and impact of technology, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure

### **Suggested Readings :**

1. Dhingra, C.; The Indian Economy Environment and Policy, Sultan Chand and Sons, 17th Edition 2003.
2. Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House, 2002 12th revised edition.
3. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, 2000 7th edition.
4. Salim, Seikh; Business Environment; Pearson Education.
5. C.A.Rangarajan-"Perspective in Economics"-S.Chand& Sons.

**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 indecision 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 indecision the decisions involved in micro and macro level.

**Unit V** Different types of Government policies - Macro policies - Fiscal and monetary policy, he 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 McGraw Hill, 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 Solomon. “Economics”, Pearson Education, India, 2011
7. Joel Dean, “Managerial Economics”, Prentice – Hall of India, 2011

**Course Name: Organizational Behavior**

**Course Code : 11016600**

**Course Outline**

## Unit I

- **Organizational Behavior:** Definition Of OB, Contributing Disciplines To OB, Challenges And Opportunities for OB. Managing Diversity
- **Foundations of Individual Behaviour:** Personal And Biographical Characteristics,
- **Learning-** Definition , Process ,Theories of Learning,
- **Values & Attitudes:** Types of Values, Components of Attitude, Types of Attitude, Cognitive-Dissonance Theory. Emotional Intelligence and its Dimension, Influence of EQ on Managerial Performance.
- **Personality:** Determinants Of Personality, Major Personality Traits, Big Five Model, Types of Personality, Job Fit Theory, Measuring Personality.
- **Perception,** Attribution Theory, Person's Perception. Perceptual Errors.

## Unit – II

- **Motivation:** Definition, Process & Importance of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.
- **Job Satisfaction:** Meaning, Factors Determining Job Satisfaction, Effect of Job Satisfaction on Performance
- **Leadership:** Leadership traits , Skills and styles ,Theories of leadership; Leadership in Indian Culture; Life Position

## Unit – III

- **Foundations of Group Behavior:** Types of groups, Group Dynamics, Stages of Group Formation, Transactional Analysis, Johari Window Model.
- **Teams:** Difference between Group & Team. Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making;
- **Conflict Management:** Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

## Unit – IV

- **Stress Management:** Meaning and Concept of Stress, Stress in Organization, Management of Stress.
- **Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.
- **Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change.
- **Learning Organization:** Meaning & Definition, Creating a Learning Organization.
- **Organizational Culture:** Meaning, Concept& Levels of OC, Organizational climate,

## Suggested Readings

1. Robbins, *Organization Behaviour*, Pearson Education
2. Luthans ,*Organization Behaviour*,Tata McGraw Hill

3. Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
4. Kalliath, *Organization Behaviour*, The McGraw –Hill
5. Griffin & Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
6. Hersey, *Management of Organizational Behaviour*, Prentice Hall India
7. Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
8. Aswathappa, *Organization Behaviour*, Himalaya Publications
9. Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
10. Saiyadain, M.S. : *Organization Behaviour*, Tata McGraw Hill

## **Course Name: Information Technology for Managers**

**Course Code: 11016700**

### **Course Outline**

**Unit I Computer Hardware and Software:** - CPU, Computer Memory, Input Technologies, Output Technologies. Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems), Strategies for deciding H/W & S/W in a Business Organization

**Unit II Computer Network & Internet:** Data Communication Components of Data Communication, Data Flow- Simplex, Half Duplex, Full Duplex, Computer Network- Network topologies, Network Types (LAN, WAN and MAN), Intranet, Extranet, Protocol- Elements of a Protocol, Networking Standards, Reference Models- OSI Model, TCP/IP Model Internet Terminologies: URL, Worldwide Web. Overview of various services on Internet: E-mail, FTP, Telnet, Chat, Instant Messaging.

**Unit III Computers & Network Securities:** Introduction to Cryptography: Encryption and Decryption, Symmetric and Asymmetric, Public Key and Private Key, Digital Signatures, System Securities: Intruders, Virus, Firewall and Strategies to develop digital Security in an Business Organizations.

**Unit IV\_Basics of Excel:** The Excel 2007 Ribbon, The Quick Access Toolbar, Worksheets, Moving Around a Worksheet and Workbook, Printing a Worksheet

**Working with Data:** Basic Techniques Cells and Ranges, Selecting Ranges, Filling Series, Copying and Moving Cell Entries, Working with Rows and Columns Basic Cell Formatting, Basic Number Formats / Conditional Formatting / Formatting and Other Options with Paste Special, Setting Up a Worksheet for Printing

**Excel Formulas,** Copying Formulas, Entering Formulas, Absolute Addressing Useful Excel Function

IF Statements, Text Functions, Basic Date and Time Functions, The SUMPRODUCT Function, COUNTIF, COUNTA, and COUNTBLANK Functions, Sorting in Excel, Filtering Data, Subtotals, Pivot Tables, Conditional Formatting: The Formula Option, Financial functions.

