

**RESEARCH TRENDS IN MANAGEMENT EDUCATION:
ANALYSIS OF Ph D THESIS AWARDED IN MANAGEMENT BY
UNIVERSITIES IN AND AROUND PUNE (2009-2019)**

A Thesis Submitted to

TILAK MAHARASHTRA VIDYAPEETH, PUNE

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In Management subject

Under the Board of Management Studies



BY

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November 2021

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I hereby declare that the Ph.D. thesis titled ‘Research trends in Management Education: Analysis of Ph D thesis awarded in Management by Universities in and around Pune (2009-2019)’ completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me of this or any other Vidyapeeth or examining body.

Haribhau Shinde
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Place: Pune

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I would like to express my deep feelings put forth by my parents, my wife and my children. In spite of my busy schedule it was possible for me to complete this research work only due to the whole hearted support provided to me by my family members, friends and relatives.

With the blessings of God I am submitting this research study.

Haribhau Shinde
(Research Scholar)

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List Of Abbreviations

AACSB	Association to Advance Collegiate Schools of Business
AI	Artificial Intelligence
AICTE	All India Council of Technical Education
AIMA	All India Management Association
AIMS	Association of Indian Management Schools
AISHE	All India Survey of Higher Education
AMBA	Association of MBAs
BBA	Bachelor of Business Administration
BMCC	Brihan Maharashtra College of Commerce
CAT	Common Admission Test
CMAT	Common Management Aptitude Test
CSIR	Council of Scientific and Industrial Research
DBM	Diploma in Business Management
DMCO	Diploma in Management of Computer Operations
EQUIS	European Foundation for Management Development
FICCI	Federation of Indian Chambers of Commerce and Industry
GMAT	Graduate Management Admission Test
GOI	Government of India
HRM	Human Resource Management
ICC	Industry Consultation Committee
ICT	Information Communication Technology
IIM	Indian Institute of Management
IISWBM	Indian Institute of Social Welfare and Business Management
IMED	Institute of Management and Entrepreneurship Development
INFLIBNET	Information and Library Network
ISB	Indian School of Business
MAT	Management Aptitude Test
MBA	Masters of Business Administration
MDPs	Management Development Programmes
MHRD	Ministry of Human Resource Development
MIS	Management Information System
MMS	Master of Management Sciences
NAAC	National Assessment and Accreditation Council
NBA	National Board of Accreditation
NET	National Eligibility Test

NGO	Non Governmental Organization
NIA	National Insurance Academy
NIRF	National Institutional Ranking Framework
OUIBC	Oxford University India Business Centre
PGDBM	Post Graduate Diploma in Business Management
PGDCM	Post Graduate Diploma in Co-operative Management
Ph D	Doctor of Philosophy
PUMBA	Pune University Department of Management Sciences
RPS	Research Promotion Scheme
SNAP	Symbiosis National Aptitude Test
TAPMI	T. A. Pai Management Institute
TISCO	Tata Iron and Steel Company
UGC	University Grants Commission
US	United States
XLRI	Xavier School of Management

Chapter 1: Introduction

1.1 Background Information:

Management as a universal phenomenon is seen in all forms of organizations such as business, political, cultural or social. Efficient management helps and directs the organization to achieve the set objectives and reach towards a definite goal. Koontz, H. (1974) has described management as a human relations concept wherein it is considered as an art which involves getting the things done by and through people in formally organized groups. It is an art through which a favourable environment is created wherein the people perform their assigned roles and co-operatively achieve their group goals. Terry, G. (1975) considers management as a process which involves inter-related functions such as planning, organising, actuating and controlling. These functions are carried out with the help of human beings to accomplish the organizational objectives which have been set. Taylor, F. (2004) known as father of scientific management considers management an art of knowing what to do and when to do and see that it is done in the best and cheapest way. Management can also be seen as an activity which is performed to direct a certain group of people to achieve the pre-determined goals of an organization. The objectives of management can be seen as maximum output with minimum efforts by the available resources for the benefit of organization. The importance of management in any sector can be seen as the effective accomplishment of set goals with the help of human resources to build up a sound organization.

Management can be said to be a combination of Arts, Science and Profession. Some management experts have defined it purely as a branch of Science but Science as science is purely based on scientific and laboratory experiments which are identical while management deals with human beings whose psychology are not identical. If a survey or experiment is conducted on two human beings under similar situation the results are bound to be different due to the difference in nature of human psychology. Similarly, Management is also an Art as it requires skill and creativity to manage different people in different situations. The basic motive behind every profession is service with dedication but in case of Management it is totally goal and objective oriented hence in the present situation it cannot be totally considered as a profession but a mixture of all these three. The process of management involves creation of an internal environment in which efforts are made to put various factors of production to maximum use thus ensuring that the employees perform their tasks efficiently and effectively. In its broad sense management signifies the administration by

professionals within an organization to ensure optimum utilization of resources for the benefit of its stakeholders. It is presumed that a person who holds a degree in Management possess the requisite managerial skills to face the unpredictable market competition which demands survival of the fittest and helps to build up a strong brand for the organization in the global market. Thus, management education can be described as an arrangement made by an academic institution to provide the students with expertise and skill required skills to deal with the various forces inside and outside the organization.

Considering the impact of globalization and changing market demands many changes have taken place in the field of management education which have offered various specializations to the students leading towards a career of their choice. The adoption of new technologies has gradually shifted the focus of Management from manufacturing industry to service industry leading to an increase in the needs and demands of the prospective employers. The manufacturing industries have also shifted from public sector enterprises to start-ups. The industry in the present 21st century can be termed as Industry 4.0 and it is leading towards the concept of Industry 5.0 which can be in the form of co-operation between man and machine wherein the human intelligence works in harmony with cognitive computing technology (Vollmer, M. 2018). The advent of new techniques in the form of Artificial Intelligence, robotics, big data concepts etc. has significantly changed the industrial scenario and raised the expectations of the employers from the newly recruited management professionals. This has forced the management institutions to produce more employable and skilful management professionals who are ready to face the changing market conditions and has created a need for similar revolution in the academic field also. All this has increased the expectations of the corporate enterprises which are hiring fresh management students.

It is expected that these professionals will be able to handle multiple crucial aspects faced in the market and also ensure smooth functioning of the enterprise. The academic institutions imparting management education need to be well equipped and should have a close industry institute interaction which will help the students to be professionally groomed and ready for future challenges. The aspect of research plays a very important role which helps to survey the needs, expectations and trends of the industry thus leading to a very important platform of providing quality education to the Management students. The employers prefer those Management graduates who are ethical, willing to learn, flexible, able to work in stressful environment, ready to recover from their mistakes and are result oriented (Panda, A. 2015). It has also been found that the US Companies prefer to recruit those graduates who can manage

the given tasks and solve problems effectively while the Asia-Pacific Companies concentrate more on the aspects of human resources like recruitment of those candidates who can manage people, inspire others, set goals and achieve targets. Similarly, the European countries prefer to recruit those graduates who can effectively manage people. It is essential that while framing the academic curriculum the Management Institutions should take care of the essential factors as recruitment of students lays a strong base for survival of these institutions in the global competitive world.

1.2 Management Education and Institutions: An Overview

The concept of Business Management was laid down long back in the 6th century B. C. by Ancient Egypt and General Sun Tzu. In 1916, Henry Fayol put forth a functional view of Management Science in his book 'Administration industrielle et Generale'. Later on, in 1911 Fredrick Winslow Taylor in his book "Principles of Scientific Management" mentioned the classical Management theories and slowly other theories emerged in the 20th century. It has been observed that in the earlier days the concept of management was people centered but in the later stages the trends shifted to technologies which lead to improvements in the process of operations. In the beginning, Management education in India formed a part of the Commerce stream and Sydenham College of Commerce and Economics initially known as Government College of Commerce was the first commerce college started in Bombay in 1913. Xavier Labour Relations Institute (XLRI) at Jamshedpur was founded by the Catholic community in 1949. It was founded with an intention to train the required manpower and also to create and spread the knowledge required for managing industrial enterprises in India. The first official institute was set up in Calcutta in 1953 to provide MBA degree was Indian Institute of Social Welfare and Business Management (IISWBM) (Khatun and Dar, 2019). Later on in 1954, The Indian Institute of Social Welfare and Business Management was started as the first Management School. Sir Jahangir Ghandy of TISCO is described as the 'Father of Management education' in India and first Board of Management studies were formed under his leadership (Philip J. 1992).

1960's witnessed a major development in the field of Management education with the establishment of renowned institutions like Indian Institute of Management, Calcutta in 1961 and the Indian Institute of Management, Ahmedabad in 1962. These institutions were established even before the London and Manchester School of Business in UK. Initially, the Management programs were meant only for working executives and were in the form of part-

time programs. Full time MBA programs were offered primarily by the University of Delhi and University of Mumbai which was then followed by many other Universities. The growth of Management institutions led to the professional approach of Management education which helped in providing qualified and competent managers for the corporate sector. In 1964 the Courses Committee of the All India Board of Technical Studies in Management made a review of management education. This Committee recommended some changes in academic curricula along with infrastructural facilities in the existing management institutions.

In 1973, to strengthen the public sector enterprises Indian Institute of Management was established in Bangalore wherein specialized seats were reserved seats for courses such as Transportation, Health, Energy, Urban Systems Management etc.

During 1970s and 1980s the number of Management schools increased as many private colleges affiliated to various Universities also started offering MBA programs. All this led to enormous growth of management schools in India but gradually it brought down the research and teaching aspect of management education. In the 90's there was a growth in management schools mostly in the private sector which were mostly established through collaboration with some Western Business Schools. During this period the concept of international Management education also arose with the links of International Management with IMI, Geneva and McGill University, Canada. XLRI-Xavier School of Management is the first largest private sector established to promote internationalization of management education.

The AICTE bill which was passed in 1987 led to major developments in the field of management education. This bill led to the establishment of AICTE and it highlighted the qualitative aspect of technical education along with regulatory norms and standards. The aim of Management education is to develop managerial level professionals and entrepreneurs who are also socially responsible. In India, it is mandatory for all the educational institutions which provide management education to be certified by the All India Council of Technical Education (AICTE). The courses offered under management education stream comprise of – Master of Business Administration (MBA), Master of Management Studies (MMS), Bachelor in Business Management (BBA) along with various part time and full time diplomas. The norms laid down by UGC have also increased the demand for Ph. D in the faculty of Management. The Indian structure of management education is divided into major divisions consisting of:

- Institutions of national importance
- State Universities
- University departments and colleges affiliated to the Universities
- Deemed to be Universities/Private Universities
- Autonomous Institutions
- Universities imparting Distance Education
- Unaffiliated Institutions

The status of Management institutions as per AICTE survey 2018-19 has been depicted below:

Table No. 1.1 Management institutions in India

Year	Total institutions	New Institutions	Closed institutions	Students passed	Placement
2012-13	3878	97	43	180049	95289
2013-14	3758	19	62	186680	103594
2014-15	3608	45	42	186988	104808
2015-16	3472	24	67	187194	102047
2016-17	3359	39	79	185408	106794
2017-18	3265	48	47	179891	106494
2018-19	3119	86	39	184780	115690
2019-20	3069	73	33	NA	116161

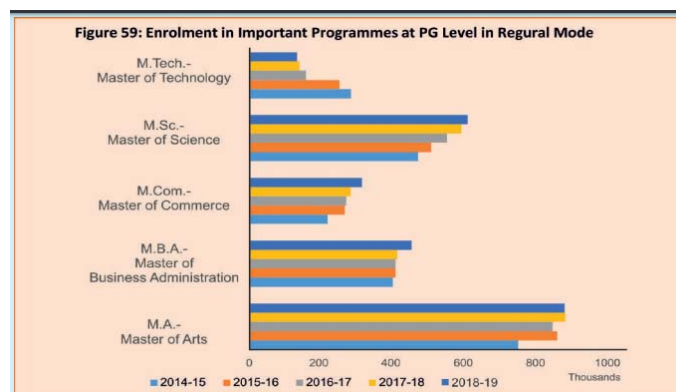
(Source: AICTE 2018)

The above Table 1.1 shows that the number of Management institutes have declined successively since 2012-13. Even though the number of management institutes is declining there is a steady increase in the number of new institutions which are coming up while the number of institutions which are closing down is gradually declining. If we observe the passing and the placement ratio we can see an increasing trend as in 2012-13 the percentage of passing students to

placement was 52% and in 2018-19 the percentage increased to 62% which shows an increasing demand for the management students in the market. It has been observed that the institutions offering quality education have survived throughout and these institutions have created a brand in the market with their students getting the best on-campus placements and a good salary package while the other institutions which compromised on quality had to be closed down due to decreasing number of students mainly due to poor placements.

