

**Detailed Program**  
**Bachelor of Business Administration**  
**(BBA)**

**Finance, Marketing, Human Resource  
Management, Foreign Trade & Digital  
Marketing**

**Semester- III**  
**(2022-2025)**

DOC202206080047



**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 BBA program for (July-December) Odd Semester, 2023 along with examination pattern is as follows:

### **Course Scheme**

#### **Semester -III**

<b>S. No.</b>	<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	11012100	Business Environment	3	1	0	4
2.	11004900	Business Law	3	1	0	4
3.	11012400	Family Business Management	3	1	0	4
4.	11012200	Human Values, Business & Managerial Ethics	3	1	0	4
5.	11005200	Financial Management	3	1	0	4
6.	11005300	Human Resources Management	3	1	0	4
7.	11003700	Ability & Skill Enhancement III	2	0	0	2
8.	99003300	Workshops/Seminars/Human Values/ Social Service/NCC/NSS	-	-	-	1
<b>Total</b>			<b>20</b>	<b>6</b>	<b>0</b>	<b>27</b>

## **EVALUATION SCHEME**

The evaluation of the BBA 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	Two Mid-term Sessional of 15 marks each (15+15)	30
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	15
Attendance	75%+ : 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 VI. 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: Business Environment**

**Course Code: 11012100**

### **Objectives**

- The objective of teaching the subject is to achieve recall and recognition abilities. To provide appropriate learning experience. An application objective is to achieve the abilities of reasoning, hypothesizing, inferring, and prediction. The perception and expectancies of the students play the significant role in predicting the Business Environment and to earn a living.
- To study the latest developments in business environment.
- The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

### **Course Outline**

#### **Unit I: Introduction**

Overview of Indian Business Environment, Complexity and Diversity of Business Environment due to Globalization, Concept of Business Cycle, Need to scan the business environment and techniques of scanning the business environment.

**Types of Business and its Role:** Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India.

#### **Unit II: Political Environment**

Three political institutions: Legislature, Executive and Judiciary; Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention.

**Legal Environment:** Company Regulatory Legislations in India, FEMA, EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005.

#### **Unit III: Economic Environment**

Concept and Salient features of various economic system, New Industrial policy and industrial licensing; New Economic policies, Aspects of economic reforms and its effects on business, Emerging Economies specially focus on BRICS. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of five year plan; Monetary and Fiscal Policy; Role of RBI, Stock Exchange and Role of SEBI.

#### **Unit IV: Social- Cultural Environment**

Cross-Cultural Business Environment due to globalization, Demographic conditions in India, change in buying pattern; **Technological Changes:** Innovation and technological changes and shorter span of Product Life Cycle is a challenge to the business **Ecological Environment:** Environment Protection: Green Management, Global Warming, Carbon Foot Printing, **Global Business Environment:** Impact of Multinational Corporation and Global Competitiveness.

#### **Suggested Readings**

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing.
2. S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
3. Paul Justine, Business Environment- Text and Cases, TATA McGraw Hill.
4. Aswathappa, Essential of Business Environment, Himalaya Publishing
5. P. K. Ghosh ; Business Environment; Oxford University Press
6. V.K. Bhalla ; Business Environment, Sultan Chand
7. Seikh Salim ; Business Environment. Pearson
8. Economic Survey, Government of India (Latest)

#### **Course Name: Business Law**

#### **Course Code: 11004900**

#### **Objectives**

- The main objective is to give knowledge regarding rights and liabilities of a person while doing any contract under Indian contract Act, rights of customer and seller under sales of goods Act, different provision regarding negotiable instrument Act and Partnership Act with new concept of limited liability partnership.
- To acquaint the student with a basic and elementary knowledge of the subject.

#### **Course Outline**

##### **Unit I: The Indian Contract Act, 1872: General Principles of Contract**

- a) Contract – meaning, characteristics and kinds
- b) Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects.
- c) Void agreements
- d) Discharge of a contract – modes of discharge, breach and remedies against breach of contract.
- e) Contingent contracts
- f) Quasi - contracts

**Unit II: The Indian Contract Act, 1872: Specific Contracts**

- a) Contract of Indemnity and Guarantee
- b) Contract of Bailment
- c) Contract of Agency

**Unit III: The Sale of Goods Act, 1930**

- a) Contract of sale, meaning and difference between sale and agreement to sell.
- b) Conditions and warranties
- c) Transfer of ownership in goods including sale by a non-owner
- d) Performance of contract of sale
- e) Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

