

	Duration	Credits	Teaching Pedagogy
Pre-Ph.D. Coursework	I semester	12	Through lectures, seminars, workshops, Moocs, etc

Papers	Title	Evaluation Parameters	Evaluation	Marks	Credits
I	Research Methodology For Management	Assignments, workshops / quiz / Presentations	50 UE + 50 IE	100	4
II	Management Concepts	<ul style="list-style-type: none"> • Assignments/ quiz / Presentations (IE: 25 marks • Survey Report / Term paper / Research Publications (IE: 25 marks) 	50 UE + 50 IE	100	4
III	Review of Published Literature	<ul style="list-style-type: none"> • Seminar I presentations Review of literature (2 credits) • Seminar II presentation - Synopsis For Topic approval (2 credits) 	50 UE + 50 IE	100	4
			Total credits		12

BHARATI VIDYAPEETH DEEMED UNIVERSITY, PUNE
Faculty of Management
Syllabus for Course-Work for Doctor of Philosophy (Ph.D.) Programme
under Choice Based Credit System w.e.f. 2017-2018

Preamble:

The Pre-Ph.D coursework will comprise of 20 credits and span for a minimum duration of six months. Teaching pedagogy would be classroom teaching, moocs, seminars, presentations, etc. Mode of evaluation for courses will be Continuous assessment and University evaluation. Seven point scale will be followed for assigning the final grade and scholar should get minimum 'C' grade to qualify. After completion of the course work guiding teacher will submit the certificate of completion of coursework to the university in the prescribed format:

The Pre-Ph.D. Syllabus comprises of three papers as follows:

Papers	Title	Credits
I	Research Methodology For Management	4
II	Management Concepts	4
III	Review of Published Literature	4
		12

Note:

1. Written Examinations in the Paper I and Paper II will be of 50 marks each. Paper shall be set by a panel of examiners appointed by the University. The assignments for internal evaluation will be given by the concerned faculty.
2. Workshops and Seminars will be conducted for relevant topics in Paper I for which attendance would be compulsory.
3. For Paper III,
 - a. 50 marks for internal assessment will be based upon on, Paper presentation, publications, seminar I etc.
 - b. Seminar I Presentation (20 marks) will be based upon the review of literature on the topic related to area of research. At least 50 standard sources of published work to be reviewed and presented before the internal panel of research guides. The scholar will be required to study the relevant literature on the topic and prepare a comprehensive presentation, with a copy submitted to the institute at least one week before the Seminar I.
 - c. Seminar II Presentation for University Evaluation will be for 50 marks. This seminar will assess the preparation of Synopsis for Topic Approval
4. Each student in the Pre-Ph.D Course shall be assigned to a faculty guide based upon the specialization / interest area and the teacher's consent.
5. The marks for passing will be 50 percent for each paper.

The detailed Syllabus is as follows:

BHARATI VIDYAPEETH DEEMED UNIVERSITY, PUNE
Faculty of Management
Ph.D. Coursework –
Paper 01: Research Methodology for Management (4 Credits)

Part A: For Written Exam

Units	Topics
1	Introduction to Research: Definition, meaning, characteristics of Research
2	Types of Research, Introduction Nature of qualitative and quantitative research, Research in functional areas of management, Process of Research, Formulation of Research Design. Types of research designs
3	Meaning and sources of Research problem, characteristics of good Research problem, Research process, outcomes, application of Research, Sources of Research Problems in Management, Research Avenues in Different Business Sectors – IT, Manufacturing, Agriculture, Services etc.
4	Conceptual Frameworks, Literature Review Process – Role, importance, sources, methods, software tools for literature review. Formulation of Research Problem – Introduction, Review of Literature, Objectives, hypothesis, scope, limitations etc
5	Research Design – Meaning, Need, Types of research design – Exploratory, Descriptive, Causal Research Design, components of research design and features of good research design. Experiments, surveys and case study research
6	Concept of Population and Sample, Census Survey and Sample Survey; Nature and Limitations; Sampling: Sampling design: Meaning, logic and application of sampling. Sampling terminology: Universe, population, sampling frame, sample size, Determination of sample size, Methods of sampling: Probability and non-probability sampling, Criteria of choosing an appropriate sampling method.
7	Introduction to Measurement: Meaning and Approaches; Types of Measurement: Measurement scales- nominal, ordinal, interval and ratio scales, Reliability and Validity of measures. Pilot study,
8	Data Collection Methods: Types and Sources of Data, Interviews –telephonic, personal, Observation – Direct and Indirect, Questionnaires, Schedules through enumerators, Other Methods – mechanical devices, projective techniques etc. Questionnaire construction and interview schedule. Survey techniques. Designing the instrument for data collection. Processing of Data – Editing, Coding, Classification and Tabulation of Data.
9	Data Analysis: Organization and presentation of data, Univariate, Bivariate and Multivariate Analysis; Tools of Descriptive statistics and their applications. Likert Scale Data Analysis, Factor Analysis, Regression Analysis – Linear and Logistic, Analysis of variance (ANOVA), Test of Hypothesis, Parametric and Non-parametric tests - chi-square

