

Dr. D. Y. Patil Vidyapeeth, Pune
Pattern for Pre-Ph. D. Examination for the Management faculty

Paper I	Research Methodology & Statistics No of total Questions - 10 (5 Questions on Research Methodology and 5 Questions on Statistics) Each Questions carries 5 marks	Total Marks - 50
Paper II	Recent advances in the concerned speciality No of total Questions - 10 Each Questions carries 5 marks	Total Marks - 50
Paper III	Presentation & Discussion (Relevant to the Research topic for Ph. D.)	Total Marks - 50

Dr. D. Y. Patil Vidyapeeth, Pune

PRE- PH. D. SYLLABUS for Faculty of Management

PAPER – 1 - RESEARCH METHODOLOGY & STATISTICS (Common to all) - 50 Marks

SECTION (A) - RESEARCH METHODOLOGY - 25 Marks

SECTION (B) STATISTICS - 25 marks

Total Marks: - 50 Marks

Duration: - 2 hours

Minimum Pass percentage of Marks: 50% (In each section)

PAPER II - RECENT ADVANCES IN CONCERNED SPECIALITY ; (In the areas of MARKETING, FINANCE, HUMAN RESOURCES & STRATEGIC MAAGEMENT)

Total Marks: - 50 Marks

(10 Questions 5 Marks)

Duration: - 2 hours

Minimum Pass percentage of Marks: 50% (In each section)

RESEARCH METHODOLOGY

Pre Ph. D. Syllabus

(5 Questions 5 Marks each)

Unit –I Objectives and types of research

Motivation and objectives - Research methods vs Methodology, Research Process and Research Approach

Types of research – Descriptive vs Analytical, Applied vs. Fundamental Quantitative vs Qualitative, Conceptual vs Empirical

Unit – II - Research Formulation

Defining and formulating the research problem – Selecting the problem – Necessity of defining the problem – Importance of literature review in defining a problem – Critical literature review – Identifying gap areas from literature review –

Pilot Study – Requirement of Pilot Study – Validity and Reliability – Development of working hypothesis

Unit – III - Research design and methods

Research design – Basic Principles – Need of research design – Features of good design – Important concepts relating to research design. Types of Research Design – Exploratory, Descriptive, Casual and Experimentation - Basic Principle of Experimental Design, Issue of Assignment.

Unit – IV – Data Collection and analysis

Execution of the research – Observation and Collection data – Methods of data collection – Primary Data - Questionnaire and Interview Technique – Collection of Primary data using “ Google Drive” for webbased Questionnaire, Collection of Secondary Data – Cases and Schedules – Sampling Methods

Data Processing and Analysis strategies – Data Analysis with Statistical Packages – Hypothesis - testing – Generalization and Interpretation

Unit V – Research Paper writing and Thesis writing

Structure and components of scientific reports – Types of report – Technical reports and thesis – Significance – Different steps in preparation - Layout, structure and Language of typical Reports – Illustration and tables – Layout of Research Paper for National and International Publications

Bibliography, APA format – Books, Research Papers, Journals, Magazines, Referencing web pages and footnotes in Literature Review – Annexure Oral presentation - Planning – Preparation – Practice – Making presentation – Use of visual aids – Importance of effective communication.

Unit VI – Application of results and ethics

Environmental impacts – Ethical issues – Reproduction of published material – Plagiarism – Citation and acknowledgement – Reproducibility and accountability.

TEXT BOOKS

1. Cooper, D. R. , & Schindler, P.S. (2006) Business Research Methods, 9th Edition: TATA McGraw-Hill Publishing Co. Lts., New Delhi
2. Krishnaswamy, K.N., Sivakumar, A.I., & Mathirajan, M. (2006) Management Reseaech Methodology. 1st Edition. Dorling Kindersley (India) Pvt. Ltd., Delhi
3. Malhotra, N. K. , & Dash, S. (2011) , Marketing Research: An Applied Orientation, 6th Edition, Dorling Kindersley (India) Private Ltd., Delhi

STATISTICAL TECHNIQUE

(5 Questions 5 Marks each)

Unit-I- Sampling of research

Sampling – Meaning, Steps in sampling, Criteria for selecting sample, Characteristics of good sample, Sample size determination – Probability and Non Probabi9lity sampling methods, Parametric and Non-Parametric sampling. Univariate and Bivariate.