**Unit IV: Partnership Laws**

**A) The Partnership Act, 1932**

- a) Nature and Characteristics of Partnership
- b) Registration of a Partnership Firms
- c) Types of Partners
- d) Rights and Duties of Partners
- e) Implied Authority of a Partner
- f) Incoming and outgoing Partners
- g) Mode of Dissolution of Partnership

**B) The Limited Liability Partnership Act, 2008**

- a) Salient Features of LLP
- b) Differences between LLP and Partnership, LLP and Company
- c) LLP Agreement
- d) Partners and Designated Partners
- e) Incorporation Document
- f) Incorporation by Registration
- g) Partners and their Relationship

**Unit V: The Negotiable Instruments Act 1881**

- a) Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque
- b) Holder and Holder in Due Course, Privileges of Holder in Due Course.
- c) Negotiation: Types of Endorsements
- d) Crossing of Cheque
- e) Bouncing of Cheque

### **Suggested Readings:**

1. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Avtar Singh, Business Law, Eastern Book Company, Lucknow.
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
4. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
5. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi.
6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws, International Book House.
7. Sushma Arora, Business Laws, Taxmann Publications.
8. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 6th ed.
9. P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education.
10. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi.

## **Course Name: Family Business Management**

**Course Code: 11012400**

### **Objectives**

- To know about the meaning and importance of family business in India. How family business run effectively and contributes in Indian economy.
- Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms.

### **Course Outline**

#### **Unit I: Family Business and its Uniqueness**

Definition of Family Business; Family Business in India; Factors that make a family business; How they matter and how they differ; **Importance and uniqueness of a family business:** Family business culture and values and Shared Vision; Reliability and Pride; Emotional issues and Leadership; Issues in succession and transition planning; Succession and the transfer of power; creating the strategy for the family business management and governance; Priorities at the great family-controlled businesses; The long-term winners in the family business; Managing Conflict and maintain Family Unity and a positive family; The **command, continuity, community, and connection - or "the four Cs** – in family business; Managing for the long run.

## **Unit II: Stewardship and Family Culture**

What is **Stewardship**? Importance of **culture** to everything an organization does and how a family can positively and negatively affect that culture; **stakeholder** perspective of managing family controlled companies for long-term success and how their perspectives shape the distinctive and restrictive resources the family brings to the business; explore the **influence of the founder** on the culture of the business; what founder does in determining the type of culture the business possesses during his/her tenure and beyond; Family Business Dynamics: People and system; making anything happen in a family business – **trust**; how to measure the level of trust in a family, how trust is built and destroyed in a family and why the development of the trust resource is the foundation for the development of all other resources in a family business; responsibility of the current generation in a family business to empower the succeeding generation utilizing effective mentoring techniques;

## **Unit III: Strategy of developing Family Business – First Generation**

Creating Competitive Advantage: **Resource Based View (RBV Model)**; Create inimitable competitive advantages; Developing a profitable business Model (**CANVAS Model**); Creating and maintaining strategic partners both backward and forward; developing a proper and suitable **structure of the organization** and employing the family members for managing different functional areas of business and keep a close control during first generation of family business; **Ownership and family Business Policy Making**: Ingredients of successful business planning – family emotional intelligence, open communication; Family Meetings; Guidelines for Family Meeting; unifying plans; **Family Business Life Cycles**: a story of growing complexity – life cycle stages, A customer–active paradigm; continuous evolution – not revolution and family business continuity.

## **Unit IV: Transition in to the Next Generation**

Change process in family-controlled business; analyze the cultural, organizational, and human life cycle aspects of change and develop strategies for assisting family groups in transiting over time; Erosion of the future entrepreneurial culture. **Leading the Transition** – start planning early; encourage integration of team building and team work; develop a written plan, planning to retire and handover the business to successor; Choosing the right successor; What if no one suits the position? Decision to take: Transfer of power to outside professional managers or not? Career opportunities for non-family managers in Family Business; Non-family managers relationship with the family; Cultural discord between family insiders and outside professional managers; **Third generation& thereafter**: it is necessary to institutionalize ownership of the business, because of the increasing complexity of both the family and the business; Methods to achieve this institutionalization;



Bring outsider consultant or advisor or CEO for professionalism in the organization to handle complexities of business.