A survey is conducted by the All India Survey of Higher Education on yearly basis which includes different streams of Higher Education such as Arts, Commerce, Social Sciences, Humanities, Engineering, Management, Nursing, Law etc. which serves as a platform for different States to compare their position in Higher Education and prepare the future plans accordingly. The survey pertaining to enrolment in MBA program has been shown below:

Figure No. 1.1 Enrollment in programmes at PG level



(Source: AISHE 2018-19)

Table No. 1.2 Enrollment at PG level programs

Year	M.A.-Master of Arts	M.B.A.-Master of Business Administration	M.Com.-Master of Commerce	M.Sc.-Master of Science	M.Tech.-Master of Technology
2014-15	767027	409432	222709	481330	289311
2015-16	878677	416325	271266	519159	257361
2016-17	865410	416490	275695	562896	160888
2017-18	901448	421509	288206	605682	142081
2018-19	899653	462853	321458	623114	135500

(Source: AISHE 2018-19)

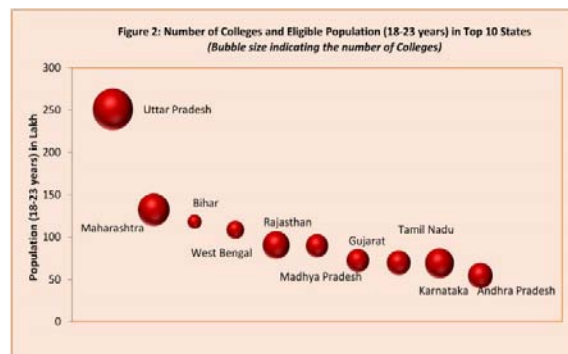
As per the survey report conducted by All India Survey of Higher Education Institutes it can be seen that there is an increase in the number of enrolment in MBA programmes from 2014-2015 to 2018-2019 (AISHE 2018-19). Rao, Y. (2019) in his article in Times of India has stated that the number of students appearing for the Common Entrance Test has gone up by 85% for the last five years as the Management degree gives more job opportunities and status to the aspiring candidates.

1.3 Scenario of Management education in Maharashtra and Pune:

1.3.1 Maharashtra:

The growth of management education and management institutes is seen in almost all States of India but in Maharashtra it is seen at the highest. Maharashtra which is in the Western region has highly developed cities such as Mumbai, Pune, Nagpur, Aurangabad etc. which provide excellent education opportunities. As per the survey conducted by All India Survey of Higher Education 2018-19 the State of Maharashtra ranks second with respect to having highest number of colleges after Uttar Pradesh and this can be seen in the figure given below:

Figure No. 1.2 Number of colleges



(Source: AISHE 2018-19)

Mumbai and Pune are among the leading cities in Maharashtra with best educational facilities and industrial zones which help to provide additional support in the form of training, development and placements to the teaching and learning environment. Savitribai Phule Pune University was ranked among first ten in the University Category in India Rankings by the National Institutional Ranking Framework (NIRF 2020). This survey also ranked top 75 Universities offering MBA programs out of which ten were from Maharashtra and have been shown below:

Table No.1.3 Top ranking University/Institutions offering MBA programs

Sr. No.	Name of the University	City	Rank
1	Indian Institute of Technology	Mumbai	11
2	National Institute of Engineering	Mumbai	12
3	S. P. Jain Institute of Management and Research	Mumbai	18
4	Symbiosis Institute of Business Management	Pune	22
5	SVKM's Narsee Monjee Institute of Management Studies	Mumbai	24
6	Indian Institute of Management (Indore)	Mumbai	40
7	K. J. Somaiya Institute of Management Studies & Research	Mumbai	56
8	Institute of Management Technology	Nagpur	60
9	Bharati Vidyapeeth's Institute of Management and Entrepreneurship development	Pune	63
10	Principal L N Welingkar Institute of Management Development and Research	Mumbai	68

(Source: NIRF 2020)

From the above table it can be seen that out of 75 top Management institutes Maharashtra has 10 institutes and out of which 7 (70%) are from Mumbai, 2 (20%) are from Pune and 1 (10%) is from Nagpur. Thus, it can be observed that the top Management institutes are from these Mumbai and Pune city. The survey conducted on Management institutions in Maharashtra by the AICTE is shown below:

Table No. 1.4 Management institutions in Maharashtra

Year	Total Institutions	New Institutions	Closed institutions	Students passed	Placement
2012-13	459	12	2	30814	17432
2013-14	445	2	3	30517	18957
2014-15	426	6	5	28318	17653
2015-16	407	2	11	27250	16979
2016-17	388	4	12	27954	18727
2017-18	379	5	6	28811	18516
2018-19	370	7	1	31159	20769
2019-20	367	4	1	NA	21899

Source: (AICTE 2018-19)

It can be observed that there is a gradual decline in the number of management institutions in Maharashtra and also in those of new institutions. The major reason for decline can be due to the quality of education offered whereas those institutions which provide quality education and have created a brand for themselves are still in existence. It can also be observed that the number of placements when compared to number of passed out has also increased from 2012-13 to 2018-19 thus showing a positive picture that the students passing out from renowned institutions get good placements and attractive salary packages.

1.3.2 Pune:

Pune is recognized as educational hub with many foreign students coming for education and is also considered as second major IT hub of India. It is one of the major cities having management institutes with international quality and ranking. The management institutes in Pune have good infrastructural facilities and experienced faculties. Pune has many corporate offices of renowned companies which offer excellent opportunities to the aspiring

Management graduates for initial industrial and corporate training in the form of summer placements and employment opportunities. The admission procedure in management education is through different entrance examinations like CAT, GMAT, SNAP, MAT etc. and admissions are based on scores secured by the students and merit list announced by the concerned management institutions. The management institutes in Pune offer regular, part time and also distance mode courses like MBA, BBA, PGDBM, Executive MBA etc. along with various specializations in the field of Marketing, H.R.M, Supply chain management, Agri-business management and many more. Late, Dr. P.C. Shejwalkar from Pune who is popularly known as management guru was a pioneer in starting a full time management master's degree course in the Vaikunth Mehta Cooperative Management Institute which also conducts co-operative training programs like PGDCM, Diploma in Management of Computer Operations (DMCO) etc.

Initially, in 1957 Master of Business Administration course was started under University of Pune by Bhikusa Yamas Kshatriya (BYK) College of Commerce, which was followed by the JDC Bytco Institute of Management Studies and Research established in 1968. In 1974 the Institute of Management Development and Research was established under the purview of Deccan Education Society and gradually it became a recognized research centre conducting Ph D programs and later on in 1977 it achieved an autonomous status. The Institute of Management and Entrepreneurship Development (IMED) was started in 1978 which was a recognized institute under the University of Pune till June 2000 and then later on it was brought under the ambit of Bharati Vidyapeeth University, Pune. These institutions provided the facility of part-time courses such as Diploma in Business Management (DBM) and Master of Management Sciences (MMS).

Later on in 1971 the Department of Commerce and Management Sciences, University of Pune came into existence. The Department of Management Sciences (PUMBA) is a pioneer in introducing MBA in the field of biotechnology.

In addition to the institutions offering the MBA program from University of Pune there are other Management Institutions approved by AICTE recognized in the form of Deemed Universities and they include Tilak Maharashtra Vidyapeeth, Symbiosis International Deemed University, Bharati Vidyapeeth Deemed University etc. The National Insurance Academy (NIA) known for its specialization in the field of insurance conducts various programs for top and senior managers, financial managers and financial services and IT

programmes for National insurance companies. It offers various courses in management such as healthcare management, risk management, turnaround management etc. and has also received accreditation from the Institute for Global Insurance Education. It is a recognized research centre under University of Pune since 1992. Tilak Maharashtra Vidyapeeth, Pune was started in 1921 by Mahatma Gandhi in the fond memorial of great freedom fighter Lokmanya Bal Gangadhar Tilak. The Vidyapeeth lays emphasis on national education and the Department of Management has been established under its purview.

Dr. D. Y. Patil Vidyapeeth received the Deemed University status in 2003. Global Business School and Research Centre was established in 2006 at Tathawade, Pune conducts various management courses under the flagship of Dr. D Y Patil Vidyapeeth, Pune. The Ph. D. Research Centre was established in the year 2010 and it provides platform to academicians, corporate personnel and students to engage in various research activities.

Symbiosis International University (SIU) established by Dr. Mujumdar is a worldwide globally rated and recognition educational University. Symbiosis Institute of Business Management which has been established in 1978 was offering the MBA program under University of Pune and later on 2002 it came under the purview of the Symbiosis International University. There are many institutes under preview of SIU which are pioneer in starting MBA programs in International Business, Agri-business Management and Energy and environment. The foreign education bill introduced by the government has opened the doors for foreign institutes.

Pune popularly known as Oxford of the East in 2008, University of Oxford announced that it plans to establish the Oxford University India Business Centre (OUIBC) which would be a part of Said Business School at Lavasa in Pune for initiating collaboration in Management and Business education and will be named as 'Oxford Said Business School' which will be the first offshore facility (Gohan, M.). This facility would be started to boost up the research in the field of Management Sciences by understanding the extraordinary developments in the Indian Business scenario in the recent years.

Pune is one of the fastest growing metropolitan cities in India and being very near to Mumbai is also the financial and economic hub. The experts have predicted a boom in the retail sector and huge increase in job opportunities for managers in the following years to come. There are many opportunities in media and communications management and also a major focus on entrepreneurship. The management education is not only growing but proliferating in many

specializations also. The need for changes and improvement in the quality of management education has become apparent during the last few decades and the role played by various accrediting bodies is very prominent in the development and management of Management institutions in India. The fulfillment of accreditation process ensures the availability of requisite infrastructure and academic faculties required for imparting quality Management education.

There are 12 Universities in and around Pune city which include State, Deemed Universities and Private Universities which conduct various courses in Management. Many of the Private Universities are of recent origin and hence it may be that they have not yet signed their MOU with INFLIBNET Centre. The researcher has taken a review of 5 Universities who are submitting their Ph D thesis to INFLIBNET. To assess the trends in management sector, there is a need to assess the research work and identify the areas in which work is carried out prominently. Such studies may help the management institutions to revise their curricula as per the recent research trends and thereby impart the requisite skills. The research will help to identify some of the core areas in business and management education. To analyse the trends in research content analysis method has been used.

