

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

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

**Semester- II**  
**(2018-20)**

DOC201807030008



**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, 2019 along with examination pattern is as follows:

### **Course Scheme**

#### **Semester - II**

S. No	Course Code	Course Name	L	T	P	Credits
1.	11003001	Financial Management	3	0	0	3
2.	11010701	Management Information System	3	0	0	3
3.	11001201	Marketing Management	3	0	0	3
4.	11001301	Human Resource Management	3	0	0	3
5.	11010800	Production and Operations Management	3	0	0	3
6.	11003100	Legal Aspects of Business	3	0	0	3
7.	11010900	Research Methodology	3	0	0	3
8.	11011000	Career Advancement Course Module	3	0	0	3
9.	11018500	Skill Enhancement & Digital Footprints	3	0	0	3
10.	99002800	Workshops & Seminars	-	-	-	1
11.	99002700	Human Values & Social Service/NCC/NSS	-	-	-	1
<b>Total</b>			<b>27</b>	<b>0</b>	<b>0</b>	<b>29</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**

The distribution of Internal Assessment Marks is as follows:

Type	Details	Marks
Mid Term	One Mid-term Sessional (to be held along with the 2 <sup>nd</sup> Sessional Exams)	15
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	30
Attendance	80%+: 5 marks	5
<b>TOTAL</b>	<b>50</b>	

### **External Assessment**

Type	Marks
Theory	50

### **EVALUATION SCHEME- WORKSHOPS & SEMINARS AND HUMAN VALUES & SOCIAL SERVICE/NCC/NSS**

1. The evaluation of Workshops & Seminar and Human Values & Social Service/NCC/NSS will be completed from Semester I – Semester IV. It will be evaluated internally by the various Forums & Schools Concerned. The credit for this will be given at the end of each Semester.
2. The students have to join club/clubs/Forums with the active participation in different activities of club. The students would be continuously assessed from Semester-I to Semester-IV and credits and marks would be given after the end of each Semester.

### **CURRICULUM**

**Course Name: Financial Management**

**Course Code: 11003001**

## **Objectives**

- The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.
- To introduce the function of Finance in organization and methods in managing funds for business-Finance is concerned with everything that takes place in the conduct of the business. Obviously, the subject seeks to develop and acquaint the students with the various Concepts, techniques, and methods of planning forecasting, raising, effective utilization appraisal and to develop and increase the decision making ability in the area of finance.

## **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 Editions (Pearson).

### **Course Name: Management Information System**

### **Course Code: - 11010701**

### **Objectives**

- The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.
- To understand the basic concepts of Information Systems applicable to Management. To study the design, development and security of Management Information Systems. To learn about the various modules in Enterprise Resource Planning System. To Practice Data processing using MS-Excel and MS- Access.

### **Course Outline**

#### **Unit I: Introduction to Information Systems**

Information Systems in Business IS Framework, Roles of IS in Business, Contemporary Approaches to Information Systems, and Types of Information Systems: Operations Support Systems, Management Support Systems; Managerial Challenges of Information Technology.

#### **Unit II: Information Systems and Strategy**

IS Impact on Organizations and Business Firms, Economic Impacts, Organizational and Behavioral Impacts. Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model, The Business Value Chain Model, Aligning IT with Business Objectives.

#### **Unit III: Decision Making and Information Systems**

Business Value of Improved Decision Making, Types of Decisions & Reports, Systems for Decision Support: Management Information Systems (MIS), Decision-Support Systems (DSS), Data Visualization and Geographic Information Systems, Web-Based Customer Decision-Support Systems, Group Decision-Support Systems (GDSS), Executive Support Systems (ESS).

#### **Unit IV: Development of Information System**

Systems Development and Organizational Change, Business Process Reengineering (BPR), Business Process Management, Systems Analysis, Data Flow Diagrams, Systems

Design. Traditional Systems Life Cycle (SDLC), Prototyping, End-User Development, Application Software Packages and Outsourcing;

### **Unit V: Enterprise Business Systems**

Customer Relationship Management (CRM): Three Phases of CRM, Benefits and Challenges of CRM, Trends in CRM. Enterprise Resource Planning (ERP): Benefits and Challenges of ERP Cost of ERP, Causes of ERP Failures, Trends in ERP.

### **Suggested Readings:**

1. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems, Managing the Digital Firm, 10th Edition.
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**

#### **Objectives**

- The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.
- The basic objective of this course is to understand the concepts of marketing.

#### **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; The odore 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 (3<sup>rd</sup>ed) by VS Ramaswamy and S Namakumari, McMillan.
4. Marketing Management, Saxena, Ranjan Tata McGrawHill, New Delhi.

**Course Name: Human Resource Management****Course Code:11001301****Objectives**

- This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.
- The student will be able to understand the concept of Managing Human Resources and work situations. It helps to identify the effective Human Resources and working environment of the organizations. The students will understand the importance of Management; understand the importance of Training, performance appraisal, and the importance of time management.

**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 De Cenzo 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**

**Objectives**

- The Course is designed to make student understand the strategic significance of Production & Operation management, to acquaint them with application of discipline to deal with real life business problem.