### **Suggested Readings**

1. Family Businesses: The Essential; by Peter E. Leach; Edward Elgar Publishing.
2. Managing the Family Business: Theory and Practice; by T. M. Zellweg.
3. Indian Family Business Mantras: Peter Leach and Tatwamasi Dixit; Rupa Publication.
4. The 10 Commandments for Family Business, Ramachandran, K., Sage Publications, New Delhi.
5. Family Business in India; SudiptDutta; Sage Publications; New Delhi.
6. Managing a New Business Successfully; Ramachandran K.; Global Business Press, New Delhi.

## **Course Name: Human Values, Business & Managerial Ethics**

**Course Code: 11012200**

### **Objectives**

- To know about the importance of ethics, Moral values in Human life, Business.
- This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

### **Course Outline**

#### **Unit I: Values & Ethics**

Concept of Values and its formation; Values and Behaviour. What is Ethics? Nature and scope of Ethics; Morality vs. Legality dilemma. Facts and value; Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business.

#### **Unit II: Decision making (Normal Dilemmas and Problems)**

Application of Ethical theories in Business (i) **Utilitarianism** (J. Bentham and J.S. Mill), (ii) **Deontology** (I. Kant) (iii) **Virtue Ethics** (Aristotle). **Economic Justice: Distributive Justice**, John Rawls **Libertarian Justice** (Robert Nozick).

#### **Unit III: Corporate Social Responsibility of Business**

Concept of CSR; Changing expectation of society; Model's of CSR: - Carroll's Model; Ackerman's Model. Why Social Responsibility of Business? Arguments in Favour and in against of Social Responsibility. **Consumerism and Consumer Rights**.

#### **Unit IV: Ethical Issues in Business: Marketing**

Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Corruption and Bribery; Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Greenmail, Golden parachute. **HR:** Workers Right and Duties: Work place safety, sexual harassment, whistles blowing.

#### **Unit V: Managerial Ethics**

Ethical Decision Making. Role of Moral philosophy in decision making; Argument for and against of Ethics in Business. Challenge of ethical issues due to Globalization. Power and Politics in organization. Hierarchism as an organizational value. Indian ethos in Management.

#### **Suggested Readings**

1. Business Ethics Text and Cases, C.S.V.Murthy, Himalaya Publishing House.
2. Business Ethics, Francis & Mishra, TMH.
3. Business Ethics, Fernando A. C. , Pearson.
4. Values & Ethics, Kaur Tripat, Galgotia Publishers.
5. Ethics in Management: A Vedantic Perspective; Chakraborty, S. K. Oxford University Press.
6. Human Values for Managers; Chakraborty S. K., Oxford University Press.

### **Course Name: Financial Management**

**Course Code: 11005200**

#### **Objectives**

- The course is planned in such a way to provide students an insight of decision making process with help of tools and techniques described in Financial Management.
- Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit.
- Understand the role and importance of a financial manager.
- Identify and evaluate the alternative sources of business finance.
- Discuss and apply working capital management techniques.
- Understand the factors influencing cost of capital and calculating cost.
- To take decisions on capital structure.
- Evaluate the financial viability of investments.

## Course Outline

### **Unit I: Financial Management**

Meaning, Scope, objectives of Financial Management --- Profit Vs. Wealth Maximization. Financial Management and other Areas of Management --- Liquidity Vs Profitability, Methods of Financial Management, Organization of Finance Function

**Sources of Financing:** Classification of Sources of Finance, Security Financing, Loan Financing, Project Financing, Loan Syndication- Book Building, New Financial Institutions and Instruments (**in brief**) viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository Receipts

**Concept in Valuation:** Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares

### **Unit II: Concept in Valuation**

Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares

**Capital Structure:** Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure, Capital Structure Practices in India.

**Cost of Capital:** Concept, Importance, Classification and Determination of Cost of Capital.

**Leverages:** Concept, Types of leverages and their significance.

### **Unit III: Capital Budgeting**

Concept, Importance and Appraisal Methods: Payback period, DCF techniques, Accounting rate of return, Capital Rationing, Concept of Risk, Incorporation of Risk Factor, General Techniques: Risk adjusted discount return, certainty equivalent coefficient and Quantitative Techniques: Sensitivity analysis, Probability assignment, Standard deviation, Coefficient of variation, Decision tree.