Unit II – Scaling Technique

Measurement and Scaling – Scaling techniques – Forecasting techniques Time Series Analysis – Regression and co-relations. Testing of Significance, Goodness of Fit.

Unit III – Descriptive Statistics

Simple random Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling, Convenience Sampling, Snowball Sampling, Quota Sampling.

Descriptive Statistics – Tabulation, Organization and Graphical representation of quantitative data.

Measures of central tendencies : Mean, Median and Mode Measures of Variability : Range – **Q.D; S.D; A.D;** and coefficient of Variation – Measures of Relative Position: Percentile Ranks

Unit – IV – Testing of Hypothesis

Testing of Hypotheses – Procedure for Hypotheses Testing, Single Population, Two population means.

Use of Statistical Techniques for testing of hypotheses – Z . t and Chi-square, F Test

Unit – V – Analysis of Variance (ANOVA)

Sampling Errors; Analysis of Variance (ANOVA), one way ANOVA, Two way ANOVA, co-variance – Multi Variate Analysis and Factor Analysis – Use of Cluster Analysis

Unit – VI – Application of results and ethics

Use of computer in Research – Creating a Database and its use for Statistical Analysis, SPSS, Excel & Advance Excel, Quantitative Methods for Windows.

PRE-PH. D. SYLLABUS FOR PAPER - 2
ADVANCED TOPICS IN MARKETING MANAGEMENT
(For Marketing Specialization Scholars)

(10 Questions - 5 Marks each)

Objectives :

To make scholars to get acquainted with the advanced topics in the area of Marketing Management before they start their research work in this field. This syllabus will prepare the scholar for understanding the more complicated concepts in Marketing.

UNIT – 1 :

Marketing : Meaning significance, core concepts, needs, wants, demand market – its meaning and classification – Marketing management – meaning and functions, marketing organization and types

Marketing environment Meaning – constitutions of Indian Marketing Environment/ internal forces – controllable and uncontrollable factors influencing decision-making, Concept of market potential & market share

Consumer Behavior : Factors influencing buyer behaviour – Buyer decision processes- Consumer Psychology- Industrial Buyer behaviours Vs Domestic Buyer-Consumers satisfaction Vs Customer delight- Customer value & satisfaction.

Market segmentation: Bases for market segmentation of Consumer goods, industrial goods and services, Marketing Targeting and positioning strategies

Sales Forecasting – Methods : Marketing Research – Scopes, Obstacles in acceptance

UNIT – II :

Marketing Mix : Concepts and Components, Products Meaning, Characteristics, Classification Pricing – Meaning, Objectives and Methods of pricing distribution system, meaning and types of channels of distribution Promotion - meaning and elements of promotion mix-Definition of each of 4 P's s-significance.

New Product Decision process ; Types of New products-Test marketing a new product Branding Definition, Purpose and significance – packaging- Purpose, Types and new Trends in packaging

UNIT – III :

Service Marketing: Meaning/Classification of Service/Importance, Characteristics, Implications.

Advance Concepts & Cases in Marketing

Marketing Planning: Concept, Developing marketing plan for variety of goods & services

UNIT – IV :

Marketing Organization: Concept, Type, Product focused Organization, Geographic Organization, Customer based Organization, Matrix Organization, Organization structure for a wide customer orientation.