1.4 Role of Accreditation and the Accrediting bodies:

When any educational institution applies for accreditation the accrediting body examines whether the set standards in terms of quality of education and infrastructure provided are met. In the fierce stage of competition where the number of educational institutions is increasing and survival of the fittest is the basic criterion it is very essential for the institutions to go in for the accreditation process. The process of accreditation involves the assurance of quality in academic course curriculum, infrastructure facilities and well qualified teaching staff thus offering a good platform for the placement of the graduate students. There are many accrediting bodies at the national and international level. These bodies play an important role by accrediting the institutions based on various parameters and providing various grants for development purposes including research. These bodies play a pivotal role in promoting research activities of the accredited Management institutions and the researcher has attempted to present a brief overview of some of them at international and national level which have been briefly discussed below:

1.4.1 International accreditation bodies

There are many international accrediting bodies which make use of different systems on which the accreditation process is based. These bodies provide high benchmarks for acceptance and a few of them who accredit the Management institutions are listed below:

1.4.1.1 Association to Advance Collegiate Schools of Business (AACSB):

Established in 1916 this is a US based membership organisation for business schools with the primary objective of improvement of business education. The standards of this association are used as a basis to evaluate different parameters such as mission, programs, working operations, qualifications, contributions of the faculty and other important areas. This association provides greater research opportunities and allows global recognition. The association ensures that the accredited business school provides quality education and the students are ready to face the work environment through continuous improvement. Few Indian business schools which have been accredited by this association include IIM-Calcutta, ISB-Hyderabad and TAPMI-Manipal.

1.4.1.2 The Association of MBAs (AMBA):

This accreditation body was established in 1967 in London. The criteria for evaluation is based into seven dimension covering quality, academic curricula, faculties, students enrolled, infrastructural facilities etc. Few Indian business schools which are AMBA accredited include IIM-Calcutta, IIM-Kozhikode, IIM- Lucknow, S. P Jain Institute of Management and Research- Mumbai.

1.4.1.3 European Foundation for Management Development (EQUIS):

This foundation was developed to raise the standard of management education worldwide through quality assessment. The institution as a whole is assessed on various parameters like administration, programs, students, faculty, research and development etc. Few business schools accredited by EQUIS are IIM-Ahmedabad, IIM-Bangalore.

Thus, it can be seen that all the accrediting bodies have focused their attention on provision of basic infrastructure, quality education and research activities. The process of accreditation creates a brand for the accrediting institute which serves as a platform for placement of the students and also secures a favourable admission count.

1.4.2 Accrediting bodies at the National Level:

1.4.2.1 University Grants Commission (UGC):

It is a statutory body set up by the Union Government under Ministry of Human Resource Development in accordance with the UGC Act, 1956. It looks after the coordination, determination and maintenance of standards of higher education. It provides recognition to Universities in India and disburses funds for various development purposes to the recognized universities and colleges. It also advises the Central and State Governments on the measures which are necessary for the development of Higher Education. UGC conducts NET (National Eligibility Test) for appointments of teachers in colleges and universities along with CSIR.

1.4.2.2 NAAC (NAAC):

National Assessment and Accreditation Council is an autonomous body established by the UGC to assess and accredit institutions of higher education in our country. NAAC lays emphasis on evaluating the quality of higher education in India. NAAC has identified seven criteria for assessment procedure which cover different aspects such as academic, research, infrastructure, student progression etc.

1.4.2.3 All India Council for Technical Education (AICTE):

This advisory body was first established in November 1945 and later on it attained the status of statutory body which was established for technical education under Department of Higher Education, Ministry of Human Resource Development. AICTE is responsible for proper planning and coordinated development of the technical education and management education system in India. The AICTE grants approval for starting new technical institutions, introduction of new courses and increase in the intake capacity of the affiliating institutions. AICTE conducts a common national level entrance examination known as Common Management Aptitude Test (CMAT) every year. To promote research activities AICTE has formulated the Research Promotion Scheme (RPS), AICTE-INAE-TRF (Teaching Research Fellowship). It has been established with an objective to provide and promote collaboration and twinning program between the foreign and Indian Universities in the field of technical education, research and training (AICTE handbook, 2019).

AICTE has given a detailed list of the core courses and elective courses which have been further classified as Functional areas and Non-Functional areas covering various subjects such as Foundations of Management, Financial management, Strategy, Business Analytics etc. The core courses include Marketing Management, Quantitative techniques, Organizational behavior, corporate finance etc. The data analysis presented in the chapter 4

by the researcher is based on the tables given below. These courses have been used as basic parameters while ascertaining the contents of the specialization of research work carried out in different Universities in and around Pune.

Table No: 1.5 Core courses in Management

Functional Areas	Core Courses
Foundations of Management	Managerial (Micro) Economics Indian Economy & Policy Business Communication Legal and Business Environment (Micro & Macro) Indian Ethos and Business Ethics
Finance	Financial Reporting, Statements and Analysis Corporate Finance Indian Financial System & Financial markets
Marketing Management	Marketing Management Marketing Research
Operations Management	Operations Management Project Management
Management Information System	Computer Applications for Business
Human Resources Management	Human Resources Management Managerial Skills for Effectiveness
Organisational Behaviour	Organizational Behaviour Organisation Design
Strategy	Corporate Strategy Corporate Social Responsibility & Sustainability Entrepreneurship
Business Analytics	Business Statistics and Analytics for Decision making Quantitative Techniques

(Source: AICTE, January 2018)

AICTE has identified various broad functional areas under which various core courses have been grouped. The functional areas include foundations of management, finance, marketing management, operations management, management information systems etc. the core courses have been grouped under these specialized functional areas each separately. The table for elective courses has been given below which has been grouped separately in functional and non functional areas.

Table No: 1.6 Elective Courses in Management

Functional Area	Elective Courses
Finance	Investment Analysis and Portfolio Management Managing Banks and Financial Institutions Project Appraisal and Finance Valuation Financial Markets and Services Mergers, Acquisition and Corporate Restructuring Financial Derivatives International Finance Behavioural Finance Taxation

Marketing Management	<p>Consumer Behaviour B2B Marketing Retail Management Sales and Distribution Management Marketing to base of Pyramid Consumers Integrated Marketing Communications/Promotion Strategy Digital and Social Media Marketing Product and Brand Management Services Marketing International Marketing</p>
Operations Management	<p>Supply Chain and Logistics Management Quality Toolkit for Managers Pricing and Revenue Management Operations Strategy Sales and Operations Management Behavioural Operations Management Operations Research Applications Management of Manufacturing Systems Sourcing Management Supply Chain Analytics</p>
Human Resources Management	<p>Manpower Planning, Recruitment and Selection Employee Relations Human Resource Metrics and Analytics Compensation and Benefits Management Performance Management Systems Team Dynamics at Work Strategic HRM International HRM Cross Cultural Management Understanding Self: Indian Perspective</p>
Organizational Behaviour	<p>Organizational Change and Development Leadership</p>
Strategy	<p>Strategic Management of Services Competing in Global Markets Dynamics of Framing and Executing Strategy Entrepreneurship in Practice Foundations of Strategy Consulting Strategic Leadership Designing and Configuring Business Models Corporate Governance</p>
Management Information System	<p>Data Mining for Business Decisions Managing Software Products Managing Digital Innovation and Transformation IT Consulting E-Commerce and Digital Markets Strategic Management of IT Managing Digital Platforms</p>
Business Analytics	<p>Data Visualization for Managers Business Forecasting Data Science using R</p>

	Data Mining Marketing Analytics
Non-Functional Areas	Elective Courses
Entrepreneurship	Technology Appreciation and Intellectual Property Rights Innovation Technology Management Indian Models in Entrepreneurship Social Entrepreneurship Venture Valuation and Accounting Entrepreneurial Marketing Entrepreneurship Lab
International Business	International Marketing Management International Trade Laws International Labour Organization and International Labour Laws
Micro and Small Business Management	Design and change in Organizations Planning, Structuring and Financial Small Business Business Plan Preparation for Small Business Marketing for Small Business Finance and Accounting for Small Business
Retail Management	Logistics and Supply Chain Aspects in Retail Management Retail Brand Management Retail Consumer Behaviour E-retailing
Other possible Specialization/Electives in Emerging Areas	Infrastructure Management, Tourism and Hospitality Management, Healthcare Management, Social Enterprise Management, Agri-Business Management, Educational Institutions Management, Sports Management, Management of Rural Business

(Source: AICTE, January 2018)

The non functional areas contain emerging areas and other possible specializations including subjects related to Agri-business management, sports management, healthcare management etc.

1.4.2.4 National Board of Accreditation (NBA):

The NBA was established by AICTE in 1994 to assess the qualitative aspect of programs offered by technical institutions which are approved by AICTE. It came into existence as an independent body from 7th January 2020 with an objective to assure the quality standards of accredited technical institutions.

1.4.2.5 All India Management Association (AIMA):

The AIMA as an apex body of professional management was created in 1957 by the Government of India. AIMA works closely with stakeholders to promote the management

profession in India. The best management practices and technique are continuously being brought out by AIMA with the help of foreign collaborations of professional bodies.

1.5 Challenges faced in Management education:

In the present competitive world the role of Management Education has become more challenging and has raised the expectations of the industry from the aspiring management graduates at various managerial levels. Merely attaining a degree in Management is not sufficient but it must also be equipped with a desire to upgrade the requisite skills, update knowledge on timely basis and be a part of the enlarged network (Laturkar, V. and Shewale, B. 2019). In the process of growth and development the management education is challenged by many factors and few of them are discussed below:

1.5.1. Role of regulatory bodies:

All the technical education imparted in India including management education is regulated by All India Council for Technical Education (AICTE). The objectives of AICTE are to promote quality, plan and coordinate the development of technical education, regulation and maintenance of norms and standards. This regulatory body merely advises and supervises the institutes but has no authority to penalize them for not adhering to the set standards. It can, at the most, cancel or withdraw the approval of those institutes not adhering to the set standards. It has been observed that obtaining extension of approval every year is taken as ritual by many institutes (Kumar and Shweta, 2011).

1.5.2. Institutional issues:

Like the other education institutions the management institutes also face various issues such as accreditation procedures, infrastructural facilities, availability of funds, administration problems, globalization, competition etc. There are many management institutes in India which are merely profit oriented and hence the quality factor remains untouched while few institutes mainly focus on placements rather than quality. In the Indian context there is quantitative growth of management education institutes but to meet the international standards there is a need to enhance their quality. There are only few institutions which have the international accreditation like AMBA, AACSB and EQUIS. The international accreditation provides a strong platform for institutions in brand building (Nanda P. 2017).

Thus, to strive in this fierce competitive environment it is essential that the management institutes also go in for international accreditation.

1.5.3. Teaching Faculties:

In case of Management institutions the teaching faculties are associated with issues such as lack of industrial exposure, less experience in consultancy, research aptitude, teaching experience, salary packages etc. The four pillars of effective management education are experience in industry, consultancy, research and teaching (Balaji, 2013). But due to the high level of competition the existing business institutions need to invest more in infrastructural facilities to attract the students and recruiters. In order to impart qualitative management education the academic faculties need to possess requisite teaching experience which can be blended with industrial expertise. In the Indian context due to large geographical distances many management institutions face the problem of attracting experienced faculties by offering salaries and perks as per their demand. In many of the Management institutions the salaries of the teaching faculties are not as per UGC or AICTE norms and are often delayed. Due to these barriers many of the management institutions lack in qualitative faculties. Due to paucity of funds the faculties are not encouraged for improving their research skills by getting industry exposure, industry institute interactions, foreign collaborations etc. All this leads to appointment of fresh graduates as faculties in place of well-qualified and experienced ones. Thus, the overall focus of the management can be seen on the quantity aspect rather than the quality.

