

Semester- III

S.No.	Name of Course/Group	Name of subject	Subject Code	Sessional								Theory		Practical		Total
				Mid Sem		Class Assignment		Lab Work		Lab Quiz						
				Max Mark	Min Mark	Max Mark	Min Mark	Max Mark	Min Mark	Max Mark	Min Mark	Max Mark	Min Mark	Max Mark	Min Mark	Max Mark
1	MBA	Strategic Management	CP-31			20	8					80	32			100
2	MBA	Management Information System	CP-32			20	8					80	32			100
3	MBA	Business Ethics & Corporate Social Responsibility	CP-33			20	8					80	32			100
4	MBA	Project & Viva	CP-34			20	8							100	40	100
		HR Specialization				20	8									
5	MBA	Strategic HR Management	SPHR-1			20	8					80	32			100
6	MBA	Management of Industrial Relations	SPHR-2			20	8					80	32			100
7	MBA	Compensation Management	SPHR-3			20	8					80	32			100
8	MBA	Human Resource Planning & Development	SPHR-4			20	8					80	32			100
		Finance Specialization				20	8									
9	MBA	Mergers & Acquisitions	SPF-1			20	8					80	32			100
10	MBA	Banking & Insurance	SPF-2			20	8					80	32			100
11	MBA	International Financial Management	SPF-3			20	8					80	32			100
12	MBA	Management of Financial Services	SPF-4			20	8					80	32			100
		Marketing Specialization				20	8									
13	MBA	Consumer Behaviour	SPM-1			20	8					80	32			100
14	MBA	Sales & Distribution Management	SPM-2			20	8					80	32			100
15	MBA	Product & Brand Management	SPM-3			20	8					80	32			100
16	MBA	Advertising & Sales Promotion	SPM-4			20	8					80	32			100



R.K.D.F. UNIVERSITY, BHOPAL

M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Strategic Management	CR – 3.1

OBJECTIVES: The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives

Module - I

Importance of Strategy, Tactics, Operational Campaign and their Distinctions- The Strategic Framework- Analysis#, Formulation, Implementation and Control. SWOT Analysis

Module - II

Porters Generic Strategy, V Force Analysis, Value chain Analysis, Diamond model Experience curve and Growth share matrix, BCG Matrix-Should we be in business? BCG Class room Simulation Exercise.

Module - III

GE Spotlight Matrix- Analysis of Multidivisional-Multi Product Companies:- GE Spotlight Matrix- Analysis of Multidivisional-Multi product companies- What is Strategy? Different types of strategies, DPM matrix, Space Analysis, TOWS matrix

Module - IV

What is Core Competency? Linkage to Strategy. - Capability and Strategy. - Resource base view of Strategy- Personal values of leadership and its influence on strategic choices - Organization Structure, Systems, Culture and Firm Strategy.

Reference Book:

1. Ansoff, H Igor, Implanting Strategic Management Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984
2. Budhiraja; S B and Athereya, M B. Cases in Strategic Management New Delhi, Tata MaGraw Hill, 1996
3. Christensen, C. R. etc. Business Policy; Text and Cases, 6th ed., Homewood Illinois, Richard D. Irwin, 1987
4. Strategic Management –An Integrated Approach, Charles W.L.Hill and Gareth
5. R.JIs, Biztantra 2009.



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Management Information System	CR – 3.2

OBJECTIVES: The objective of the courses to develop the basic understanding of the decision support system of the artificial intelligence for business organisation

Module - I

Overview & Course Outline - Defining Information, System, Information System and System Approach - Categorization of Information Systems - Deriving competitive advantage using IS / IT. - Porter Model.

Module - II

Acquiring IS – Custom Vs Package – In-House vs. Outsource.

Module - III

Approached to System Building- SDLC, Prototype - Stages in SDLC – Issues in System Feasibility, System Analysis, Design and Implementation–ER Diagram, DFD – Exercises.

Module - IV

Enterprise Resource Planning – Concept, Features - Understanding Business Process Reengineering – Decision Support System- Expert System-Intranets.

Module - V

Supply Chain Management - Customer Relationship Management - Data Mining, Data Warehousing – Exercises - Internet Applications - E-Commerce, EDI, EFT etc-- Security Concerns -Measures, Digital Signatures - Functional Applications - Finance, HR, Marketing, Manufacturing, Materials, Project Management.