Marketing Evaluation & Contract : Social responsibility of marketing organization

Books Recommended:

- 1 Keller Kevin lane, Kotler Philip, Marketing Management, Pearson Education, 13th Edition, 2009
- 2 V S Ramaswamy, S. Namakumari, Marketing Management, Macmillan, 4th Edition, 2009
- 3 Joel R. Evance, Barry Berman, Marketing Management, Cengage Learning, 8th Edition 2008
- 4 Arun Kumar, N, Menakshi, Marketing Management, Vikas Publication, 1st Edition 2008
- 5 Roger J. Best, Marketing Management, Pearson Education, 5th Edition 2009
- 6 Kazmi, Marketing Management, Excel Book, 1st Edition 2007
- 7 Tapan Panda, Marketing Management, Excel Book, 2nd Edition 2008

PRE- PH. D. SYLLABUS FOR PAPER - 2

ADVANCED TOPICS IN HUMAN RESOURCE MANAGEMENT (For HRM Specialization Scholars)

(10 Questions - 5 Marks each)

Objectives : Is to enrich the scholars in their broad functional area of research

UNIT – I :

Evolution of HRM : Management and administration and the difference Human Resource Management / Personnel Management – Concept, nature, aim, objective, scope and historic perspective and evolution of HRM / PM in India

Human Resource Management/Personnel Department:- Its function and Organization.
Characteristics, qualities and profile of HRM/PM: - Role of HRM/PM

Manpower Planning: Objectives & Methods of manpower planning, Demand Forecasting, Supply Forecasting analyzing the man power planning & Importance, Succession Planning and its Benefits

Manpower Procurement: Recruitment : Difference between Recruitment, Selection & Placement, Objectives & Methods of Recruitment, Poaching, Raiding , Recent trends of Recruitment **Selection:-** Selection as a technique of Successive Hurdles, Methods and process, Selection Test:- Standardisation, Validity & Reliability, Psychological Testing & its importance, Placement & Induction programmes

UNIT – II :

Career Planning and Development: Career planning, its objectives & Importance, Coaching & Counseling, Performance Appraisal – Need & Importance, Traditional Performance Appraisal Methods, Modern – Performance Behavioral Anchored Rating Scale (BARS), 360 Degree – Performance Appraisals, Self Evaluation – KRAs & KPAs, Assessment Centers, Balanced Score Cards, 720 degree appraisal, Pitfalls In Performance Appraisals – Feedback & counselling Potential Appraisal – Techniques and Methods of Promotion Policy, Transfer, Demotion its necessity & importance.

Training and development : Learning : - Pedagogy & Andragogy, Adult Learners, Training Concepts, Difference Between Education, Training & Development- Objectives & Methods of Training, Assessment of Training Needs, Steps of Training Process. Designing of Training Schedule & Its complete process. Evaluation & Feedback on Training to measure its effectiveness, Management Development Programmes :- Concept & Steps & its necessity for managerial personnel

UNIT – III :

Compensation Management : Concepts & Component of Compensation Management – Job Evaluation – Incentives & Benefits, Concept of Remuneration & Factors of compensation, Types of Wages & Wage settlement with Union (Collective Bargaining), Individual Compensation package (Salary & its types), Reward patterns – Traditional & Modern rewards, Impact of Income Tax, Modern approach to compensation (New Trends), Retirement/Separation-Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Productivity Management-Concepts-TQM-Kaizen-Quality Circles.

Industrial Relations: Industrial Relation- Concept & Subject Matters, modes of IR, Industrial Disputes, Causes, Prevention & Settlement of Industrial Disputes, Grievance Procedure-collective bargaining, Worker Participation Management, Conciliation, arbitration & Adjudication, Recent Trends of IR, **Social Security** –concepts, Social Insurance & Social assistance, Labour Welfare – Approaches of Labour Welfare, Intra mural & Extra Mural Benefits.

UNIT – IV :

International Human Resource Management

Human Resource in a comparative perspective, International Recruitment and Selection
International Recruitment, International Selection

Cultural Factors/ Issues in performance Management: Developing International Staff and Multinational Teams, Managing Global, Diverse workforce, Approaches to International Compensation, Repatriation, H.R. Issues in MNGs and corporate Social Responsibility

Recent Trends in HRM : Impact of Globalization, Liberalization & Privatization, Work force Diversity, Cross Cultural Teams, Scarcity of Talent, Human Resources Matrix Management, Balanced Scorecard, Outsourcing HR, Talent management & Retention, Work Life balance, Knowledge Management, Competency Mapping

Text books :

- 1 Human Resource & Personnel Management 7th ed – Aswathappa, TMH

Reference Books:

