

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

**Semester- IV**  
**(2020-2022)**

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**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, 2022 along with examination pattern is as follows:

### **Course Scheme**

#### **Semester - IV**

S. No	Course Code	Course Name	L	T	P	Credits
1.	11009800	International Business	3	0	0	3
2.	-	Open Elective II	3	0	0	3
<b>Group 1 (Marketing)</b>						
3.	-	Specialization Elective-3	3	0	0	3
<b>Group 2 (Finance or HR)</b>						
4.	-	Specialization Elective-3	3	0	0	3
5.	11010600	Final Project & dissertation	0	0	12	6
6.	11018600	Critical Thinking and Research Analysis	3	0	0	3
7.	99002600	Centre for Leadership Development - II	3	0	0	3
8.	99002800	Workshops & Seminars	-	-	-	1
9.	99002700	Human Values & Social Service/NCC/NSS	-	-	-	1
<b>Total</b>			<b>18</b>	<b>0</b>	<b>12</b>	<b>26</b>

**OR**

S. No	Course Name	Credits
1.	On the Job Training* ( 3 Projects)	20
2.	Final Project	6
<b>Total</b>		<b>26</b>

\* out of 3 projects, two project, one each on elective subjects, as above & one project of on job training. These would be evaluated on the basis of regular project working, final project reports & viva-voce.

### **OPEN ELECTIVE**

Course Code	Course Name
11009900	Business Ethics & Corporate Governance

### **ELECTIVES**

#### **Group 1**

Specialization	Course code	Course name
Marketing	11010200	Digital Marketing

#### **Group 2**

Specialization	Course code	Course name
Finance	11017000	Corporate Taxation
HR	11016900	Performance appraisal & Compensation management

### **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
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

## **CURRICULUM**

**Course Name: International Business**

**Course Code: 11009800**

### **Objectives**

- The objective of this course is to enable the students to manage business when the Organizations are exposed to international business environment.
- The basic objective of this course is to understand the concepts of international business management.

### **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, GATTVs. WTO, Tariff and Non-Tariff Barrier Regional Integrations– Trading Blocks–nature and level of integration– arguments for and against regional integration– Trading blocs. Impact of WTO on 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. Hil land Jain, International Business, TMHE, Latest Edn.
2. Justin,Paul-InternationalBusiness;Tata-McGraw-Hill,2009
3. Charles WL Hill. And Arun Kumar Jain. International Business: competing in the global market place, McGraw-Hill.
4. R.M .Joshi -International Business ,Oxford Press.
5. Francis Cherunilam-International Business.

### **Course Name: Business Ethics and Corporate Governance**

**Course Code: 11009900**

#### **Objectives**

- To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

#### **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, morale valuation 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: Digital Marketing**

**Course Code: 11010200**

### **Objectives**

- Students will be able to identify the importance of the digital marketing for marketing success, to manage customer relationships across all digital channels and build better customer relationships, to create a digital marketing plan, starting from the SWOT analysis and defining a target group, then identifying digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.

## **Course Outline**

### **Unit I**

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: Corporate Taxation**

**Course Code: 11017000**

## **Objectives**

- The basic objective of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

## **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 Income.

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. VinodSingania, 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: Performance Appraisal and Compensation Management**

**Course Code: 11016900**

### **Objectives**

- The objective of the course is to apprise the students about the importance of performance appraisal and informed them of how organizations manage performance. The course also touches on the latest issues relating to not only appraising staff but also managing their performance.
- The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies



## **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- 2004-2<sup>nd</sup> Edition

## **Course Name: Critical Thinking and Research Analysis**

**Course Code: 11018600**

### **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 II: 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 III: Concluding a Project**

Compiling, Proof Reading, Submission

## **Course Name: Centre for Leadership Development**

**Course Code: 99002600**

### **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, Impact Management Stress, Managing Stress

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

**Time Management:** Time as a Resource, Identify Important Time Management Wasters, Individual Time Management Styles, Techniques for better Time Management.

## **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.

**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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