References:

1. James O Brien ,”Management Information Systems”, 6th edition Tata McGraw-Hill (JO)
2. K C Laudon & J P Laudon, Management Information Systems.
3. Robert & Clagget, Information Systems for Management



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Business Ethics & Corporate Social Responsibility	CR – 3.3

OBJECTIVES: The course is designed to develop the value system among the future managers and aimed at equipping the students with the importance of business ethics in business organizations.

Module – I

Business Ethics within the socio-cultural context of India- Ethics, an essential dimension of Business Strategy - Ethical Dilemmas in Management- Value clarification for Future Managers- Ethical Attitudes of Indian managers- Managers Facing Un-ethical Management.

Module – II

Ethics & Business Philosophies- Corporate Social Responsibility- Marketing Ethics, Ethics and Product Promotion, MR Issues.

Module – III

Ethics in HRM - Ethics in Finance- Ethics in Information Technology and Systems Usage.

Module – IV

Environmental Ethics. The Corporate Share. - Economic Justice & Business Ethics- Ethics in a Globalized Business System - Ethical Issues in Technology Development.

Module – V

Working at Cracks: Managers with a Difference.

Reference:

1. Valasquez Manuel "Business Ethics: Concepts and cases", Person, Indian edition 2002
2. Hartman, Laura P, "Perspectives in Business Ethics", Tat-McGraw Hill, 2003
3. Illathuparambil Mathew, "Business Ethics", Macfast, Tiruvalla, 2005



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Finance Specialization

Course	Subject Title	Subject Code
MBA	Mergers and Acquisition	SPF – 1

Module – I

Mergers- in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

Module – II

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model, Corporate restructuring – different methods of restructuring – joint ventures –sell off and spin off – divestitures – equity carve out – leveraged buy outs(LBO) – management buy outs – master limited partnerships – employee, stock ownership plans (ESOP)

Module – III

Merger Process: Dynamics of M&A process- identification of targets negotiation- closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M & A

Module – IV

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO, Methods of financing mergers – cash offer, Takeovers. types, hostile takeover approaches, Takeover defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense

Module – V

Legal and regulatory frame work of M & A – provisions of company's act 1956, Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act.



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MBA FULL TIME COURSE

SECOND YEAR

Course	Subject Title	Subject Code.
MBA-III	Compressive Viva	CP-34

Scheme: 100 Marks



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Banking And Insurance Services	SPF – 2

Module – I

Deposit Products ,Savings Bank , current Account , Demand deposits, Term Deposits Concepts of low cost deposits .Certificate of deposit –Bulk deposit. Remittance Products: Demand draft Travelers' Cheques – Gift Cheque –Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS IT Products: MICR Cheques – Channel Banking – Core Banking – Internet Banking Mobile Banking ,ATMS – Debit card – Credit card – RTGS ,EFD.

Module – II

Loan Products: Short term loans- Long term loans – Consumer loans-Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance.

Module – III

Life Insurance Products: Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies –Other types. Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy –Group Mediclaim Policy – Personal Accident policy – Child welfare policy on.

Module – IV

Rural Insurance & Social Insurance: Various rural Insurance Policies –Project Insurance – Social Insurance – Old age, survivors and disability insurance – Types of benefits – unemployment insurance – workers compensation. Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing. Miscellaneous Products: Burglary – Jeweller's Block Insurance – Baggage Insurance – Banker's Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

Module – V

Role of IRDA in Insurance sector, Major function and objectives, study of Public Sector and Private sectors Banks in India Role of RBI in banking sector, functions,objectives study of Public Sector and Private sectors Banks In India

RECOMMENDED BOOKS:

1. Gupta. P K "Fundamentals of Insurance." Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Horord D Shipper. "Life & Health Insurance" Pearson Education, New Delhi.
3. Ganguly, Anand. "Insurance Mangement" New Age Internationa



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	International Financial Management	SPF – 3

Module – I

The importance, Rewards and Risk of International Finance. A backgrounder to the International Financial systems –Gold and Dollar Standards. Case for Fixed versus. Flexible Exchanges Rates.

Module – II

Foreign Exchange Markets: Spot exchange markets – the organization of Inter Bank Market, Exchange Arithmetic – purchase and Sales transactions, Exchange quotations, Types of Buying and Selling rates, Cross rates, Chain rule, retail versus Inter-Bank rates, Bank settlement via correspondent accounts, Chips, Chaps and Swift, Market Clearing And Exchange Brokers. Forward exchange contracts –features , Premiums and discounts. Conventions in quoting forward Exchange, calculation of forward rates based on cross rates, Rollover Forward contracts.