	test, t-test and z-test. Nature and methods non-parametric statistical test.
9	Presentation and Publication of Research: Research Proposal, Research Paper, Research Thesis, Research Report, Report Writing: Pre writing considerations, Formats of publications in Research journals, Research Proposal, Format for writing reports, bibliography, and references
10	ICT Tools for Research – Definition of ICT, Related Concepts and Technologies, Use of ICZT Tools, Impact of ICT on Educational, Social and Economic Development, Use of Internet in Research: Browsing the internet through standard features, Accessing and Downloading information, E-resources for research, Impact Factor: E - Information, H-Index, citation index, , e-journals etc.

PART B:

PRACTICAL INPUTS on the following through WORKSHOPS

a.	Spreadsheet Tool: Introduction to spreadsheet application, features and functions, Using formulas and functions, Data storing, Features for Statistical data analysis, Generating charts/ graph and other features. Tools used may be Microsoft Excel,
b.	Tools for Data Analysis - SPSS for data analysis, Open Source Software for Research
c.	ICT for Research

RECOMMENDED BOOKS

- Arya P.P. & Yesh Pal, “Research Methodology in Management – Theory and Case Studies” , Deep and Deep Publications
- Becker, “Publishing Your Research Work” , Sage Publications, India
- Burns, Robert B. (2000) *Introduction to Research Methods*, Sage Publications, N. Delhi.
- Cooper, Donald R. and Schindler, Pamela R. (1999) *Business Research Methods*, Tata Mcgraw Hill.
- Easterly Smith, Mark Thorpe, Richard, Hill and Lowe, Andy (2002) *Management Research – An Introduction*, Sage Publications, N. Delhi.
- Emory, W.G.: Business Research Methods, Richard D. Irwin. *Experiments in Statistical Sampling*, ISI, Calcutta.
- Goode, W. J. and Paul K. Hart: *Methods in Social Research*, London: McGraw-Hill, 1981
- Gordon, W. (1999). *Goodthinking - A Guide to Qualitative Research*. NTC Publications Ltd.
- Gummesson, E. (1991). *Qualitative Methods in Management Research*. London: Sage.
- Kinnear, T.C., and Taylore J.R.: *Marketing Research Applied Approach*, McGraw Hill..
- Kothari C.R. (2004), 2/e, *Research Methodology- Methods and Techniques* (New Age
- Krishnaswami, O.R. *Methodology of Research in Social Sciences* Mumbai; Himalaya
- Krishnaswamy, K.N., Sivakumar, Appa Iyer and Mathiranjana M. (2006), *Management*
- Mukherji P. N. (Ed.)" *Methodology in Social Research*", Sage Publications, New Delhi, 2000.
- Murthy – “Effective Proposal Writing” , Sage Publications India

- Oates B J – Researching Information Systems and Computing, Sage Publications
- Ranjit Kumar, “Research Methodology” SAGE PUBLICATIONS India
- Somekh – “Study and Methods in Social Research” – Sage Publications India
- Swanborn – “Case Study Research” Sage Publications India
- Yin, R.K. (1994). *Case study research. Design and methods*. London: Sage.
- Young, Pauline V. : Scientific Social Surveys and Research. New York: Prentice-Hall. 1949.
- Thesis & Assignment Writing–J Anderson, B.H.Dursten & M.Poole, Wiley Eastern, 1977
- A Hand Book of Methodology of Research – P. Rajammal and P. Devadoss, R. M. M. Vidya Press, 1976.
- The Craft of Scientific Writing by Michael Alley, (Springer).
- Research Methodology by R. Panneerselvam, PHI, New Delhi 2005
- Practical Research Methods, by Dawson, Catherine, 2002, UBS Publishers’ Distributors New Delhi.
- Research Methodology- A step by step Guide for Beginners, (2nd ed.) Kumar Ranjit, 2005, Pearson Education.
- How to write and Publish by Robert A. Day and Barbara Gastel, (Cambridge University Press).
- Survival skills for Scientists by Federico Rosei and Tudor Johnson, (Imperial College Press).
- How to Research by Loraine Blaxter, Christina Hughes and Malcolm Tight, (Viva Books).
- The Craft of Scientific Writing by Michael Alley, (Springer).
- A Student’s Guide to Methodology by Peter Clough and Cathy Nutbrown, (Sage Publications).
- Probability and Statistics for Engineers and Scientists” by Sheldon Ross, (Elsevier Academic Press).
- Research methodology techniques and methods by C R Kothari, New age International publishers.

