### MBA

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#### 14PHDBA001 RESEARCH METHODOLOGY AND STATISTICS

**Module 1:** Introduction: Definition and objectives of Research – Types of research, Various Steps in Research process, Research Purposes, Ethics in research - types of research approaches - research process - criteria of good research

**Module 2:** Choice of a problem - Defining the research problem - Developing a research question - Literature review, Survey of literature - Formulation of research hypothesis - Research design – Types of research design - concepts relating to research design - developing a research plan

**Module 3:** Sampling design - Steps in sampling design - Characteristics of a good sample design - Types of sample designs - Measurement and scaling techniques – Deciding on sample size – Sampling error

**Module 4:** Sources of data - Methods of data collection – Criteria for collection of secondary data - Collection of primary data - Collection of data through questionnaires - Guidelines for constructing questionnaires / schedules – Pilot study and pre-tests – Field work.

**Module 5:** Processing and analysis of data - Graphical and Tabular representation of the data – Tables and graphs that show relationship between multiple variables.

Module 7: Testing of hypotheses - basic concepts - procedure for hypotheses testing flow diagram for hypotheses testing - important parametric test – t-test, student’s f-test, z-test, Chi-square test - analysis of variance and covariance - nonparametric tests - multivariate analysis techniques


References:
4. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006


MODULE 3: Major Issues in Indian Agriculture: Nature of India’s Agriculture – Agricultural Policy and Rural Development – Agricultural inputs and Green Revolution - Agricultural subsidies and Food Security in India- Agricultural Finance and marketing – An overview of Agricultural Price Policy – Irrigation facilities - Recent developments in Indian Agriculture


MODULE 5 Monetary system: Structure of the Banking system, RBI and its functions, Money, Measures of money supply, Monetary system in India, Monetary policy – Tools for credit control. Banking structure reforms – Narasimham Committee Recommendations. Fiscal Policy: Objectives, Direct and Indirect Taxes, Revenue and Non Revenue Expenditure, Public Debt, Raja Chelliah Committee Recommendations on Tax Reforms.- Central Board of Direct Taxes Recommendations-


MODULE 7: External Sector of Indian Economy: Emerging International Economic Environment- India’s Balance of Payments- Trade Policy of Govt. of India- A critical Evaluation of Import and Export Policies- An over view of Special Economic Zones – Foreign Capital and aid- Role of FDI in India- Foreign Exchange Rate Management in India-

MODULE 8 Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and

**REFERENCES:**
3. Macro Economics – Understanding the Wealth of Nations, David Miles, Andrew Scott, Wiley India.
5. Economic Environment of Business- Veena Keshav Pailwar, PHI Learning
6. India Economy – RudefDutt, K.P.M. Sundaram, S. Chand.

14PHDBA003 **STRATEGIC MANAGEMENT**


**MODULE 3: Strategizing around the Globe:** Globalisation of markets and production – Modes and entry strategies of international. **Instruments of International trade policy** – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies – political and economic arguments for intervention - Development of the world trading system – GATT – the Uruguay round of negotiations. WTO - genesis and functions– the future of WTO.

**MODULE 4: Business as a system:** Linking Organisational objectives to production & operation objectives & development of production and operation strategies, for Product design and re-design, Designing for the customer, Designing a standardized product for manufacturing and assembly types of processes, Process flow structures, Just-in-time production systems – The Japanese approach, elimination of waste, JIT implementation requirements, JIT in services.

**MODULE 5: Managing for Change:** Change: Introduction, meaning, need, implications.
Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research, Managerial approaches for implementing change, perspectives on change, understanding the change process, Change management: leading the change process, facilitating change, dealing with individual and group resistances, intervention strategies, develop learning Organization.

MODULE 6: Managing global competitive dynamics: Diversifying, acquiring, restructuring, Structuring, learning, and innovating, Governing the corporation globally, Strategizing with corporate social responsibility.

MODULE 7: Information systems for competitive advantage: Data Communication, Distributed Processing Systems. Systems Controls Applications in decision making, E-Commerce: Overview, Enterprise resource planning- Overview, Concept of ERP, BPR, Issues related to implementation of BPR, Challenges faced.


REFERENCES:


MODULE 4: KNOWLEDGE MANAGEMENT: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Why Is KM Important Today?, KM for Individuals, Communities and Organizations, Future Challenges for KM.

MODULE 5: TALENT MANAGEMENT: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System- Components and benefits of Talent Management System; creating TMS, challenges of TMS. Developing and Retaining Talent - Potential identification and development, integrating coaching, training and development with talent management, employee retention. Return on talent; age of analytics, making outplacement as a part of talent strategy and developing talent management information system.