Module – III

Currency Futures, Currency Options, Currency Swaps and Pricing of futures and options Binomial pricing and Black –Schools formula. Foreign Exchange Risk and exposure and management – transition exposure, translation exposure and economic exposure and the management of these exposures How to hedge and speculate: Hedging and speculating via forwards, futures, options and swaps. International Manifestations of the Law of One Price: The Purchasing power and Interest parity principle.

Module – IV

Short term financial Markets: Eurodollars, Euro currencies, Euro notes and Multinational Banking Market Efficiency: Efficiency of money markets and efficiency of foreign exchange markets. Long term financial markets – Equity and Bond investments, Equity and Bond financing, Eurobonds and foreign bonds, Multi-currency bonds, Bank financing –Parallel Loans and Credit Swaps.

Module – V

Portfolio Analysis, Portfolio Selection and capital market theory in International context. Foreign Direct Investment: Capital Budgeting for foreign direct investment, Difficulties in evaluating Foreign projects, The adjusted –present value technique, selecting the appropriate discount rates, Actual practiced of capital budgeting

Book Recommended:

1. Hull, John Futures and Options
2. Levi, Maurice. International Finance
3. Levich, Richard International Financial Markets.



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Management Of Financial Services	SPF – 4

Course Objective: The objective of this paper is to acquaint the students about major financial services and institutions

Module - I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

Module - II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Module - III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

Module - IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Reading:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Marketing Specialization

Course	Subject Title	Subject Code
MBA	Consumer Behaviour	SPM – 1

Module - I

Consumer Behaviour, importance - Evolution of Consumer Behaviour (from supply to demand, from manufacturing to selling to marketing, customer centric organizations) – Consumers are different, consumers are alike – Consumer is sovereign, consumers is global – Market analysis (Bayesian analysis, Seven R's) – Market segmentation (how to choose a segment, profitability of segmentation) – Think global act local (localization based on differences, Global branding).

Module - II

Consumer Decision Process Model – Need recognition (Internal and external search) – Pre purchase evaluation (Consideration set, evaluation criteria) – Purchase (Fully planned, partially planned, unplanned) – Purchase decision process – Retailer influence on consumer behaviour (location, sales people, store attributes, changing retail formats) – time saving and time using goods – polychromic time use – Post purchase – consumption experiences – Customer satisfaction – Determinants of customer satisfaction (Product performances, consumption feelings and expectations).

Module - III

Changing Consumer Market Structure (Generation Y, Generation X, Baby boomers, young again Market) Personality (Psychoanalytic, Sociopsychological and Trait theories) Values (Rokeach and Schwartz value scales) – Life style concepts (Psychographics, VALS and LOV) – Consumer motivation (Need priorities, Motivational conflicts and Motivational intensity) – Consumer Knowledge (product knowledge, Purchase knowledge, Self knowledge, Consumption and usage knowledge) Consumer attitudes (Multi attribute model) -How important are Consumer Intentions.

Module - IV

Culture (Micro and Macro culture and the influence of the same in shaping consumer behaviour) social class determine, Family and Consumer Behaviour(Role Behaviour and its influence on purchase) Family life cycle (Changing family and house hold structures), Influence of Women and Children on Consumer Behaviour, Reference Groups (Socialization, Self concept and self comparison), Opinion Leadership, Stimulating word of mouth and word of mouse communication Adoption of Diffusion Process.

Module - V

Reaching the Consumer (Distribution Channels, Internet) – Attention (from short term memory to long term memory – Opinion formation (Stimulus categorization, the content of Processing) – Differential and Absolute thresholds – Consumer rehearsal – Retrieval process – Helping consumers remember (how to use reminders, retrieval cues, repetition, elaboration, closure effectively).

References:-

1. "Consumer Behaviour", Roger D Blackwell, Paul W Miniard , James F Engel.2006.
2. "Consumer Behaviour: Buying, Having, and Being", Michael Solomon. 2004.
3. "Social Cognition and Consumer Behaviour", M. Joseph Sirgy, 1983



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Sales and Distribution Management	SPM – 2

Module - I

Personal Selling and Marketing Strategy:- Sales Management and the Business Enterprise: evolution, nature and scope of sales management - Sales management, Personal selling and salesmanship: Theories of selling- Setting Personal Selling Objectives: Analyzing market potential – sales potential and sales forecasting – sales forecasting methods - Determining Sales Related Marketing Policies: Product, place and pricing policies- formulating Personal Selling Strategy: competitive settings and personal selling strategy – determining the kind and size of the sales force.