### **Unit IV: Working Capital Management**

Concept, Management of Cash, Management of Inventories, Management of Accounts Receivable and Accounts Payable, over and under Trading **Dividend, Bonus and Rights:** Dividend Policy, Relevance and Irrelevance Concepts of Dividend, Corporate Dividend Practices in India.

### **Suggested Readings**

1. Maheshwari S.N., "Financial Management", Principles and Practice, Sultan Chand & Sons, 9th Edition 2004.
2. Khan M.Y, Jain P.K., "Financial Management", Tata McGraw Hill, 2001, 3<sup>rd</sup>Edition.
3. Pandey I. M., "Financial Management", Vikas Publishing House, Revised Ed.,2003
4. Hampton, Joh. J, Financial Decision Making, Prentice Hall of India, 4th Edition,1998
5. Horne Van C. & Wachowich M., "Fundamentals of Financial Management", Prentice Hall of India, 11th Edition 2002

### **Course Name: Human Resource Management**

**Course Code: 11005300**

### **Objectives**

- This course is to familiarize and train our students to become not just good managers but in creating strong theoretical frame of minds of students by participative teaching and learning of human resource management principles, theories, role behaviour and skill sets.
- Understand the concept of Managing Human Resources and work.
- Identify effective Human Resources practice.
- The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

### **Course Outline**

#### **Unit I: Introduction**

Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs HRM, Strategies for the New Millennium :Role of HRM in strategic management, human capital; emotional quotient; mentoring; ESOP; flexi-time; quality circles; Kaizen TQM and Six Sigma.

#### **Unit II: Acquisition of Human Resources**

HR Planning; Job analysis – job description and job specification; recruitment – sources and process; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations.

### **Unit III: Training and Development**

Concept and importance of training; types of training; Methods of training; design of training programme; evaluation of training effectiveness; executive development – process and techniques; career planning and development

### **Unit IV: Compensation and Maintenance**

Compensation: job evaluation – concept, process and significance; components of employee remuneration – base and supplementary; Performance and Potential appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods, 360 degree appraisal technique; Maintenance: overview of employee welfare, health and safety, social security.

### **Suggested Readings:**

1. Chhabra, T. N; *Human Resource Management*; Dhanpat Rai and Co. Pvt. Ltd NewDelhi 2003
2. Dr. Gupta, C. B.; *Human Resource Management*, Sultan Chand and Sons, NewDelhi, 2003
3. Flippo, EdwinB., *Personnel Management*, Tata McGraw Hill.
4. Rao, V S P, *Human Resource Management, Text and Cases*, Excel Books, 2004.
5. Aswathappa, K.; *Human Resource and Personnel Management (Text and Cases)*,
6. Tata McGraw Hill Publishing Company, New Delhi, 2003
7. Dessler, Gary; *Human Resource Management*; Prentice Hall.
8. D'Ceazo, David A & Stephen P.R obbin, *Personnel Human Resource Management*, Prentice Hall of India.
9. Beardwell, Ian & Len Holden, *Human Resource Management*, Macmillan, Delhi

## **Course Name: Ability & Skill Enhancement III**

**Course Code: 11003700**

### **Objectives**

- To sensitize students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing.
- To enable students to convert the conceptual understanding of communication into everyday practice. Besides making English Learning an interesting activity, the curriculum aims to develop and enhance creativity of the students.

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

### **Unit I: Book & Movie Reviews**

What is Book Review, Purpose & Importance of Book Review, Types of Book Review, Elements & Steps of Writing Book Review, What is Movie Review, Purpose & Importance of Movie Review, Types of Movie Review, and Elements & Steps of Writing Movie Review.

### **Unit II: LSWR Skills**

Reading Comprehension, Rewriting Mythology/Folklore, Debate, News Analysis, Role Plays.

### **Unit III: Emotional Intelligence& Handling Emotions**

What is emotional intelligence, E.Q. Tests, performing under pressure, how to take right decisions under pressure keeping balance in difficult emotional situations. The science of emotional intelligence, characteristics of emotional intelligence, Emotions handling- identifying good and bad emotions, how to control emotions, how to manage negative emotions keeping balance of mental stability, stress and distress.

### **Unit IV: Group Discussion Skills**

What is GD, Types of Group Discussions, Do's & Don'ts, Participation, Thinking, Structuring, Group Behaviour, Leadership Skills, Interpersonal Skills, Persuasive Skills, Conceptualization Skills.

### **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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