1.5.4. Students:

Students form a major backbone for survival and building up of any institution. The number and quality of students seeking admission for the Management program is one of the main issue faced by many management institutions. A major initiative was taken by the AICTE to bring all the students aspiring to get Management degree under one roof by making Common Management Aptitude Test (CMAT) as the only entry option for taking admission in any Management institute across the country. The other major issue relates to English language as the students from vernacular background generally from small cities lack in the required communication skills in English. Many times the students also lack in basic skills and knowledge. Some students are not ready to work in geographical environment not suited to their needs while some also have high salary expectations. It is essential for students to have

some industrial exposure and they must be made aware that what is taught in classrooms is different from the actual working culture and environment.

1.5.5. Academic curricula:

The Management education imparted in India is a replication of the management education offered in US and hence not much suited to the Indian context. The academic curricula also lacks in Indian case studies and hence there is a difference between the teaching which is delivered in the classroom and actual practice to be done (Philip J. 1992). The quality of management education can be enhanced with the addition of case studies and MDPs relevant to the Indian context.

1.5.6. Institute-industry interface:

The institute-industry interaction between the academia and the industry is very essential in the teaching and learning process of management education. This interface equips the students with the requisite skills to face the market competition. The industry experts can be invited for guest lecturers wherein they can offer the students actual business insights. The Indian business schools lack in this interaction and hence the academic curriculum is more theoretical based rather than practical oriented.

1.5.7. Research and development funds:

Teaching and research are very closely related to each other as new knowledge generates from good quality research. In India most of the management institutions face the problem of conducting research due to lack of sufficient grants and organizational initiatives. The importance of research has been recognized by various accrediting and funding agencies and hence due to the initiatives being taken by various governments, corporate agencies and accrediting bodies the research activities are being encouraged and developed.

The various challenges mentioned above can be minimized by recruiting quality human resources and making strategic decisions for the restructuring the existing reforms. AICTE has instructed all the affiliating Technical Universities to constitute an Industry Consultation Committee (ICC) for curriculum revision on the lines of outcome based education (AICTE, 2018). A survey conducted of stakeholders of management institutions by AICTE Committee has revealed a need for revision of academic curriculum due to lack of focus on the aspect of soft skills and personality development. They also observed that the focus of these institutions was on developing managers rather than entrepreneurs and the institutions need to focus more on industrial collaborations, case study and practical approach in curriculum

development. There is a need to have an exposure of the social sector and focus on public policy issues.

1.6 Trends in Management Education:

The current trends in Management education covers a wide range of concepts such as six sigma, retail management, mergers and acquisitions etc. which needs to be adapted and utilized as a guiding path for the personal and corporate excellence. There is a need to assess new trends in management education and students should be made familiar which can be used as an opportunity before applying in the actual market. Similar, important trends in management can also be seen in the form of crisis management, outside directors, the growing use of information technology and the increasing need for global management skills. Few Management trends analyzed by (Toggl Blog, 2018) are:

- Remote working environment: This approach is also known as work from home which has proved beneficial to the company, employee and the society at large. It has a profound impact on the urban economy thereby reducing the transportation costs, consumer spending etc. The advanced technologies are supporting this facility in order to communicate and collaborate with the workers remotely.
- Video Marketing: The advanced marketing strategy includes video marketing as people tend to watch online videos quite often. Eg. Amazon, flipkart, Snapdeal etc.
- Artificial Intelligence (AI): This is one of the recent advanced technologies and is being used to enhance business and improve the level of customer satisfaction. Many corporate enterprises are incorporating artificial answering services with the ability to help customers with most of their issues or queries through automated call centres. Eg: Axis Bank Credit card service, Pureit water services etc.
- Employee Influencer initiatives: According to a special report by Edelman Trust Barometer it was found that while making any purchases almost 75% of the consumers took the advice of family, friends and social media platforms and tried to avoid the advertising strategies. In such cases the employee influence initiatives play a vital role through which they promote the brands of their Company. Eg: Snapchat, TikTok
- Customer focus: To survive in this age of fierce competition it has become very important to keep a track of the customer needs. This can be through various surveys such as analyzing the buying behavior, consumer behavior etc.

- External consultants: This is one of the modern management trends wherein specialized consultants from outside the organization are hired who share their knowledge and experience in certain fields. They help to plan, co-ordinate, organize and develop different tasks which require expertise.

Apart from these few more trends have been identified such as: Management of Information Systems, Importance of Human resources including their management, development and relations, impact of Government policies, Marketing, Publicity, Leadership, Competition, strategies etc. The aspect of quality is also gaining attention and there is concentration on quality control, quality assurance, improvement and quality standards, rendering of after sale-service etc. The current trends in the organizational behavior are systems approach, intrinsic behaviour, contingency variable etc. Few new trends in Human resource management are restructuring of human capital, talent acquisition, HR design, cloud-based HR technology, implications of globalization, data driven strategies, re-engineering etc.

1.7 Content Analysis: An overview

Content analysis is a quantitative research method which summarises the content available in any form. It is an effective research tool which determines the presence of certain words, text or concepts which are incorporated in some qualitative form of data. By using these concepts the researcher quantifies and tries to analyse the presence of certain words, text or concepts on the basis of their meanings and relationships between them. Thus it can be described as a method in which the qualitative data is converted into quantitative data which helps to evaluate the different aspects which have been analysed. This is an effective method as it reduces a large amount of raw data into compact useful information.

1.8 Shodhganga: An overview

Shodhganga is a digital repository maintained by INFLIBNET Centre-Ahmedabad which includes thesis and dissertations submitted by Universities in India. The UGC Notification (Minimum Standards & Procedure for Award of M.Phil. / Ph.D Degree, Regulation, 2009 Amendment) has made it mandatory for all the Universities awarding Ph D degree to submit their thesis into this repository. Shodhganga provides an online open access platform for all the research scholars. All the participating Universities have to sign an MOU with the INFLIBNET Centre and are required to upload the Ph. D thesis in the repository within 30 days from the date of award of degree. The Shodhganga co-ordinator of each University is

assigned with the task of uploading the thesis as per the format given on the Shodhganga site. This initiative will help to raise the quality of research and also avoid duplication of research work. Shodhganga provides various search options to the research scholars such as University, title, keyword, subject, upload date, name of researcher/guide etc.(Shodhganga)

1.9 Need for the study:

Management education has gained importance in the modern era and research at different levels in various specialisations is being conducted. An article in the TOI by Rao, Y. (2019) states that the number of students appearing for the Common Entrance Test has gone up by 85% for the last five years as the Management degree gives more job opportunities, attractive packages and status to the aspiring candidates. The increasing number of specialization subjects in the field of management also point out that the research is being conducted at various levels. Thus, it can be said that management education has gained importance and from various reports and surveys conducted by different agencies it has been observed that the number of enrollments in Ph. D. in Management at various Universities is also increasing. The researcher has undertaken the present study to ascertain the current research trends in the field of Management and also explore the future potential areas under this subject. There are 12 Universities in and around Pune which award the Ph. D. degree in the Faculty of Management. The analysis of these theses will help in isolating the trends in the field of Management education.

1.10 Statement of research problem:

The field of management education in India is witnessing a tremendous change which is evident from the various new job avenues which are being opened for the students. The researcher has undertaken the present research study to identify the research trends which are being carried out in the field of management education. This research will help the policy makers to draft the policies which will concentrate on increasing international partnerships, facilitate student exchange programs, offer dual degrees, internships to the students etc. and thus enhance the scenario of management education in India. By comparing the research studies undertaken by the research scholars with the current needs of the market the academic curricula can be framed accordingly to suit the needs of the industry. As per the report of AISHE the enrolment in research in field of Management education has increased as it was only 3723 in 2010-2011 but in 2019-20 it has gone upto 11157. Thus, it can be seen that the research has increased at a very high rate. One of the main reason behind this is due to the

various policies laid down by UGC which has made it mandatory for recruitment of teaching faculties at the University level and also the doctorate degree adds to the name and fame of an individual along with the monetary benefits derived.

Alvin Toffler in his famous book “Future Shock” says that, “To help avert future shock, we must create a super industrial educational system and to do this, we must search for our objectives, methods in the future rather than past. Education must shift into future tense.” The Higher Education sector in India is very vast. The role of management Education in national development is well established. The objectives of management Education can be achieved only through qualitative change in the system. The academic curriculum should be designed in such a manner that it helps to build effective managerial and leadership skills which are essential to face the changing global market environment. This responsibility rests primarily with the management institutions and research plays a very important role in this process. The concept of research covers various aspects such as economics, marketing, human resources, strategies, ethics and other related business areas.

Toffler has also pointed out that there is a need to create an educational environment which is perfectly blended with the industry and objectives and methods of teaching and learning should be based on future rather than the past. Thus it lays stress on the concept that the education should be future oriented and it is essential that the objectives set by the academic institutions should be based on future requirements and must be able to bring a qualitative change in the educational system (Toffler, A. 1970).

The field of management education is undergoing constant changes due to globalization and changing market trends. It has become essential for the managers to equip themselves with these changing circumstances and keep themselves updated to survive in this competitive era. The research activities in management institutions are being encouraged by various funding agencies through major and minor research projects. Similarly the enrollment of Ph. D. students is also increasing in the Universities. UGC has also stated that for recruitment of teaching faculties at the University level Ph. D. is mandatory. The degree of Ph D adds more prestige to the profession and the Ph. D. degree holders are given preference in the recruitment process as compared to the regular degree holders and paid good salaries. The researcher has planned to undertake the research study in the area of Management and the title fixed for the research study is ‘Research trends in Management Education: analysis of Ph. D thesis awarded in Management by Universities in and around Pune (2009-2019)’.

While conducting research it is essential that the recent trends are explored and if any gaps are found they are inculcated in the syllabus thus making the students up-to-date in their course. As management is a global concept and the changing market scenario and impact of globalization has led to many emerging areas which need to be covered and hence the researcher has undertaken this study. Through this study the researcher will analyze the Ph D thesis which have been awarded in Management subject for the past 11 years and thus the research trend can be unfolded. New areas in the field of Management education which need to be studied will also be incorporated by the researcher in the last chapter.

1.11 Objectives of the study:

The objectives set for the research study have been formulated and are as listed below:

- To find the growth and research productivity of Ph. D thesis in Management during the decade.
- To study, analyze and identify the contributions made by researchers in the area of management.
- To analyze the contents of the Ph. D thesis in the field of management education and identify the major areas of research.
- To identify the current trends in management education.
- To suggest new potential areas for research studies in management education.

1.12 Hypothesis Framed:

The hypothesis framed for research study is as under:

1. There is considerable growth in Ph D. in Management education.
2. The research in various emerging areas in the field of management education needs to be encouraged.

1.13 Scope of the study:

The researcher has fixed the scope for this study as:

- Ph. D thesis submitted to Universities in and around Pune city has only been selected for the present research study.
- The research work which has been submitted and published on the Shodhganga is treated as source for collecting the research data.