Module - II

Organizing the Sales Effort:- The effective Sales Executive: Nature of sales management positions – Functions of the Sales Executive - The sales organization: purpose of sales organization – Setting up a sales organization – Basic types of sales organizational structures - Sales department relations and distributive relations.

Module - III

Sales Force Management :- Personnel management in the selling field: Job Analysis - Recruiting sales personnel: Sources of sales force recruits – the recruiting effort - selecting sales personnel: selection process - planning, executing and evaluating sales training programmes: aims, content, methods, organization and evaluation of sales training programmes- motivating sales personnel: scope and significance – motivation theories- compensating sales personnel: devising a compensation plan – types of compensation plans - managing expenses of sales personnel and controlling the sales personnel.

Module - IV

Controlling the Sales Effort:- The Sales Budget: Purpose- Form and Content of Sales Budget – Budgetary Procedure- Quotas: Objectives in using quotas – Types of quotas and quota setting procedures – Administering the quota system -Sales Territories: Concept – Reasons for establishing sales territories- Procedures for setting up territories- Routing and scheduling of sales personnel - Sales Control and Cost Analysis: Sales Audit – Marketing Cost Analysis.

Module - V

Logistics and Supply Chain Management

Distribution Channel: Strategy in marketing channels, designing the marketing channel, selecting the channel members, Logistics and Channel Management.

References:

1. Still R Richard, Cundiff W Edward and Govoni A.P. Norman, "Sales Management Decisions, Strategies and Cases", Prentice Hall of India Pvt Ltd, New Delhi, 1996
2. Anderson Rolph E., "Professional Sales Management", McGraw Hill Co., 2nd edition
3. Donaldson Bill, "Sales Management - Theory and Practice", McMillan India, 2nd edition



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Product & Brand Management	SPM – 3

Module - I

The Global Market :- Organizations (Product Focused, Market Focused and Functionally Focused) – Changes impacting product management – Market Planning (approaches to planning, steps in planning process) – Levels of market competition – Determining competitors – Deciding the category attractiveness (Market Factors, Category Factors, Technological, Political, Economic, Social and Legal Factors and Environmental Analysis) – Customer Analysis – Forecasting market attractiveness (Market Potential, Sales Potential).

Module - II

From Product Plan to New Products :- Elements of Product Strategy – Product Strategy variations in PLC – Developing the product plan (Evaluating the product range/line, understanding the specific competition, realizing the consumption pattern) – Defining product's operational axis – New products (idea generation, concept testing, discrimination testing, preference testing, market testing) – Managing channels of distribution – Informing and interacting with the customers – PLC as a strategic tool – Financial Analysis (product profit accounting, Alternative accounting systems, contribution oriented systems, Price quality decomposition, Penetration market size decomposition) – Future of Product Management.

Module - III

The World of Identity:- Why Branding, Brand Identity (brand identity perspectives, identity structure, value proposition, creating credibility), Strong Brands, How are brands built, Brands Salience, Brand Performance Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance, Brand Personality (Self expression model, Relationship basis model and Functional benefit representation model) – Leveraging the power of brand identity and position.

Module - IV

Brands for Customers:- Choosing Brand Elements (memorability, meaningfulness, likability, transferability, adaptability and protectability), Brand Names, Developing an effective integrated marketing communication programme, Creating new brand associations, Co branding, Celebrity endorsements, Brand Value Chain, Consistency in branding (Consistency over time, benefits of consistency) Strategic Brands – Sub Brand Roles.

Module - V

Building and Measuring Brand Performance :- Moving the Brand Up – Moving the Brand Down – Brand Extension Decisions – Brand Product Matrix - Brand Equity (Comparative methods and holistic methods) – Capturing Customer mind set (Qualitative methods -Free associations, Projective techniques, and Experimental Methods. Quantitative methods – Awareness, Image, Brand response, Brand relationships) – Reinforcing Brands – Revitalizing Brands – Adjusting Brand Portfolio.

References:

1. "Strategic Brand Management", Jean Noel Kapferer, 1997
2. "The Brand Management Checklist", Brad Vanauken, 2004
3. "Building Strong Brands", David aaker, 1996



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Advertising & Sales Promotion	SPM – 4

Module - I

Advertising:- An Introduction- Origin and Development - Definition and Classification – IMC - Role of IMC in Marketing. Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface. Role of Advertising Agency - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief.