Bharati Vidyapeeth Deemed University

Ph.D. Coursework - Paper 02: Management Concepts (4 credits)

This paper is aimed at imparting the knowledge and skills to the student about the Management Concepts and also the recent developments and research avenues in Management. Overview for each unit will be discussed during contact sessions and the research scholars are expected to gather insights into the topics at a deeper level.

Section I :

General Management:

- o Introduction to **Management** and organizations, functions and responsibilities of manager. Organizational Structure, Leadership Styles, Manpower planning. Change Management, Conflict management
- o **Economics** – Concepts of Optimization , Demand and Supply Equation, and Price Determination, International Business- Nature and Scope of IB, International Trade Theories, Strategy of IB, Balance of Payments, Derivatives
- o Concept of Corporate Strategy, Strategy Formulation, Types of strategies, BCG Model, Porter's Generic Strategies, Competitor Analysis, Industry analysis and evaluation, Competitive strategy and corporate strategy, Managing cultural diversity, global entry strategy, Types of policies, principles of formulation of policies, decision making models.
- o Innovation and Entrepreneurship, Concept of Innovation, Barriers to innovation, Innovations in Management, Small Business, Government policy for promotion of small and tiny enterprises, process of business opportunity identification, Challenges Faced by Entrepreneurs, Start-ups, Turnaround Strategies, Franchising, Intrapreneurship.
- o Ethical Issues in Management, Value based organizations; personal framework for ethical choices; Ethical pressure on individual in organizations; Gender issues; Ecological consciousness, Environmental ethics; Social responsibilities of business; Corporate governance, An Overview of Consumer Protection Law and Cyber Laws
- o Use of Information Technology in managerial applications; Technology issues and Data processing in organizations; MIS and Decision making; Cyber Security – Nature and Scope and legislation, Basics of Software Project Management
- o Production and Operations Management – TQM, Kaizen, Six Sigma, World Class Manufacturing.

Section II

Human Resource Management (HRM)

Human Resource Management (HRM) – Significance, Objectives, Functions, Concepts and Perspectives in HRM, HRM in changing environment, External and Internal environment, Forces and Influences, Organizing HRM function. Human Resource Planning – Objectives, Process and Techniques.

Recruitment and Selection, Recurring methods; Selection procedure; Selection tests; Placements and Follow Up.

Performance Management Systems, Career Planning and Training and Development – Concept of career, Career Planning and Development Methods, Induction, Training and Development Programmes, EDP and MDP.

Compensation and Benefits – Job evaluation techniques, Wage and salary administration; Fringe Benefits, Human resource records and audit.

Grievance Management, Collective Bargaining – Concept; Process; New trends in collective bargaining, Industrial Democracy and Employee Participation. Objectives and Forms of employee participation.

Change management, Stress management, Workforce Diversity Management, Talent Management, HRIS, HR Analytics, Retention Strategies, Strategic HRM, O.D and Interventions

- **Marketing**

Marketing – Concept; Nature and Scope; Different environments and their influences on marketing; Understanding the customer and competition; Static and Dynamic understanding of BCG matrix and Product Life Cycle; Brands – Meaning and Role; Brand building strategies; Share increasing strategies.

Pricing objectives; Pricing concepts; Pricing methods,

Product – Basic and Augmented stages in New Product Developments, Test marketing concepts

Promotion mix – Role and Relevance of advertising, Sales Promotion – media planning and management, Advertising – Planning, execution and evaluation, Different tools used in sales promotion and their specific advantage and limitations

Distribution channel hierarchy; Role of each member in the channel; Analysis of business potential and evaluation of performance of the channel members

Wholesaling and Retailing – Different types and the strengths of each one; Emerging issues in different kinds of retailing in India

Marketing research – Sources of information; Data collection; Basic tools used in data analysis; Structuring a research report

Marketing to Organizations – Segmentation models; Buyer behavior models; Organizational buying process. Consumer Behaviour theories and models and their specific relevance to marketing managers. Sales Function – Role of technology in automation of sales function

Customer Relationship Management including the concept of Relationship Marketing, Structuring and managing marketing organizations

Export marketing, Social Marketing, Digital Marketing

- **Financial management and International Business**

Nature and scope of financial management; Valuation concepts – Risk and Return; Valuation of securities; Pricing theories – Capital assets pricing model and arbitrage pricing theory, Understanding financial statements and analysis thereof,