- 1 International Human Resource Management 4th ed – Peter Dowling & Denise Welch, Excel Books
- 2 Personnel and Human Resource Management – A M Sarma, Himalaya Publishing
- 3 Human Resource Management 10th ed – R Wayne Mondy, Pearson
- 4 Human Resource and Personnel Management Text and Cases 4th ed - K Aswathappa, TMH
- 5 Personnel Management Text and Cases 30th ed – CB Mamoria & V S P Rao, Himalaya
- 6 Personnel Management 6th ed – Edwin Flippo, TMH

PRE-PH. D. SYLLABUS FOR PAPER - 2**ADVANCED TOPICS IN FINANCIAL MANAGEMENT
(For Finance Specialization Scholars)****(10 Questions - 5 Marks each)****Objectives :**

To make the scholars to get **acquainted** with the advanced topics in the area of Financial Management before they start their research work in the field. This syllabus will prepare the scholars for understanding the more complicated concepts and methods of financial Planning, Analysis, Valuations and global financial scenario.

UNIT – I : INTRODUCTION**1 Introduction to Financial Management :**

Evolution of Finance as a discipline, Interface with other disciplines of management, Scope, Limitations, and function of Finance, Objectives of Wealth Maximization, Agency Theory and its effects

2 Organization of Finance Function: Forms of Business Organization and Financial Management**3 Financial Statement Analysis :** The P & L Statement, the Balance Sheet and the Cash Flow Statement, The profitability, liquidity, solvency Ratios, Analysis of the Shareholding and investing community related information, The common-size, Horizontal and vertical analysis of the financial statements and the problems associated with the financial statements at the introductory level

- 4 **The preparation of Cash flow Statements** : The concept of Cash Flow Statement and the distinction between the Accrual and Cash based statements, The meaning and usefulness of statement of Changes in the financial Position (SCFP) based on Cash, Working Capital and Total Resources

UNIT – II : Financial Management

- 1 **The Introductory Financial planning and Budgeting** : Projected Financial Statement and the assumptions behind them, Various types and methods of preparation of Budgets: The Relationship between the Additional Funds Needed (AFN) and the Growth Rates at the introductory level
- 2 **Introduction to The time Value of Money**: The concept of Discounting and Compounding The concept of Annuities, The Use of Present and future Value Tables with examples for applied understanding
- 3 **Fundamentals of Working Capital Mgt.** The meaning importance and usefulness of the Operating cycle and its relationship with Working Capital, Factors affecting the determination of working capital requirements, The Gross and the Net Working Capital, The determination of working capital requirements and their financing, A brief discussion on the management of Current Assets and liabilities like Cash, Accounts Receivables, Inventories, and Accounts Payables.
- 4 **The Basis of Capital Budgeting** : The importance of Capital Expenditure Analysis , The factors impacting the Capital Expenditure Analysis, the principles of capital budgeting, The determination of Initial, Operating and Terminal Cash Flow, A brief discussion of non-discontinued and discontinued evaluation tools and techniques and their limitations without in-depth treatment

UNIT – III : FINANCIAL ANALYSIS, PLANNING & CONTROL

- 1 **Financial Analysis Using Advanced Management Accounting Techniques**
Contribution Analysis, Break even Analysis, Profitability Analysis
- 2 **Financial Analysis of statement with Ratio Analysis**

UNIT – IV : GLOBAL FINANCIAL MANAGEMENT

- 1 **Study of Global Finance Management** : Motives of World Trade and Foreign Investments, economic motives for companies to sell their goods and services to foreign customers, Benefits of open trade and reasons for protectionism.
- 2 **International financial Transactions**: International Financial Markets, Eurocurrency interbank market, functions, risks, and minimum standards of international banks, International bond market, International equity market along with privatization
- 3 **International Banking operations and country risk analysis**, Foreign banking offices, Interbank clearing house system, international debt crisis of 1980s, its causes, and possible solutions, Asian financial crisis of 1997, its causes, and policy responses

- 4 Financing Foreign Trade: Factoring and Forfeiting, A real time forfeiting transaction
- 5 Financing Foreign Investments ; The internal sources of funds for financing foreign Investment