Module - II

Copy Decisions :- Visualization of Ad Layout - Elements of Ad Copy and Creation -Principles of Verbal versus visual thinkers, Styles and Stages in advertising copy creation -Copy (Pre-) Testing Methods and Measurements

Module - III

Media Decisions :- Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns

Module - IV

Measuring Advertising Effectiveness :- Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building. Regulation and the Ethical, Social, and Economic Effects of Marketing Communications

Module – V

Sales Promotion :- Rationale behind sales promotion, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues. Impact of sales promotion on sales – acceleration, deceleration, switching, and consumption; repeat purchasing, impact on brand loyalty. Measuring Sales Promotion Effectiveness

Reference:

1. Wells. Burnett & Moriarty: "Advertising Principles and Practices", Prentice-Hall
2. Belch G.E, Belch M.A, "Advertising and promotion: An Integrated Marketing Communications Perspective", 6th Edition, Tata McGraw Hill



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

HR Specialization

Course	Subject Title	Subject Code
MBA	Strategic Human Resources Management	SPHR – 1

Course Objective:- This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

Module - I

Introduction: The changing environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies;

Module - II

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on going organisation; integrating HR plans with other plans and management functions; HR planning; Developing HR information system.

Module - III

Managing Human Resources inflow in Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources in Concept of HRD; HRD as a strategic approach to employee performance; HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Module – IV

Performance management Concept, Philosophy, process; performance management appraisal; team performance management and evaluation. Compensation and Rewards management Reward strategies and philosophy; HRM approach to rewards management

Module – V

Strategic management of employee relations HRM approach to employee relations: HRM values ; change management; employee commitment through the HRM approach; HRM and culture management; employees involvement and participation in decision making and management of organization; negotiating employee relations: HRM and trade unions: HRM accounting.

Suggested Readings

1. Kenneth Andrew, A Concept of Corporate Strategy.
2. HRM by Gary Desler
3. HRM by Decenzo and Robbins Elective-HRM & OB



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Management Of Industrial Relations	SPHR – 2

Course Objective:- Organisational efficiency and performance are interlinked with Industrial Relations in a business. This course provides the conceptual and practical aspects of IR at the levels.

Module - I

Industrial Relations Perspectives: Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of employer/management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.

Module - II

Trade Union and the employee: Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Disciplining and Grievance Handling.

Module - III

Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.

Module - IV

Method of Direct Action: Purpose and relevance to other peaceful methods; Strikes, Lock out concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lockouts; protections to workmen and prohibitions on the right to strike and lock out.

Module - V

Employee Empowerment: Industrial Democracy, Workers Participation in Management; Industrial Peace and International Labour Organisation; IR Policy, Additional Recommendations of II National Commission on Labour; IR and Technological Change.

Suggested Readings

1. Mamoria C.B. & S. Mamoria : Dynamics of Industrial Relations in India.
2. Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
3. Tripathi P.C. : Personnel Management and Industrial Relations, S Chand & Sons , New Delhi.
4. Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press,, New Delhi.
5. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations Response Books, New Delhi. Elective-HRM & OB



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Compensation Management	SPHR – 3

Objectives:- The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and designing analysing and restructuring reward management systems, policies and strategies.

Module - I

Conceptual understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Module - II

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Module - III

Understanding compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Module - IV

Statutory Provisions governing Different Complnts of Reward systems.

Module – V

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions

Suggested Readings:

1. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
2. Wage and Salary Administration by Leonard R, Bergeris
3. Wage and Salary administration by Rock Mictllective-HRM & OB



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M.B.A. FULL TIME COURSES

SECOND YEAR

Semester – III

Course	Subject Title	Subject Code
MBA	Human Resource Planning And Development	SPHR – 4

Objectives:- The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Development in organizations.

Module - I

Macro Level manpower Planning and Labour market Analysis - Organizational Human Resource Planning - Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.

Module - II

Models and Techniques of manpower demand and supply forecasting-- Behavioural Factors in HRD - Wastage Analysis Retention -- Redeployment and Exit Strategies.

Module - III

Career Management, Career Planning and Career Development.

Module - IV

Performance Planning -- Potentials Appraisal -- HRD Climate.

Module - V

Human Resource Information System - Human Resource Accounting.

Suggested Readings:

1. Strategic HRM by Mabey and Salama
2. Development Human Resources by Mabey and Thompson
3. Human Resource Information System: Development and Application by Kavanagh M.J. Elective- HRM & OB