- To enable students understand the principles, practices and areas of application in shop floor management.

### **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. Charry, 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, 5<sup>th</sup> 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, 2<sup>nd</sup> edition, Pearson.
7. Production and Operations Management: Concepts, Models and Behaviour by MBA Everett E.Adam and Ronald J.Ebert,1993, Prentice Hall, New Delhi.

**Course Name: Legal Aspects of Business**

## Course Code: 11003100

### Objectives

- The main objective is to give knowledge regarding rights and liabilities of a person while doing any contract under Indian contract Act, Companies Act, 2013, different provision regarding negotiable instrument Act and Partnership Act with new concept of limited liability partnership.

### 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 Dishonor 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, Wadhwa & Co , Wadhwa Book Co.
3. S.N Maheshwai, S. K Maheshwari , A Manual of Business laws, Himalayan Publication.
4. The Indian Contract Act,1872.
5. Indian Partnership Act, 1932.
6. Limited Liability Partnership Act, 2008.
7. The Companies Act, 2013.
8. Negotiable Instruments Act, 1881.
9. Ravinder Kumar, Legal Aspects of Business, Cengage Learning.
10. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education.

### **Course Name: Research Methodology**

### **Course Code: 11010900**

#### **Objectives**

- The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.
- To understand the basic concepts of research methods and its usefulness in business situations.

#### **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.

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

**Course Code: 11011000**

#### **Objectives**

- To make students learn the etiquette requirements for office, telephone, and Internet business interaction scenarios.
- To prepare students for future careers.
- To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

#### **Course Outline**

##### **Unit I: Introduction to Managerial Writing**

Resume/CV, job application letters, maintaining a Diary.

##### **Unit II: Etiquette for professionals**

**Office Etiquette** Greetings, Punctuality, Space, Time, Play the Host, Posture, Credit and Compliments, Speak well of your co-workers. Get the first impression well, Greet others & introduce yourself, Body language- speak well, Dressing sense- appeals to others **Tele – etiquette** · Receiving Calls, Transferring calls, Taking Message/ Voice Mails, Making Outgoing Calls, · Receiving Fax, · Working principle of Mini exchange.

##### **Unit III: Training for Internship**

### Logical Reasoning

- Analytical (identifying the correct relationships or the correct logical order/sequence ,Series Completion, Seating Arrangement ,Direction Sense Test, Verification of Truth etc. Aptitude Training.
- Arithmetic (Types and Properties of numbers, percentages profit and loss, LCM, GCD, averages, speed distance, time, work ,ratio).

Resume preparation: Preparing the resume and making it ready for internship selection process. Group Discussion Techniques, Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, web /video conferencing.

### **Unit IV: Industry Related Project**

Survey and Study of an organization by studying about its brief history organizational structure, mission, vision, environment of business, functional departments ,competitors, customers, present market position ,future goals and careers. Prepare a report and presentation.

### **Unit V: Report Writing**

Objectives of report, types of report, Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration;

### **Practical Exercises**

1. Understanding approach for Internship by CLD with practical coordination
2. Applying to companies for internships
3. Handling the Internship Process
4. Practical understanding of Report writing and research capsule for Interns
5. Mock Interviews
6. Group discussions
7. Sessions as per feasibility with Relevant Industry people on topics of internships

### **Suggested Readings:**

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition.
2. Business Communication by Meenakshi Raman & Prakash Singh, Oxford, 2006

**Course Name: Skill Enhancement & Digital Footprints**

**Course Code: 11018500**

### **Course Outline - Final Assessment - Preparing a documentary**

#### **Unit I: Phonetics**

Phonetic symbols and the International Phonetic Alphabets (IPA), The Description and Classification of Vowels (Monophthongs & Diphthong) Consonants, Phonetic

Transcription & Phonology, Syllable, Stress &Intonations, Reading aloud, recording audio clips.

**Unit II: Vocabulary Building**

Idioms and Phrases Words Often Confused, One Word Substitutes, Word Formation: Prefixes, Bases and Suffixes.

**Unit III: Digital Footprints, Social Media & Personal Branding**

Introduction to Social Media, Target audience and influencers, networking through Social Networks, LinkedIn - Joining LinkedIn, Keywords for LinkedIn Profiles, Completing an Individual Profile, Headline and Picture, Summary, Experience, Contact Information, Skills and recommendations, Optional sections & managing profiles.

Blogging- Types of blogs—diary, opinion, news/updates, reviews/advice, other, Reasons to blog—money, platform, express/share/be heard, Blog names, Good blog writing - Ideas. Preparing Blog account, Voice, spicing up your posts, Mixing it up—images/video/audio/cited sources, Professionalism.

**Unit IV: Conducting Workshops**

Workshop: Definition, Importance, Concept, Planning & Execution, Conducting a Workshop.

**Unit V: Documentary Making**

What is documentary, aims & objectives, documentary for social cause, Documentary/Movie Screening & Reviews, preparing a documentary, Narration.

**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.

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