- The thesis published and made available on the Shodhganga from January 2009 till December 2019 have been selected in this study.
- The following Universities have been selected for the study and are located in and around Pune city:
 1. Savitribai Phule Pune University- State University
 2. Tilak Maharashtra Vidyapeeth (Deemed to be University)
 3. Bharati Vidyapeeth (Deemed to be University)
 4. Dr. D.Y. Patil Vidyapeeth (Deemed to be University)
 5. Symbiosis International (Deemed University)
- The following universities are excluded for this research study since they are not sharing their research work on Shodhganga:
 - Ajeenkya D.Y. Patil University- Private University
 - MIT World Peace University- Private University
 - D. Y. Patil International University- Private University
 - Flame University- Private University
 - Spicer Adventist University- Private University
 - Sri Balaji University- Private University
 - Vishwakarma University- Private University

Thus, the scope of the research study is focused only on Ph D thesis awarded by Universities in and around Pune city covering State and Deemed to be Universities. Thus, the study covers Ph D thesis in Management uploaded on Shodhganga submitted during past 11 years from 2009-2019. The researcher has tried to analyse these theses and find research trends in Management education.

1.14 Benefits of this research study:

The present research study will help the research scholars pursuing research in Management education to know the recent trends in Management field. It will also help the management institutions to revise their syllabus and include the latest concepts. This study will also be useful for the library professionals for collecting the information resources and collection development in libraries of reputed organization. This study will also be useful to the business organization in tracking the trends and implementing them for enhancing the products and economy. This study will be helpful to the policy framers, academicians and

accrediting agencies as the results of this study will reflect the research areas which have been studied and the emerging areas which need to be explored.

1.15 Structure of the research study:

The present research study is covered in five chapters covering various aspects related to the topic and has been detailed below:

Chapter 1: Introduction

This chapter highlights the introductory information covering various facets such as Management education, role of accreditation, challenges in management education, content analysis, Management education and institutions, trends in management education, benefits of research study, need for the present study, statement of research problem, objectives, hypothesis set for the study, research method selected.

Chapter 2: Literature Review

This chapter presents the various research studies related management education, importance of management education, trends in management education, scope of employment from management education, research in management education and content analysis and its role in management education.

Chapter 3: Research Methodology

This chapter highlights research method used by the researcher during the research study along with the population and sampling. It also highlights the limitations of the present study.

Chapter 4: Data analysis and Interpretation

This chapter covers various research trends in management education and presents the detail analysis of Ph D thesis submitted to Shodhganga during the period of research. It gives the detail analysis of each thesis under the awarding University covering various facets such as year of upload, year of award, number of pages, name of guide, objectives set, hypothesis framed, number of chapters and subjects etc.

Chapter 5: Findings, suggestions, conclusion and scope for further research

This chapter includes the findings and also incorporates a few suggestions based on the findings. It also presents the fulfillment of objectives and hypothesis and gives the conclusion along with scope for further research.

1.16 Summary:

This chapter presents background information about the Management education along with the trends in Management education. It also gives a brief overview of the concept of content analysis. This chapter states the need for research study along with the objectives and hypothesis framed.

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Chapter 2: Review of literature

2.1 Introduction

Literature review is a process wherein organized search is carried out by identifying the work carried out related to the research work undertaken. The literature search must be well structured and related to subject of study in hand as it will be the most effective way to locate the references on the research study to be conducted. The literature review involves a broad, comprehensive and in-depth study of scholarly publications also including unpublished sources either in print or electronic form. Literature review is a guiding stone in the process of research. The main purpose of conducting literature review is to broaden the knowledge of researcher on the topic of research and locate similar studies conducted. While conducting the literature review the researcher has consulted various primary and secondary sources of information. The electronic sources of information such as online databases, journals, e-books, search engines such as Google Scholar etc. have been referred to by the researcher.

In the present research work various primary and secondary sources in the form of print and electronic media such as books, journals, Shodhganga, Emerald database, EBSCO database, JGate, Vidyanidhi etc. have been referred by the researcher. The information collected from various sources has been grouped in the facets mentioned below:

- Management education: Concept, growth and importance
- Management education: Challenges and trends
- Scope of employment from Management education
- Research in Management education
- Use of tools and techniques in Management
- Content analysis: Role in Management education

2.2 Management education: concept, growth and importance

Bigelow (1991) in his book on managerial skills has pointed out that instead of teaching the concepts and theories of management there is a need for the business schools to teach their students how to be good managers. There is a need for these institutions to set up and evaluate a programme on management skills for the students. Similarly, the values and importance of management education have been explained in a study conducted by Sahu, K. (1991). The aspect of rapid growth of market for corporate management education and the

role played by business schools was studied by Prince and Stewart (2000). The study concludes with the suggestion for need of company specific management education programs for the business schools and the employing companies. A research paper was presented by Gupta, V. et. al. (2003) based on the aspect of quality of business education in India. The results reveal that the Indian business schools are a replica of the US based schools. These business schools have inculcated the American academic research models in their curriculum but due to the difference in work culture in India there are a lot of variations and hence they are not suited to the Indian environment. The first section of paper shows how the Commerce stream shifted to Management stream in terms of business education in India. In the next section the quality aspect of business education has been discussed along with the various issues and challenges. Lastly the research implications for improvement of quality aspect have also been covered. The teaching and learning process of Management education has been discussed by Dean, E. (2004) in his research work which includes the characteristics of successful management educators and their impact on management development. The paper determines the qualities and skills that modern managers need to develop in the time of globalization and rapid change in the business world. The paper offers suggestions on educating the students in soft skills such as interpersonal and intrapersonal skills along with the hard skills. The paper also shows that there is a need for managers to have an experience of international markets along with the cross cultural experience. At the end of the paper a proposal for curricula of management education along with limits has been incorporated. The concept of management education has been dealt in a study conducted by McNamara, D.E. (2006). It highlights that management institutes often focus more on the theoretical part while the qualitative aspects are often neglected. The paper concludes with the need that management education needs to be problem oriented and must be periodically modified by taking feedback from the stakeholders. Shahaida P, et. al. (2007) have studied the aspect of quality of management education in India. They have expressed their views that measurement of quality in the educational sector is very tough task and have proposed a few models in the field of higher education but there is no specific model is available for the business schools. Ghosh, P. and Rodrigues, C. (2010) in their unpublished Ph. D thesis have considered various reasons for an increase in the number of management educational institutes and also their role in creating entrepreneurship. The research work includes the aspect of both quality and quantity of management institutions. It also reveals insights and views about the role that management education could provide in promoting entrepreneurship along with the initiatives which need to be taken by the management institutions. The need of value added courses in

management institutes has been studied by Rai (2011). The study highlights the need for management institutions to be equipped with various facets such as academic quality, teaching learning aids, evaluation systems, industry-institute interface, research activities, consultancy and development etc. In a study conducted by Havaladar, K. (2012) an attempt has been made to study the present status and future directions of Management Education in India. The study has addressed various issues such as the quality of the faculty, students and facilities, research outputs, executive training, placement and brand equity. The paper also highlights that the Management education is different from what it was in 1950s. The paper concludes with the need to analyze the future Indian industry requirements. Selvam, J. (2012) has conducted a research study on rethinking of management education to meet the supply and demand. This study reveals the need to rethink the concept of management education as it lacks quality factor which is essential to prepare the students to face global competition. The main reasons for this are the problems on the part of stakeholders who are not clear in their vision and hence lack required systematic approach. This has given a need to rethink the area of management education to meet the demand of fast and complex markets and employ dynamic human resources. A study conducted by Rana, R. (2012) has revealed the aspect of role of business education in providing practical knowledge to the students which helps them to understand the market in a better way. It also builds in them the requisite skills to handle difficult and different business situations proficiently. Lastly, it also helps in the overall development of organization, society and economy. This study has also revealed the impact of business education on the present condition and the future development of the Indian society. Another study conducted by Trehan, A. and Kushwaha P. (2012) is based on the study of implementation of knowledge management systems in business schools. The paper covered the aspect of the method in which knowledge resources are shared by business schools. The importance of knowledge management has helped in the overall growth of these students. The role and quality assurance along with accreditation in Management education was dealt with Singh, N. P. (2014). The study covered various aspects such as the total number management institutions in India in comparison to the number of accredited organizations, different parameters for evaluation adopted by the accreditation agencies and the impact of accreditation on management education. The paper also suggests role played by social media with reference to the aspects of quality assurance and accreditation of general and management education. Tulpule D. and Bapat, S. G. (2014) in their unpublished Ph D thesis have offered different ways and suggested some useful tools which would benefit the stakeholders to implement programmes on awareness of ethics and code of conduct which

will help to enhance the contributions of management institutes toward developing ethically strong youth. Panda, A. (2015) has studied the concept of management education in India and has put forth the need of re-engineering the management education. As the management education imparted in India is more Western oriented the researcher has expressed the need for the stakeholders to take a look at the curriculum and compare it with the learning outcomes from the viewpoint of the students in the Indian context. A study conducted by Raju, T. et. al. (2015) focused on the current scenario of managing management education and institutions in order to attract the students and shape their career. They have suggested that holistic education approach is the only solution for all types of problems under all situations as it will strengthen the inner spirits of human beings at all stages of life and help them to make use of the inherited talents. This will help to create a better world for the future generations. Ambekar, S. (2016) has presented a research paper which attempts to study the concept of management education as a service process wherein it has been suggested that the application of lean principles can improve the learning process. Das, M. and Velmurugan, R. (2019) in their research paper have stressed the fact that the business schools need to provide quality education and impart requisite skill which are essential to the students in the business world. The education imparted to the students through these management institutions need to equip the students to face the corporate world with a committed and positive attitude along with confidence and perseverance. Mahajan, R. (2020) in her study on sustainability of Indian management education institutions has made an attempt to study the various perspectives and experiences of leaders in Indian business schools. They have proposed a conceptual framework for measuring quality of management education in India.

