

**BHARATI VIDYAPEETH UNIVERSITY**  
**Faculty of Management Studies**  
**Institute of Management and Entrepreneurship Development**

**Board of Studies in Management**

**Draft of Syllabus for Ph.D. Programme – Management (Entrance and Course work)**

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Bharati Vidyapeeth Deemed University  
Syllabus for the Ph.D. Entrance Test  
Faculty: Management Studies (Management)

Topics include basic concepts and also application orientation

- I. GENERAL MANAGEMENT  
Evolution of Management Thought and Approaches to Management, Strategy Formulation – Steps And Process, Concept Of Corporate Strategy; Components Of Strategy Formulation; SWOT Analysis, Vision And Mission, Porter’s Generic Strategies, Competitor Analysis, Competitive Strategy And Corporate Strategy, Corporate Governance And Corporate Social Responsibility (CSR), Cyber Security – Nature and Scope And Legislation
- II. ECONOMICS  
Scarcity related science, Distinction between macro and micro economics, external and internal forces and its impact on decision making. Analysis of firm application of managerial economics, monopoly market, demand forecasting and its implication on economic planning of firm, finance budget – fiscal deficit and budgetary deficit, types of markets and equilibrium.
- III. RESEARCH METHODOLOGY  
Research: Meaning, significance, nature and scope. Types of research and applications. Research Methodology: Hypothesis formulation and testing, research design and types. Population and sample – types of sampling, types of data and sources of data.
- IV. HUMAN RESOURCE MANAGEMENT  
HRM Environment, functions, leadership styles, recruitment to placement – major sources, steps and procedures, performance appraisal – techniques and system development, motivation, developing teams, compensation and benefits, human resource information and audit system – elements and functions, HR accounting.
- V. MARKETING  
Marketing mix for goods and services (7Ps), Pricing methods (cost plus pricing, skimming, penetration), market segmentation, product life cycle – Four stages, new product launch, concept of consumer behavior; product and brand positioning.
- VI. FINANCIAL MANAGEMENT  
Financial Management: Scope and objectives, integrated relationship with other managerial functions and departments. Working capital management – Components and its management, risk and return, CAPM theory, Financial Statement Analysis – Ratio, fund flow and cash flow. Capital budgeting – Techniques of appraisal, Capital structure planning – leverage analysis, international finance and risk management, derivatives.

**VII. PRODUCTION MANAGEMENT**

Evolution, scope and place in operations management; Production planning and control – significance and process; Plant location and facilities layout, guiding principles, six sigma, TQM – Kaizen, JIT, 5 S.

**VIII. STATISTICAL METHODS FOR DATA ANALYSIS**

Applications of statistics in Business and Research, Measures of Central Tendency and Dispersion, Correlation And Regression, Test Of Hypothesis, Association Of Attributes, Statistical Tools For Data Analysis, Software Applications For Data Analysis.

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**Note: Pattern of Question Paper**

	<b>Pattern of Question Paper:</b>	
<b>Q.1.</b>	<b>Is Compulsory – Based on Units I, II and III and carries 20 marks</b>	<b>20 Marks</b>
<b>Q.2. to Q.8.</b>	<b>Attempt any five from Q.2. to Q.7. based on Units II to Unit VIII of Syllabus</b>	<b>16 x 5 = 80 marks</b>

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**Ph.D. Coursework – Paper 01: Research Methodology for Management**

**Part A: For Written Exam**

1.	Types of research, introduction nature of qualitative and quantitative research, research in functional areas of management	
2.	Process of research, formulation of research design: Types of research designs	
3.	Identification of research problem, research avenues in different business sectors – IT, Manufacturing, Agriculture, Services etc.	
4.	Literature Review – Role, importance, sources, methods, software tools for literature review. Formulation of research problem – Objectives hypothesis, scope, limitations etc.	
5.	Sampling: Census survey and sample survey; nature and limitations; 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	
6.	Measurement: Meaning and Approaches; Types of measurement: ordinal and cardinal; Tools of measurement and methods of analysis. Reliability and validity of measures. Pilot study	
7.	Meaning, nature and types of data: sources of secondary and primary 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	
8.	Introduction to statistics – Meaning, scope and limitations of statistics, organization and presentation of data: Univariate, bivariate and multivariate analysis; tools of descriptive statistics and their applications. Analysis of Variance (ANOVA) Test of Hypothesis – Steps involved in hypothesis testing, methods of hypothesis testing: chi-square test, t-test and z-test. Nature and methods non-parametric statistical test. Software packages for statistical data analysis.	
9.	Report Writing: Pre writing considerations, thesis writing, formats of report writing, formats of publications in research journals, research proposal, format for writing reports, bibliography, and references	
10.	Importance of IT in Research	

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**Ph.D. Coursework – Paper 02: Management**

Suggested pattern for paper: 100 Marks

Section I	6 x 10 = 60 marks	Any Six out of Seven	<b>General Management</b>
Section II	2 x 20 = 40 marks	Any Two out of Three	<b>Domain Areas</b> I. HRM, II. Marketing III. Financial Mgt IV. IB

Preamble:

The research scholar is assumed to be dedicated and capable of acquiring knowledge. This paper is aimed at imparting the knowledge and skills to the student about the Management Faculty and the recent developments and research avenues in Management. Overview for each unit will be discussed during contact sessions; it is the responsibility of the research scholars to gather insights into the topics at a deeper level.

Section I:

General Management

- Introduction to Management and organizations, functions and responsibilities of manager. Organizational structure, leadership styles, manpower planning. Change management, conflict management
- 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.
- 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.
- 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.
- 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.