**Unit V Charts:** Creating Charts, Resizing and Moving Charts, Basic Formatting of Charts, Formatting Axes and Data Series, Customizing Charts

**Modeling Tools:** Data Tables, Two-Way Data Tables, Goal Seek, Mangers Scenario, Using Excel Solver Solving Optimization Problems / Developing a Solver Model / Configuring Solver to Solve the Problem.

### **Suggested Readings**

1. IITL Education Solutions, Introduction to Information Technology, Pearson Education.
2. Anita Goel "Computer Fundamentals", Pearson.
3. Norton Peter, "Introduction to computers", 4th Ed., TMH, 2001.
4. Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
5. Joseph Brady & Ellen F Monk, Problem Solving Cases in Microsoft, Excel Thomson Learning

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

**Course Code: 11000901**

### **Course Outline**

**Unit I - Introduction:** Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma. Corporate social responsibility: concept, need, tools and strategies. **Evolution of management thought and Management thinkers.** Scientific Management, Bureaucratic approach, General administrative theories, Behavioral approach – Hawthorne Studies, Quantitative approach, Systems approach – Closed System vs. Open System; Subsystem, System Boundary., Contingency approach.

**Unit II - Planning:** Importance, types of plans, and process of planning, business forecasting. concept, importance, benefits, limitations. Process of Managing by Objectives (MBO). **Decision-Making:** Importance, types, steps and approaches, Decision Making in various conditions – under **certainty vs Uncertainty; Planned vs, Non-planned** decision; decision tree.

**Unit III - Organizing:** Concept, types, structure and process of organization, Bases of departmentalization, **Line & Staff** concept; problems of use of staff & ways to avoid line-staff conflict. **Authority & power:**-concept, responsibility and accountability.



**Delegation:** concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Centralization vs Decentralization:** concept, reasons types and advantages and disadvantages of decentralization. **Coordination:** Co-ordination functions in Organization - Human Factors and Motivation Maslow's Theory, McGregor's Theory. And other Motivational Theories. Leadership - Committees and group Decision Making - Communication - Global Leading. **Directing** - Concept, importance, difficulties and techniques to ensure effective coordination.

**Unit IV - Control:** Concept, importance, characteristics, planning-control relationship, process of control –setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control,

**Unit V – Comparative study:** Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management. **Modern management techniques:** an overview of various latest techniques: Business process Re engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.

### **Suggested Readings**

1. Koontz, Harold; Essentials of Management: An International Perspectives; 8<sup>th</sup> Edition; Tata McGraw Hill, New Delhi
2. Robbins, De Cenzo and Bhattacharya, Agarwal; Fundamentals of Management; 6<sup>th</sup> Edition; Pearson Education
3. Prasad, L.M.; Principles and Practice of Management; 6<sup>th</sup> Edition; Sultan Chand & Sons, New Delhi
4. Stoner, James A.F. and Freeman, Edward R.; Management; 6<sup>th</sup> Edition; Pearson Education, New Delhi
5. Griffin, *Management: Principle & Applications*, Cengage Learning

**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 Every day, Dell 2000
3. Shriley Taylor and V. Chandra - Communication for Business: A Practical Approach- 4th edition(Pearson) Publication:2011
4. Dr. K. Alex - Soft Skills: Know Yourself and know the world, S. Chand and Company, 2010

**Course Name: Accounting For Decision Making**

**Course Code: 11008001**

**Course Outline**

**Unit I Overview:** Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting ,Matching of Indian Accounting Standards with International Accounting Standards.

**Unit II Mechanics of Accounting:** Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet of Companies, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

**Unit III Analysis of financial statement:** Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

*Funds Flow Statement:* Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis

*Cash Flow Statement:* Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

**Unit IV Shares and Share Capital:** Shares, Share Capital, Accounting Entries, Undersubscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.

*Debentures:* Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.

### **Suggested Readings:**

1. Anthony, Merchant and Hawkins, Accounting – Text and Cases, 12<sup>th</sup> Edition, Tata McGraw hill, 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: 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 Analysis** (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. **Chi-square 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, EPPI 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.

**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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