2.3 Management education: Challenges and trends

In his book Sinha, D. (2004) has covered various perspectives and challenges dealing with management education in India. He states that management education has received global recognition due to brands created by institutions like the IIMs. This book covers articles related to management education, business schools, policy matters relating to education etc. Bharadwaj, A. (2010) has studied the challenges that business schools face while aspiring for globalization. The paper highlights the need for future research and enhancement in teaching-learning process to face the global competition. The global managers are expected to be well equipped to face the cutting edge competition faced by their companies. It is also essential that the global corporations operate in a better way when they are at par with the cultural dynamics of the world. In a study conducted by Chakraborty, P. (2010) an attempt has been

made to address the issues in connection with the challenges and opportunities faced by the Commerce students in India in the dynamic business world. In the end the article states that Human Resource Managers would be more concerned with the aspect of development of Human Resources rather than Human Resource Management. It also concludes with the observation that the present situation of information explosion would reduce the gap between producer and consumer. Datar, S. et. al. (2011) conducted a study to examine the major challenges faced in the Management programs. The paper aimed to explore effective course curriculum and incorporate the opportunities for Management programs. It presents original sources of qualitative and quantitative data which depict the current state of Management education. Interviews with some deans and business executives have been incorporated which propose innovation in the course curriculum. A study conducted by John, B. and Panchanatham, A. (2011) deals with the trends, issues and challenges faced in the field of Management education in India. It concludes with the requirement of need for greater introspection on innovative methodologies of teaching and research in the business schools. It states that more emphasis should be on improving the overall quality starting from the intake of students till their placements. Various strategies for international business education have been discussed in a study conducted by Kediaa, B. and Englis, P. (2011). The study highlights various opportunities to increase awareness and understanding of global scenario, through student faculty engagement programmes. This will help the business schools to achieve their mission of producing global managers. After the financial turbulence of USA and the case of Satyam the present situation of management education has been explored by Kumar, S. and Dash, M. (2011) in their research work along with the trends prevailing in Indian management education. The researchers have tried to find out implications of management education on industry and individuals. Various emerging issues of management education have also been studied and an attempt has been made to find out policy implementation towards the improvement of management education. Another study carried out by Shewta and Manoj K. (2011) tried to analyse the issues and challenges of Management education in India. It also tried to provide remarkable insights which lead to revitalizing B-schools that may benefit all the stakeholders. Muradande, V. (2012) conducted a research study on the trends, issues and implications of Management education in India. The study revealed that the ultimate challenge of management education is to become more practical oriented and industry focused. There was a need for management education to be more holistic and customized in order to remove the gap between industry requirements and academic curriculum. The study also suggests that senior industry persons should be invited

for student interaction and live industry projects. Oza, V. and Parab, S. (2012) in their study have attempted to identify the characteristics, challenges and elements required to deliver the quality management education in India. They have also tried to find out the ways for total quality management in the present management education system. Saha, G. (2012) in his study has tried to address various issues and concerns of Management education in India which include academic quality, research initiatives, more specializations, internationalization of management education etc. Gupta, R et. al. (2013) in their research work have studied the challenges and opportunities in commerce education. They found that the concept of modern business commerce education covers various fields of education and research such as finance, marketing, human resource management etc. The paper lays emphasis on the current status, challenges and different opportunities available to the students in the field of commerce education. A research study by Sharma, H. L. et. al. (2013) deals with a conceptual framework of issues of management of higher education institutions. The paper presents the dynamics of transformational and transactional leadership styles of faculties of business schools by making use of secondary data. It also explored theoretical debates on leadership in academic institutions. Nawaz, N. and Pratibha D. (2013) in their research paper have dealt with the role of talent management. During the present times of fierce and unpredicted competition it has been considered as a very important tool which helps to increase the productivity and maintain stability of the organizations in the modern market. It also plays a vital role to enhance the knowledge of the employees by covering various aspects such as employee engagement, lower recruitment costs and helps in achieving long term competitiveness. Quadros, C. A. and Quadros, J. M. (2014) in their research work have used the factor analysis technique wherein they have tried to study the critical factors that affect the delivery of quality education in the field of Management. They have also taken into consideration the perception of alumni of few management institutions with regard to quality of management education imparted by the institutes. Shukla, S. (2013) has conducted a study on the present scenario and historical development of management education in India. The study was conducted to investigate some major issues and challenges of Management education. The paper also revealed several newly launched courses in management such as travel and Tourism Management, Hospital Management, Consultancy Management, NGO Management, Advertising Management, Banking and Insurance Services Management, Farm Management, etc. The researcher has expressed that these courses should be need based and their syllabus should be revised periodically. Another study conducted by Shetty, N. (2014) made an attempt to reflect on the present paradigms of management education covering

various issues and challenges in India. It also laid a focus for paradigm shift in the management pedagogy to make it more holistic in order to produce globally competitive professional managers to meet the increasing needs of the industry in the emerging Indian economy. The paper also tried to identify the bottlenecks and provide some insights on challenges ahead. Subrahmanyam, A. and B. Raja Shekhar (2014) have made an attempt to provide conceptual framework on the aspect of impact of globalization on accreditation and business school standards along with stakeholders. The research paper highlighted few important points which may help to understand the significance of internationalization of management education in India. Another study conducted by Finch, D. (2015) states that in the modern times due to rapid changes in field of technology higher education is experiencing pressures for changes. The business schools have emphasized the aspect of research and have a stake in the funding policies by Government and private individuals. It is essential for the institutions to participate in the development of future perspectives. Bagali, M. M. and Gururaj, URS (2016) have studied the aspect of HR education and have put forth their views regarding its restructuring which will prove beneficial to the stakeholders. A study by Jamuna and Rao S. (2016) highlighted the role of faculty in business school wherein it has been found that the MBA students need to develop leadership qualities and communication plays a very important role in this process. The authors have suggested many innovative ways which can be adopted by the faculties while teaching the subject of business communication to these students. The paper is based mainly in the context of the corporate and higher education sectors in USA. Juturu, V. and Chandra M. (2016) in their research work have shown that even though the management education is very popular still there are certain aspects such as outdated curriculum, lack of infrastructural facilities and industrial experience which leads to lack of employment opportunities which creates a negative impact on the students and all this has resulted in the downfall of management education. Maheshwari, S. (2016) conducted a study which engaged all concerned stakeholders in a discussion with a view to revamp management education in India in order to encourage participation and growth in the global economy. The paper examined the issues that needed to be addressed and a possible direction so that management education can be restored. In a report of FICCI Saxena, R. and Parikh, I. (2016) have tried to identify current trends from the point of view of future jobs prospects and its implications on Indian higher education system. The report provided few insights as to how the present higher education institutes prepare themselves to produce the required workforce for the future. The report also contains some good practices of institutes in different countries. It provides some suggestions for actions which are required for a quick

alignment with the evolving job market. Thomas, A. (2016) in his paper has tried to analyze the trends in management education and check the alignment of management courses at the international, national and regional level. The findings suggest that more emphasis has been given to reinforce skills that are employed in the workplace with major focus on leadership, decision making and interpersonal skills at the global level. There is a need that the regional institutes should also aspire to align with the global trends to equip the students to face the global competition. Balamurugan, J and Dharsini, P. (2017) conducted a study on issues and challenges of management education in India. They have found that the major issues and challenges faced by business environment are new trends emerging in the market which needs to be incorporated in the academic curriculum and training professional managers for competitive jobs. The students need to gain knowledge and experience in various specializations in order to increase opportunities for employment. A review of literature in the field of management education has revealed that with the advent of new technology the nature of management profession is changing. The relevance of Management education with special reference to MBA course has been studied by Chatterjee, J. (2017) in order to prepare future corporate leaders and successful entrepreneurs. It has been found that in the present context many corporate management leaders are becoming public policy makers and occupying national leadership positions in many countries. Similar study conducted by Madan M. (2017) portrays various challenges in the field of Management education such as poor regulatory mechanism, less employment opportunities, high cost of education, impact of globalization etc. Mahajan, P. (2017) has conducted a study which seeks to investigate the perception of 11 Ps of service marketing mix as compared to the traditional 7 Ps with reference to different approaches by the technical education institutions which have been termed as service providers and the students are considered as the service consumers. Sravani, A. (2017) has presented a paper on the history of management education which discussed various issues and concerns. The various issues which have been pointed out are shortage of qualified and experienced faculty, less research activity, poor regulatory mechanism, institute-industry interaction etc. Raju, G. and Velip, S. (2018) in their research study have pointed out the challenges faced by the commerce and management education in Indian context which include lack of adequate infrastructural facilities and learning resources such as digital library, computer and internet facility. The study also covered various emerging opportunities for students in the field of Accounting and Finance, Portfolio Management, Stock Broking, Consultant and Taxation Jobs, Administration and Management etc. The study also stated that in order to make commerce and management education more

effective the initiatives of both State and Central Government are essential to design the overall framework of these institutions. Sukanya, M. et. al. (2018) have presented a paper on career advancement in management education along with the need of restructuring the overall education system and it concentrated on individual skills to meet the global standards. They feel that along with the requisite management degree the students need to indulge in group working technique and imbibe in themselves a strong technical, organizational and project management skills. The students should be target oriented and should also be familiar with social media. Thus, they have concluded that the focus of management education should not be merely on producing degree holders but they should give priority to the aspect of imparting quality education. Bhatia, S. and Panneer, S. (2019) in their research work have discussed various factors relating to gaps between globalization and its impact on Indian business education. The importance of concept of integration of emotional intelligence as a key behavioural skill in the field of management education has been stressed. They have pointed out that management education should not be merely restricted to academics but should be widened covering aspects of functional knowledge and social skill development along with the ability of handling emotions along with the emotionally driven scenario. Khatun, A. and Dar, S. (2019) in their study on management education in India have looked into the aspect of challenges due to changing scenario with reference to growth of business schools in India. Their analysis revealed that although the number of Indian business schools has increased significantly there is a need to focus attention on the quality aspect. The paper addresses key issues and challenges faced by the business schools and it has been found that the distribution of B-Schools across Indian states is uneven and correlated with industrialization.

2.4 Scope of employment from management education

Padmini I. (2012) in her research work has tried to identify the employability skills required by graduate students of engineering and management from Andhra Pradesh. The study also tried to assess how there can be value creation through effective knowledge management in terms of process of evaluation and through feedback mechanisms. Poonam (2012) has conducted a similar study on the aspect of management education whether it is driving employability. The paper revealed that there is mushrooming growth in the Management institutes in India but the employability survey reveals that the employers are not finding required suitable candidates to meet the growing demands of the global markets. Another

study carried out by Nawaz, N. and Reddy, B (2013) was based on the objectives of exploring employability skills required by Management students. It highlighted the existing research results along with practices of employability skills and presented an overview of other related aspects such as employer needs and expectations, nature of employability etc. The study concluded with the focus of need to revamp the present education system through innovative practices in order to grab the employment opportunity to the fullest extent and avoid the future shortage of requisite skills. Al-Mutairi, A. et. al. (2014) conducted a study on employability factors of business graduates considered by employers during the recruitment process in Kuwait. The results revealed that more importance was given to the theoretical knowledge along with soft skills and ability to work within the groups while much importance was not given to the personal abilities. There are various factors governing employability such as cultural and social considerations along with other factors such as background of employers, nature of the firm, size and ownership pattern. Chandra, V. and Zakkariya, K. A. (2014) have cited the reason for poor employability which was mainly due to increasing industry expectations and less academic inputs in management education. They have tried to study the perception of employers with regard to the quality of the present management students and have suggested some methods to improve the same. Choudhury, M. and Sharma, P. (2014) conducted a research work related to management education and employment in Indian context. The paper revealed that course curriculum needs to be streamlined as per the industry requirements. The theoretical based teaching approach must be converted to a practical based approach to equip the students to face the situations in corporate environment. To handle the issues of unemployment the management institutes needed to maintain a wide database of potential employers and keep a continuous association with its alumni. The employability skills of Management students considering the global market scenario have been looked into by DeSilva, D. (2015). The study focused on the attributes, abilities and skills which the employers seek from the prospective employees. The findings revealed that more attention is required in the process of shaping and influencing the academic curriculum to meet the employability skills. Mahajan, P.T. and Golahit, S. B. (2017) in their research study have reviewed various services delivered by the institutes offering technical education and looked into the scenario of employability in the rural areas. The paper laid emphasis on the employability skills required by the prospective employers and the services offered by the institutes along with their correlation with skill development. Pradeep, K. et. al. (2018) have studied the impact of employability on management education in Kerala. The study reveals that even though Kerala has highest literacy rate the same is not

in the case of employment. The study is focused on how management education in Kerala affects the employability of the students in the corporate world and tries to find out the ways for improving the present situation. Prasad L. et. al. (2018) have taken up a study to look into the factors such as increasing number of management institutes which has led to a problem of employability of the students. The study revealed that Government report depicted that the employability rate of the students was very less. The result of this study was based on the data of students of two Management Institutions in Bangalore which had been gathered through a questionnaire. Hamdan, A. et. al. (2019) conducted a study on the perception of employers in the retail Islamic banks of Bahrain on newly graduated Management students. The findings revealed that employers appreciated the importance of teamwork, risk management and decision-making skills of these students. The study recommended that a strong and everlasting bond needs to be established by the employers with Universities to enhance employability skills of the upcoming graduates. Nakavachara, V. (2019) has conducted a research study which is focused on top management executives. The study revealed the executives had other advanced degree performed much better than the executives with an MBA degree. The author has pointed out that there is a need to revise the academic curricula as the contribution of the MBA degree is not well captured. Catacutan, K. et. al. (2020) conducted a comparative survey based on employability of Management graduates of Catholic educational institution. They have compared the skills and competencies acquired by these students with those which were actually required in the industry. The results revealed that most of the recruited students were permanent employees with their work profiles directly aligned to their course expertise. The study also revealed that skill acquired from Institutions such as communication skills and decision making proved useful in their present jobs.