- Use of information technology in managerial application; technology issues and data processing in organizations; MIS and decision making; cyber security – nature and scope and legislation, basics of software project management.

## 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
c.	ICT for Research

Note: There will be written exam of 100 marks on Part A of Syllabus. (Any Eight out of Ten)

### RECOMMENDED BOOKS

- Ahuja Ram “Research Methods” Rawat Publications, Jaipur, 2001.
- 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 Publication, 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.

## 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 – Sources of recruits; 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; Pre-requisites; 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, strategic HRM, OD intervention techniques, retention strategy.

- 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 behavior 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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## **Ph. D. Coursework – Paper 03: Review of Literature**

### **Objectives:**

- To orient the students towards the nuances involved in conduct of research study.
  - To make the students oriented to mini research problem, and practically conduct the research and prepare research report. The topic must be related to the doctoral research topic and selected in consultation with the guide.
- i) Reading and understanding research papers in the field of management
  - ii) Review of literature: Meaning, functions and importance, types and techniques of reviewing literature.  
Seminar I – Review of literature by the candidates on their respective topics of research.
  - iii) Seminar II – Preparation of Plan Of Research For Topic Approval:  
Selecting research problem and objective(s) of investigation;  
Review of Literature  
Research Design  
Statement and explanation of nature and importance of problem of investigation; objectives of investigation; hypotheses;  
Data or information base- sources of data and sample design, sample size. Models and methods;  
Chapter scheme and references;  
Techniques of references and maintenance of record of studies  
  
Seminar I – Review of literature on topic of studies  
  
Seminar II – Topic Approval based on Plan of Research

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Analysis; asymptotic notation, notions of space and time complexity, worst and average case analysis; design; greedy approach, dynamic programming, divide-and conquer; tree and graph traversals, connected components, spanning trees, shortest paths; hashing, sorting searching. Asymptotic analysis (best, worst, average cases) of time and space upper and lower bounds.

**Operating System:**

Processes, threads, inter-process communication, concurrence, synchronization, deadlock, CPU scheduling, memory management and virtual memory, file systems, I/O systems, protection and security.

**Databases:**

ER-model, relational model (relational algebra, tuple calculus), database design (integrity constraints, normal forms), query languages (SQL), file structures (sequential files, indexing, B and B+ trees), transactions and concurrency control. Basics of data warehousing and data mining

**Computer Organisation and Architecture:**

Machine instructions and addressing modes, ALU and data-path, CPU control design, memory interface, I/O interface (Interrupt and DMA mode), instruction pipelining, cache and main memory, secondary storage.

**Programming and Data Structures:**

Programming in C; functions, recursion, parameter passing, scope, binding; abstract data types, arrays, stacks, queues, linked list, trees, binary search trees, binary heaps.

**Information Systems and Software Engineering:**

Information gathering, requirement and feasibility analysis, data flow diagrams, process specifications, input/output design, process life cycle, planning and managing the project, design, coding, testing, implementation, maintenance.

**Computer networks:**

ISO/OSI stack, LAN technologies (Ethernet, token ring), Flow and error control techniques, routing algorithms, congestion control, TCP/UDP and sockets, IP(v4), application layer protocols (icmp, dns, smtp, pop, ftp, http); basic concepts of hubs, switches.

**Knowledge Representation:**

Frames, scripts, semantic nets, production systems, fuzzy systems: definition of a fuzzy set, fuzzy relation, fuzzy function, fuzzy reasoning applications to problem solving.

Current Trends: Basics of cloud computing, big data, and business intelligence.

**Note: There will be two sections each having SIX questions of 10 marks each. Student has to attempt any five from each section.**

**Bharati Vidyapeeth Deemed University**  
**Ph.D. Course Work Syllabus for Computer Applications**  
**Paper 01: Research Methodology in Computer Applications**

**Objectives:**

The objectives of this course include a brief introduction to various research strategies that are applicable to study information systems in detail and make them effective and efficient. Also, quantitative and qualitative techniques for analysis of resulting data in such studies will be taught.

**UNIT 1:**

Nature of computing disciplines and need for research in those disciplines. Definition of research and model of research process – analogy with software development life cycle and 6P model of research process. Discussion of the components of 6P model. (6L)

**UNIT 2:**

Concept of Research patterns – Discussion and illustrations of Design and Creation, survey, experiment, case study, action research, and ethnography as research strategies for researching information systems. (6L)

**UNIT 3:**

Questionnaires, interviews, observations, and documents as data gathering methods. Main characteristics and applicability of various methods. Concept of triangulation, triangulation types. Details of questionnaire design, interviewing techniques. Illustration of various data gathering techniques.

**UNIT 4:**

Data analysis techniques – Quantitative and qualitative methods. Detailed study of quantitative methods – descriptive statistics and computational algorithms for computation of mean, median, and mode; variance, mean deviation, and coefficient of variation; frequency distributions, empirical distributions, measures of symmetry. Properties and importance of above measures.

**UNIT 5:**

Bivariate and multivariate frequency distributions, concepts and correlation coefficients – Pearson and rank correlation coefficients. Regression and prediction. Related algorithms. Use of statistical packages and interpretation of results.

**UNIT 6:**

Concepts of statistical hypotheses – simple and compound hypotheses, Type-I and Type-II errors, level of significance and power of test, significance tests – tests for proportion, equality of means, paired sample test, equality of variances. Chi-squared tests based on contingency tables. Tests for significance of correlation and regression coefficients. Concept of Analysis of variance.

**UNIT 7:**

A brief introduction to analysis of qualitative data.

Book: Researching in Information System by Oates