RECOMMENDED TEXT BOOKS:

4. Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005

REFERENCE BOOKS:

4) Knowledge Management: Tool for Business Development, Dr. B. Rathan Reddy, Himalaya Publishing House.

Module 2: Indian Rural Marketing: rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

Module 3: Retailing - Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario

Module 4: Services Marketing: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, myths about services, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality. Marketing challenges in service industry.


Module 8: Measurement Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale; Scale Types: Comparative Scaling, Non-comparative Scaling; Attitude Measurement, Self-Reporting Methods, Methods for Rating Attributes, Data Analysis, Customer Research, Advertising Research, Product Research, Distribution Research, Sales Research, Marketing Environment Research, Internet Marketing Research, and International Marketing Research, Research ethics, typical research errors, Research and culture;

RECOMMENDED BOOKS
5. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner 5/e, TMH, 2011
11. Marketing Research contemporary approach- Narayn reddy and GVRK Acharyalu Excel publications

REFERENCE BOOKS
2. Retail Management -Chetan Bajaj, Oxford University press.
3. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
6. Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications
7. Marketing Research contemporary approach- Narayn reddy and GVRK Acharyalu Excel publications
8. Marketing Research and consumer Behavior Saravaneval et.al Vikas publishing


Module 4: Investment Decisions and Time Value of Money - Investment Evaluation Techniques – (Discounted and Non-Discounted, along With Their Ranking).


Module 8: Tax Management: Direct and Indirect Taxes, Heads of Income, Impact of change in the tax regulations on organisations, Tax Planning and Tax avoidance.

REFERENCES:
1. Emery And Filmeliy-Corporate Financial Mangement (PHIPE)
2. Principles of Corporate Finance: Theory and Practice, Brealy and Myers 10/e, TMH, 2012
3. Financial Management – M.Y Khan & Jain, TMH
4. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas
5. Security Analysis & Portfolio Management – Kevin S PHI
7. Risk Management And Insurance Williams – Smith And Young (McGraw Hill)
10. Direct Taxes – Vinod Singhanica and Kapil Singhania, Taxman Publications
11. Indirect Taxes – V S Datey, Taxman publications
MODULE 1: Management: Introduction: Purpose and functions, level and types of managers, Manager/Non-Manager, various schools to management thoughts, - learning organization, Characteristics of 21st century Executives. Social responsibility of managers- Planning: Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives;

MODULE 2: Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

MODULE 3: Organizing: Organizing as managerial function – organization structure, formal and informal organization. Traditional Organization Structures – Functional, Divisional and Matrix Structure Directions in organizational Structures – Team structure, network structure, boundary less structure -Organizing Trends and Practices – Chain of command, unity of command, span of control, delegation and empowerment, decentralization and use of staff, organizational design and organizational configuration.


MODULE 5: Organizational behavior: Historical development of Organizational Behaviour, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, future of OB - Theories, instruments to measure personality, Behaviour in the organization: Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals’ responsibilities to the organization. Interpersonal behaviour: Conflict in Organizations: nature and levels of conflict, conflict management styles. Group dynamics: types of groups, meetings, teamwork, stages of group formation. Employee stress: forms, causes, implications, approaches to stress management.

MODULE 6: Change Management: Change: Introduction, meaning, need, implications - Personal Change: Meaning, understanding personal change, and personal change process, components of personal change: Self awareness, self analysis, self efficacy, self esteem, organizational roles - making organizational roles effective and role efficacy, Importance - Organizational Change: Definition, nature, types, forces, models of organizational change – Force Field, Kurt Lewis, Systems, 7 Stage and Contemporary Activities Research, Managerial approaches for implementing change, perspectives on change, understanding the change process, Change management: leading the change process, facilitating change, dealing with individual
and group resistances, intervention strategies, develop learning Organization.

**MODULE 7: Organizational Culture & Change:** Corporate Culture, types of culture, importance, nature, formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change – transglobal & cross cultural contents, researches on cultural differences in Organizations, Organizational Culture & leadership, emerging trends in Organizational culture.

**MODULE 8: Knowledge Management,** knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization. Knowledge management system life cycle, managing knowledge workers, knowledge audit, and knowledge management practices in organizations, few case studies. Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

**REFERENCES:**

7. Change Management, concepts and applications, Radha R. Sharma, TMH
REFERENCES:
20. Understanding Organizational Behaviour – Uday Parek; Oxford Press
22. Fundamentals of organizational behaviour, Slocum/Hillriegel. Cengene Learning
29. Management-Richard L. Daft, Cengage learning