Prescribed Text book :

- 1 **Financial Management** : Text, Problems and Cases – By M.Y.Khan & P.K.Jain – 6th Edition (Published by Tata McGraw-Hill)
- 2 Advanced Management Accounting By Ravi Kishor

Other useful Reference Books :

- 1 **Fundamentals of financial Management** : Van Horne, James C. And John M. Wachowicz. 9th edition, Prentice Hall
- 2 **Fundamentals of Financial Management** : Chandra, Prasanna, 3rd edition, Tata McGraw-Hill
- 3 International Financial Management – by Madhu Vij – excel books
- 4 International Finance and Trade – ICAI publication – 2 volumes

PRE-PH. D. SYLLABUS FOR PAPER - 2

**ADVANCED TOPICS STRATEGY MANAGEMENT
(For General Management Scholars)**

(10 Questions - 5 Marks each)

Objectives :

- 1 To expose participants to various perspectives and concepts in the field of Strategic Management
- 2 To help participants achieve conceptual clarity
- 3 To help participants develop strategic tools & skills for applying these concepts to the solution
- 4 To gain strategic insights and working with them to deal with an increasingly uncertain world

Topics:

UNIT – I:

1 Introduction to Strategic Management: Definition, nature & importance of Strategic Management, Schools of thought in Strategic Management, Basic Concept of vision, Mission, Business Definition, Strategy, Structure etc. Industry structure and Strategic Leverage concept of Corporate Strategy, Dimensions and levels of strategy.

Competitive Strategy: Five Forces that shape strategy – Industry analysis, Generic strategy, Strategies for specific Industries, Understanding the earlier Strategy Model of Igor Ansoff in the light of these later developments.

UNIT – II :

Process of Strategy Formulation: Standard Model for Strategy formulation, Situation Analysis – Scanning of the Environment, PESTEL Exercise & SWOT-based Strategy Options :SO/ST/WO/WT, Organizational appraisal, Organizational capability factors, Considerations in organizational appraisal, Methods of organizational appraisal, Agent Model for Strategy formulation – Gap Analysis.

Corporate Strategy (Diversification & Integration) : Differences between “Tactics” & “Strategy” , Diversification Strategies: Concentric, Conglomerate, and Horizontal Diversification, Vertical Integration Strategies, Forward (Downstream). Horizontal Integration Strategies.

UNIT – III :

Corporate Strategy (Intensive & offensive strategies) : Intensive Strategies : Market Penetration, Market Development, Product Development, Offensive Strategies : Retrenchment, Divestiture, Liquidation, Defensive Strategies,

Analytical Framework for Strategy Formulation: Input Stage : Internal Factor Evaluation Matrix, External Factor Evaluation Matrix, Competitive profile Matrix, Matching Stage : SPACE Matrix, BCG Matrix, Internal-External Matrix, Grand Strategy, Issue of Implementation, Dupont Framework – Tactical choices.

UNIT – IV :

Recent Advances: Core Competencies – the roots of competitive advantage : Business Processes and capabilities - based approach to strategy, Blue ocean Strategies :

Strategy implementation: Structure, Systems and People : Model as interpreted by McKinseys, The 7_5 Framework, Strategy Implementation & Evaluation – an overview through the 7 S framework, framework will form one part of the input- the rest of the input will be to explore the linkages among the above three dimensions

Text book :

1 Strategic Management and Business Policy – Azar Kazmi, Tata McGraw-Hill (2008)

Reference Books:

1 Strategic Management Concept and Cases: Thomson and Strickland-News - Edition

2 Strategic Management Formulation, Implementation and Control by Pearce, Robinson & Mittal, McGraw-Hill, 12th edition.

3 Concepts in Strategic Mgt. & Business Policy by Wheelen, Hunger & Rangarajan (Pearson Education No.9 – New – Edition

4 Textbook of Strategic M Strategic Management and Business Policy – t-U.C. Mathur, Macmillan-New-Edition

5 Strategic Management Concept and Cases- Upendra Kachru, Excel Books – New-Edition

6 Strategic Management- a South Asian Perspective, 9th Edition – Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson – Cengage Publication