2.5 Research in management education

Graham, A. et. al. (1991) have presented a working paper on model supported case studies for management education. They feel that these type of case studies help to improve the strategic thinking skills which may help in integration of policy and strategy formation. Dean, K. and Fornaciari, C. (2002) in their research study have covered the method of case discussion and teaching. They have mentioned that this method provides an interaction with the real-world and focuses on decision making which can capture complex problems in the current business scenario. These cases play an interactive role in the teaching and learning process which are helpful in engaging the students in experiential process activities based on

familiar case formats. The article also discusses the benefits of this case study activity and describes the process of choosing appropriate cases. It also helps to prepare the students for their lectures covering role play along with sample debriefing questions. Khatri, N. et. al. (2012) conducted a study to know the current state and future directions of management research in India. The authors have tried to study the current research situation in India and have pointed out few loopholes in the such as lack of quality, citation styles, institutional policies and practices followed etc. which need to be reviewed and streamlined. They have suggested that Indian researchers should submit their manuscripts to international journals for review as these journals are more detailed and can help the authors to achieve the global research standards. They have also suggested that junior research scholars may seek help and partnership of senior scholars all over the world in order to collaborate and co-author research. Narayana, S. et. al. (2012) have presented a paper in form of review of literature relating to the progress of research on the managerial issues prevailing in the global pharmaceutical sector. The identification of the prevailing and the emerging issues will help the practitioners in healthcare systems to adopt suitable strategies and solve the problems with the help of available techniques. Another paper has been submitted by the same authors Narayana, S. et. al. (2014) related to research on management in the supply chain of pharmaceutical industries. This literature was collected for content analysis and the results showed improvement in efficiency with an emerging interest in the analysis and implementation of technology. It reflected a transition towards network centric approach and the study depicts a focus on three levels of industrial interaction. The review concludes with the scope for integration of research efforts from research and development to final delivery of healthcare services. BW education (2018) have discussed about the wide adoption of case study method to be applied in the teaching process of management students as this will enhance the efficiency of business schools in India. The adoption of method of case studies can help the students to dig deeper into the substance of case in hand, analyze it quickly and derive appropriate conclusions. The students can interactively learn to solve complex problems which require solutions that are not usually applied in a sequential manner.

2.6 Use of tools and techniques in management

Kadarova, J. and Durkacova M. (2012) have conducted a similar study on tools and techniques of Management. These tools have become an essential part of the lives of the executives and are used by them in various fields so as to boost revenue, quality improvement, increasing efficiency of the employees and planning for future. The current

environment of economic turbulence has made them an integral part of the business environment to meet the challenges of globalization. Rao, M. (2016) in his research paper has tried to outline requisite tools and techniques to ensure innovative management education in India. He has mentioned that the creation of global leaders is possible only with the support from all stakeholders and the tools and techniques can be practically applied to achieve quality management education in other countries also. Another study was conducted by Rigby, D. and Bilodeau, B. (2017) relating to tools and trends in management in which the respondents felt that the competitive changing business environment and limited capacity to handle these change gives rise to various challenges. The new innovations in technology continued to reshuffle the industries by changing the work environment and increasing competition. They felt that the digital technological innovations embraced Agile Management which accelerated innovation and pushed the power and responsibility in the frontline.

2.7 Content analysis: Role in Management education

A research study based on content analysis of advertisements by business schools was conducted by Chandra V. and Zakkariya, K. A. (2012) in which they have considered the aspect of role of soft skills in business schools. They have found that there are many business schools in India with many graduates passing out every year but these students lack the aspect of soft skills required at managerial level and hence they fail to get proper placements. The focus of these institutions was mainly on placements, qualified staff and exposure of students to industry etc. These institutions claim to provide the best training facilities to the students but they lack in the use of scientific assessment tools or psychometric tools for the soft skills assessment required by managers. Thus, the paper tried to focus the attention of stakeholders of management institutions towards the importance of assessment of soft skills using psychometric tools. Woo, H. and Heo, N. (2013) have presented an overview of themes of qualitative articles published in counseling journals between 2005 and 2010. The study has specifically presented various traditions and strategies for engaging in qualitative data analyses and interpretations in the counseling field. Yen-Chun J. W., et. al. (2017) have conducted a web-based content analysis of the management education for sustainability-related curricula of 642 business schools. The accreditation systems of European Quality Improvement System (EQUIS) and Association to Advance Collegiate Schools of Business (AACSB) revealed extreme variations in curriculum design between European and American business schools.

2.8 Summary:

From the literature review conducted above the following points can be traced:

The number of Management Institutes in India has increased significantly and management education in India has received global recognition due to the brands created by IIMs.

There is a need to incorporate company specific management education programs for the management institutes along with the tie-up with the employing companies

The students must be educated in soft skills such as interpersonal and intrapersonal skills along with the regular course subjects.

There is a need to rethink the concept of quality management education as it will help to prepare the students to face global competition.

The major issues and challenges of Management education have been covered in many studies.

Considering the market demand for management graduates the management institutes have launched courses like travel and Tourism Management, Hospital Management, Consultancy Management, NGO Management, Advertising Management, Banking and Insurance Services Management, Farm Management, etc.

The ultimate challenge of management education is to become more practical oriented and industry focused.

In order to grab the employment opportunity to the fullest extent and avoid the future shortage of requisite skills it is essential to revamp the present education system through innovative practices.

Talent management is considered as a very important tool to increase the productivity of the organizations as well as maintain the competition in the modern market.

There is a need to adopt the case study method in the teaching process of management students as this will enhance the efficiency of business schools in India.

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Chapter 3: Research Methodology

3.1 Introduction:

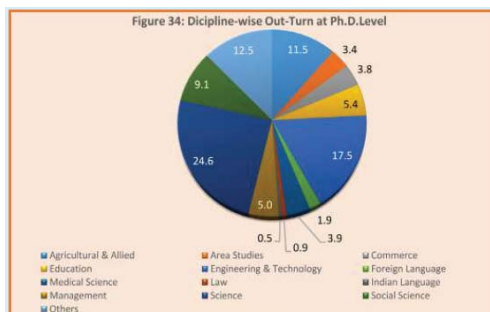
This chapter deals with the research methodology used for the study. It explains the research areas in management education and the research method used for the present study. It also describes various facets of the content analysis method in brief. It also gives the details of population and sampling used by the researcher in the present research study along with limitations of study. The main reason to conduct this study was to know the research areas which have been unfold in the field of Management education by analysing the thesis which has been awarded Ph D in management by Universities in and around Pune. The research study is based on the thesis uploaded on Shodhganga website and takes into consideration various aspects such as year of award, year of upload, number of pages, gender of researcher, language of research work, core areas in Management education, elective subjects etc This chapter also highlights few prospective areas which can be undertaken by the future researchers.

3.2 Research in Management education:

As per survey conducted by various agencies like AICTE, AISHE and other organizations it can be seen that there has been a phenomenal growth in the number of management institutions in India. This growth has been due to the various initiatives taken by the entrepreneurs and promoters due to the ever increasing demand for management graduates ultimately resulting in growth of management education. All this has led to an exploitative growth leading to commercial employment which has ultimately led to a compromise for quality education. The regulatory bodies focus mainly on the infrastructural requirements rather than quality aspects such as academic faculty, research output and timely revision of course curriculum which has ultimately created a mismatch between demand and supply. The standing committee formed by National Knowledge Commission suggested various parameters for grading institutions in which first stage includes rating on the basis of infrastructure and second stage consisting of quality indicators such as admission process, teaching, research, publication etc. to be conducted every three years (National Knowledge Commission, 2006-2009). Due to various initiatives and grants by the regulatory bodies like the UGC there has been an increase in the research conducted in Management Education. As per survey conducted by AISHE (2018-19) it can be seen that there has been a growth in

number of Ph. D students in different streams and Management Stream ranks second in the enrolment of students for Ph. D program which has been depicted below (AISHE, 2018-19).

Figure No. 3.1 AISHE Report



(Source: AISHE 2018-19)

As per the survey report conducted by All India Survey of Higher Education Institutes it can be seen that there is an increase in the number of enrolment in Ph. D in Management stream which has been depicted below:

Table No. 3.1 Ph D enrolment in Management education

Sr. No.	Year of enrolment	Number
1.	2010-2011	3723
2.	2011-2012	4070
3.	2012-2013	4117
4.	2013-2014	5651
5.	2014-2015	6224
6.	2015-2016	6358
7.	2016-2017	7912
8.	2017-2018	9479
9.	2018-2019	9971
10.	2019-2020	11157

(Source: AISHE)

The above table shows that the number of Ph D enrollments has increased from 2010-2011 (5%) to 2019-2020 (16%). The norms laid down by UGC for recruitment of faculties at University has made it the Ph D degree mandatory and also as this degree adds to the prestige to individual along with increased salary package.

The goal of management education is to ensure that the employees and organizations make decisions rationally and in order to achieve this management education needs to redefine its academic curricula. It also needs to encourage research to match the standards laid down by the accrediting bodies and also to meet the economic, social and political needs of the society. To survive in the competitive era there is a need for the management institutions to apply more and more innovative teaching and learning practices which encourages the students to move away from their classroom based teachings to flipped classrooms and experiential learning methods. The impact of recent technological advancements has provided the students with various internet based options such as live surveys on mobiles, business simulations etc. which can prove helpful in the research process. As a result of globalization and technological innovations the business environment is facing a lot of changes in the social and political fields leading to environment and financial crisis. All this has resulted towards a need for research in various interdisciplinary and interconnected topics. Few broad areas which need to be considered while undertaking research with relation to management education have been discussed below (Bridgestock, L. 2021):

- Technological innovations: Effective management of rapidly changing technology is the need of the hour. New business models and simulations are being developed in different forms due to the technological innovations. All these changes also affect human resources employed in the organizations which need to be managed effectively both theoretically and also from the managerial point of view.
- Management of resources: The environmental resources which are valuable and scarce need to be managed effectively such as energy, water and other resources. Research on sustainable development also needs to be encouraged.
- Changes in the social atmosphere: The social, economic and behavioural changes directly affect the market demand for products. There is a need for continuous research in this field as the value for any product depends on profits and returns which may come under the purview of change management.
- Corporate Social Responsibility (CSR): This is one of the major emerging research topics as the business houses have to follow the ethics which are basis for survival in the society and hence are accountable towards various aspects leading to corporate social responsibility. The topics which can be covered under this are green environment, sustainable development etc.