Capital budgeting decisions; Risk analysis in capital budgeting and long term sources of finance, Capital Structure – Theories and factors; Cost of capital, Dividend Policies – Theories and Determinants, Working Capital Management; Receivables Management

Sources of Finance – Domestic and International, Elements of derivatives, Corporate risk management

International Financial Management, Developments in International Monetary Scene, Foreign Exchange Markets; Economic Theories of Exchange Rate Determination, Currency Convertibility , Strategy and the Firm, Value Creation and Firm as a value chain, Pricing Strategy in Global Markets, Management of Forex Risk

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BHARATI VIDYAPEETH DEEMED UNIVERSITY, PUNE

Faculty of Management: Course work for Ph.D Coursework

Paper II : Computer Science (Computer Application) - 4 Credits -

Unit I: Algorithm design Pattern

Introduction, Fundamentals of the analysis of algorithm efficiency, Brute force, Divide-and-conquer, Decrease-and-conquer, Transform-and-conquer, Space and time tradeoff's, Dynamic programming, Greedy Technique, Iterative improvement

Unit II : Soft Computing

Knowledge representation, graph search algorithm ,fuzzy logic ,Rough set Theory ,neural networks, semantic algorithm ,decision tree ,clustering methods ,Genetic algorithm

Unit III:- Cloud computing

Introduction to Cloud Computing including benefits, challenges, and risks, Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid clouds

Unit IV:- INTRODUCTION TO BIG DATA

Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting - Modern Data Analytic Tools - Statistical Concepts: Sampling Distributions - Re-Sampling - Statistical Inference - Prediction Error

Unit V Web Usage Mining Process and Techniques

Data collection and sources of data, Data preparation for usage mining, Mining navigational patterns, Integrating e-commerce data, Leveraging site content and structure ,User tracking and profiling, E-Metrics: measuring success in e-commerce, Privacy issues, Web Mining Applications and Other Topics

Reference Books:

1. "Introduction to the design and analysis of algorithms" - Anaay Levitin (pearson Education Publication)
2. Pattern Recognition Techniques and Applications- Rajjan Shinghal (Oxford University Press)

Ph.D. Coursework
Paper 03: Review of Published Research Work

Objectives:

- To train the students towards the essentials involved in carrying out review of literature for a research study.
- To impart the necessary skills to students to identify and critically evaluate relevant past-work for research.
- To orient the students to mini research problems, and practically conduct the study and prepare research report. The topic must be related to the doctoral research topic and selected in consultation with the guide.

It is expected at the end of study for this paper the student should be able to write a good research proposal for his/her PhD work.

For this paper, student will choose a topic of research for his/her PhD work in consultation with his guide. The student is expected to collect research papers on the topic published in leading journals. He/she should critically and creatively read the papers, prepare a review of the papers, identify the gaps in research on the topic, formulate the research problem, and establish the relevance of the research. The final outcome of this paper is a research proposal.

At the end of the term, a literature review and the research proposal will be presented before an external examiner who will evaluate the same for 50 marks.

	Evaluation Pattern	Marks
Seminar I	Review of Literature on Topic of Study	50
Seminar II	Preparation of Plan of Research for Topic Approval	50
		100

**CERTIFICATE OF ADHERENCE TO UGC
(MINIMUM STANDARD FOR AWARD OF PH.D DEGREE) 2009**

This is to certify that XXXXXXXX's Ph.D Degree is in accordance with UGC (Minimum Standard for award of Ph.D Degree) 2009. He /She has fulfilled the below mentioned criteria. This certificate has been given as the resolution No XX of Academic council dtd XXXX & Syndicate resolution No xx Dated XXXX.

Name Of Candidate	
Name Of Subject/Faculty	
Title Of Ph.d Thesis	
Name Of Guide	
Notification No & Date	
Year Of Award Of Ph.D Degree	

This certificate is based on the following criteria fulfilled by the candidate

	Criteria	Criteria Fulfilled Yes /No
1	Administered by entrance test or interview/presentation or both	
2	Maximum Nos, M.Phil : 5; Ph.D : 8 / Supervisor	
3	Reservation Policy	
4	Course work / research methodology theory	
5	Research advisory committee – Review or Progress	
6	Methodology Exam	
7	Pre Ph.D Presentation Before Ph.D Thesis Submission	
8	Publication Of Research Papers in refereed journal	
9	Presentation of Papers In Conference / Seminar	
10	Evaluation of Thesis by 2 Experts other than supervisor, one out of state	
11	Submission of Soft Copy of Ph.D Thesis At University	
	Total criteria being fulfilled	

No : Xx / PH>D/ XXXX/2016

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Seal of university