- 7 Strategic Management Concept and Cases – Fred R. David, Prentice-Hall – New Edition
 - 8 Competitive Strategy by Abhijit Nag.
 - 9 Competitive Strategy by Gary Hamel and CK Prahalad – Harvard Business Press
- Supplementary Reading:
- 1 IN SEARCH OF EXCELLENCE : Lessons from America's Best Run Companies – Thomas J. Peters and Robert H. Waterman Jr. – Harper Collins – (1982)
 - 2 BUILT TO LAST : Successful habits of Visionary Companies – Jim Collins and Jerry I. Porras- Collins Business – (1994)
 - 3 CREATIVE DESTRUCTION : Why Companies that are Built to last Underperform the Market-And How to Successfully Transform Them – Richard Foster and Sarah Kaplan – Doubleday Business- (2001)
 - 4 FUNDING FERTILE GROUND : Identifying Extra – Ordinary Opportunities for New Ventures - Scot A. Shane – Wharton School Publishing - (2004)
 - 5 THE FORTUNE AT THE BOTTOM OF THE PYRAMID .Eradicating Poverty Through Profits – C. K. Prahalad – Wharton School Publishing (2005)
 - 6 BLUE OCEAN STRATEGY – W. Chen Kim and Renee Mauborgne – Harvard Business School Publishing – (2005)
 - 7 BOTTOM OF THE PYRAMID MARKETS : Concepts and Cases – Ed. S. Rajagopalan – Icfai Books The Icfai University Press – (2006)

Paper III – Presentation & Discussion

The Presentation of research topic by the candidate will be evaluated by an Expert Committee. The Candidate will be required to make a presentation under the following headings.

- 1. TITLE OF THE TOPIC**
- 2. NEED FOR THE STUDY**
- 3. OBJECTIVES**
- 4. LITERATURE REVIEW**
- 5. POSSIBLE OUTCOME**
- 6. BENEFITS**

He / she will also be required to provide a brief report (10 sets) of the contents of the presentation (not Exceeding 10 pages) to the members of the Committee.

The Expert committee will be constituted by the Vice-Chancellor on the recommendation of the dean of the Concerned Faculty.

Total Marks :	- 50 Marks
Duration :	15 minutes to each candidate
Minimum Pass percentage of Marks :	50%

Note: The student should obtain a minimum of 55% Marks (Aggregate) in order to be declared passed in the Pre-Ph. D. Examination

Unit – IV

Data Collection and analysis : Execution of the research – Observation and Collection of data – Methods of data collection - Primary Data – Questionnaire and Interview Technique – Collection of Primary data using “Good Drive” for web based Questionnaire, Collection of Secondary Data – Cases and Schedules – Sampling Methods.

Data Processing and Analysis strategies : Data Analysis with Statistical Packages – Hypothesis-testing- Generalization and Interpretation

Structure and components of scientific reports: Types of report – Technical reports and thesis – Significance – Different steps in the preparation – Layout, structure and language of typical Reports – Illustration and tables

Layout of a Research Paper for National and International Publications

Bibliography, APA format : Books : Research Papers, Journals, Magazines, Referencing web pages and footnotes in Literature Review – Annexure

Oral presentation : Planning – Preparation – Practice – Making presentation – Use of visual aids – Importance of effective communication

Application of results and ethics : Environmental impacts – Ethical issues – Reproduction of published material – Plagiarism – Citation and acknowledgement – Reproducibility and accountability.

TEXT BOOKS

- a Cooper, D. R. & Schindler, P. S. (2006), Business Research Methods. 9th Edition : TATA McGraw-Hill Publishing Co. Ltd. New Delhi
- b Krusgbaswant, K.N. Siakumar, A.L. & Mathirajan, M. (2006) Management Research Methodology, 1st¹ Edition, Dorling Kindersley (India) Pvt. Ltd. Delhi
- C Malhotra, N.K., & Dash, S (2011), Marketing Research : An Applied Orientation, 6th Edition, Please treat this urgent and do the needful in matter.