- Economical and financial aspects: The economical and financial aspects of business cover various fields such as micro economics, economic growth, credit aspects, currency valuations, derivatives, equity, pricing policies, energy resources etc.
- Entrepreneurship research: This area includes the formation of new business ventures, growth and development of existing business units, adoption of new strategies etc.
- Probability theory: This theory is based on the concept of randomness of an event which forms an integral part of many complex business systems. It consists of various parameters and results are based on a number of mathematical models and theories such as time, inventory theory, queuing theory, simulations etc.
- Strategic policies: The research in many areas due to technological innovations which are based on design and analysis of various public policies and corporate strategies. The public policy issues relate to various topics such as national security, environmental issues, healthcare etc. which lead to development of products.
- Product and operations management: This area covers the manufacturing and distribution of products and services in the global market. The problems which can be undertaken for research under this area include scheduling, supply chain management, inventory control, strategic operations etc. Various methodologies used in this management cover deterministic and stochastic models, game theory, simulation etc.
- System analysis and design: This method covers modelling, analyzing and optimization of set systems and finding values of the suitable variable to minimize or maximize the objectives set to satisfy the constraints. Eg: In case of a milk production and distribution the agency running a supply chain can conduct a research study on the aspect of minimization of fuel consumption if the delivery of 100 litres is to be made to the retailers by 5.00am everyday.

3.3 Research Method:

The research method used during this study is descriptive research method and includes the survey of those Universities which have signed the MOU with INFLIBNET and are submitting their theses to Shodhganga. The method and technique used for data collection is content analysis of Ph. D thesis submitted by universities in and around Pune city in the Faculty of Management. Similarly, secondary analysis research method has been used in which extensive literature survey was conducted which has helped to analyze and find the trends of research in the field of Management for comparison purpose.

The population of the research study includes 610 theses awarded Ph D by Universities in and around Pune and submitted to Shodhganga which have been made available online by INFLIBNET Centre, Ahmedabad. The researcher has used descriptive method of research and in which no quantitative analysis method has been used.

The present study undertaken by the researcher is a qualitative analysis of the research thesis submitted to the Universities in and around Pune. This study considers the academic background of the curricula and subjects taught in the management institutions and will offer a valuable insight in the process of framing the new and revised syllabus at the institutional level. This study is purely of academic perspective and will be beneficial in the teaching and learning process. The governing bodies such as AISHE and AICTE have identified some core and elective subjects in management. In this research study the researcher has classified the research topics based on these subjects offered by the governing bodies and thus a gap in the new subjects or areas which needs to be studied has been brought forward. The new technologies and use of social media tools which is the latest trend have also been introduced and are being applied in the field of management. These subjects which have not been covered in the research work carried out until now can be undertaken and this is possible only when these subjects are introduced in the revised curricula by the management institutions.

The researcher has undertaken a survey of all the Universities in and around Pune which offer a doctorate degree in Management. As per the UGC Regulations 2009 for award of Ph D it has been made mandatory for the awarding Universities to upload their thesis on Shodhganga-INFLIBNET and hence the researcher has undertaken this platform as the base for conducting qualitative analysis of the research work.

It has been found that there are 12 Universities which are conducting doctorate program in Management education. Out of these 5 Universities comprising of a State University and other Deemed to be Universities are awarding the Ph D degree while the remaining 7 Private Universities have not uploaded their Ph D thesis on Shodhganga during the period of research undertaken by the researcher and hence have not been considered for the present study. Thus, in the present study the researcher had applied qualitative method of analyzing the contents of the Ph D thesis which have been submitted to Shodhganga by Universities in and around Pune

3.3.1 Content analysis:

The content analysis is defined as a quantitative approach in which the count of frequency of particular phenomena within a specific case which is being studied is taken in order to measure its importance in comparison with other cases (William, N. 2011). The content analysis method can be explained as a procedure that involves the analysis of words, phrases, concepts etc. available in any form of information which are analyzed objectively. During the process of content analysis the data under study is transformed into a variety of symbols which can be in the form of words, themes, concepts etc. The frequency of appearance of these can be quantified depending on the purpose of research and the hypothesis framed (Busha and Harter, 1980). The analysis of the contents of materials can be used to examine the documents in hand so as to derive meanings or messages which are more explicit. The materials which have been collected are scrutinized to determine the relative importance or the number of times a certain text or graphical signs has occurred. The term content analysis can be elaborated as:

Content: It is the data or information incorporated in a document. It can be in the printed or electronic form such as book, periodical, newspaper or any electronic medium.

Analysis: The term analysis refers to process which involves a detailed study of anything which is deemed to be whole. The study may be conducted in its whole form or may consist of each separate fundamental element.

Thus, the method of content analysis helps the researcher to analyze the contents of documents. Content analysis is defined as a research technique which is applied for formulating replicable and suitable conclusions from data in hand with the aim of offering knowledge, new insights, an illustration of facts and a realistic guide to action (Krippendorff, 1980). It has also been defined as a method in which written, spoken or illustrative messages to be communicated are analyzed (Cole, 1988). It is considered as one of the most important research techniques in social sciences that seeks to analyze data within a specific context. Content analysis has been viewed and defined in various ways and in different contexts. Few of them have been cited below:

Lasswell et al. (1952) have termed content analysis as a method which reflects the various styles used in it along with the superiority of literature.

Berelson (1952) has defined content analysis in which the literal content of communication is presented in objective, systematic and quantitative form.

As described by Fearing, F. (1954) content analysis technique involves the inspection of distinguished content along with its conversion.

Paisley, W. J. (1969) has viewed content analysis as a phase of processing of information in which the content or the data which is communicated is transformed through objective and systematic application of categorization rules that can be summarized and compared.

As defined by Weber (1990) content analysis is a method in which the qualitative or quantitative contents of documents are analyzed in an inductive or deductive manner.

Kolbe, R. H and Burnett, M. S. (1991) have considered content analysis as a research method in which observation is used as a tool to systematically evaluate the symbolic content of all forms of recorded communications.

Hayes, A. and Krippendorff, K (2007) have defined content analysis as a systematic interpretation of printed or electronic media of communication.

From the various definitions mentioned above it can be summed up that content analysis is a scientific approach by which the qualitative information is sorted into quantitative data and is compared with different pieces of information to summarize it into useful information. The content of information can be in various forms either printed or electronic such as books, pictures, websites etc.

In the process of content analysis qualitative data that has been collected for research will be analyzed systematically and converted into quantitative data. The content analysis method of research is different from the other research methods as it does not collect data from people personally but it involves the study of data which has been already recorded in any printed or electronic form. Thus, it can be said that content analysis is a research methodology in which the qualitative content available is presented in quantifiable form of information to achieve certain objectives.

3.3.2 Objectives of Content Analysis:

The main purpose of content analysis is to derive quantitative information from the available qualitative data and also obtain that information which is hidden between the data. It also aims to determine answers to questions where the text signifies implicit meaning rather than explicit words.

3.3.3 Need for content analysis:

Content analysis is a research tool which is used to determine the presence of certain words, themes or concepts within the text which have not been stated specifically. By using this method the researchers can quantify and analyze the presence, meanings and relationships of certain words, themes or concepts which are present in the qualitative form. Thus, content analysis can be termed as a powerful tool which helps in reduction of data. This technique proves very useful while dealing with large volume of data (Stemler, S. 2001).

3.3.4 Sources of Content Analysis:

The content analysis method involves study of various qualitative aspects related to various organizational issues such as human behaviour, customer preferences, employee relations etc. with which are very difficult to study in quantitative terms. The qualitative data includes certain words, text etc. which can be analysed by the researchers in the form of words or pictures and this helps them to draw various inferences. The two main sources of content analysis have been discussed below namely the offline and online sources from which data can be derived and converted:

1. Offline source:

The offline source used for content analysis includes all the materials in printed form such as books, periodicals, research articles, review articles, interviews etc. The sample derived from the offline sources is a representation of the whole universe.

2. Online source:

The online sources may be in the form of online conversations which also includes comments and views posted on social media, product reviews, customer feedback etc. These sources are considered as the most updated references and hence they make the data more relevant.

3.3.4 Steps for conducting content analysis method:

The steps to be followed while conducting content analysis method include:

- Statement of research problem: This is the first step in any research process which involves the formulation of research problem.
- Framing of hypothesis: This is the next step in which the hypothesis is to be defined and framed. It is followed by creation of various categories which allows the testing of hypothesis.

- Sources: The next step involves identification and selection of relevant sources which are to be analyzed.
- Analysis: In this step the sources which have been identified for research are analyzed and measured according to defined categories which have been pre determined.
- Quantification of data: In this step the data which has been analyzed is quantified and compared.
- Interpretation of data: This is the final step in which the data which has been quantified is interpreted taking into consideration the research questions, the hypothesis framed and other relevant variables.

3.3.5 Advantages of Content Analysis:

The content analysis method has many advantages and some of them have been given below:

- This method examines the communication directly with the help of text and hence allows for both qualitative and quantitative analysis.
- The method provides for valuable cultural and historical insights to the researchers.
- The data can be viewed closely.
- This method is relatively cheap and easy to understand
- This method proves to be useful research tool when it is combined with other research tools such as interview, observation, use of historical records etc.

3.3.6 Disadvantages of Content Analysis

The content analysis method has a few disadvantages also which have been mentioned below (Busha and Harter):

- This method can be extremely time consuming.
- It is essential that categories which are to be analysed are defined clearly and accurately. There is possibility of error especially during relational analysis which is used to attain a higher degree of interpretation.
- This method is complicated when dealing with complex texts.
- The computerisation process may be difficult if the researchers are not familiar with automation technologies.
- It is many times difficult to quantify the data objectively which is in subjective form.

3.4 Population and Sampling:

There are total 12 Universities conducting various professional courses in Management and awarding degree in the Faculty of Management in and around Pune. The period of study was the Ph. D degree awarded from 2009 to 2019 which is a span of 11 years. The theses uploaded on Shodhganga from January 2009 to December 2019 have only been considered. Out of these Savitribai Phule Pune University is a State University while Tilak Maharashtra Vidyapeeth, Bharati Vidyapeeth, Symbiosis International University (Deemed University) and Dr. D. Y. Patil Vidyapeeth are the Deemed Universities which award degree in the Faculty of Management. The other universities are private universities and the researcher has found that their theses were not available on Shodhganga for the research period undertaken. As the scope covers all those Universities in and around Pune which award degree in Management and are uploading their theses all the five Universities have been selected for study. Thus, the population for study is 100%. The total number of theses considered for present study is 610 and their details are mentioned below:

Table 3.2 Population for study

Sr. No.	Name of the University	Year of establishment	Number of thesis under the Faculty of Management
1	Tilak Maharashtra Vidyapeeth	1921	141
2	Savitribai Phule Pune University	1948	274
3	Bharati Vidyapeeth (Deemed to be University)	1964	64
4	Symbiosis International (Deemed to be University)	1971	85
5	Dr. D. Y. Patil Vidyapeeth	2003	46
	Total		610

3.5 Limitations of the study:

The researcher has considered only those theses which have been awarded Ph. D under the faculty of Management from January 2009 till December 2019 and have been uploaded on Shodhganga till December 2019. The research study is limited only to the Universities in and around Pune and it covers all the Universities who have signed an MOU with Shodhganga and are uploading their thesis in Management subject. The research study may not include the thesis which have been awarded the Ph. D degree but are not available on Shodhganga for the research period. The research study also excludes those theses which have been uploaded during the above period but were awarded Ph. D before January 2009.

3.6 Summary:

This chapter has explained the research methodology which has been used by the researcher in his research study. It gives a brief description of research in areas of Management education. It also describes the content analysis method in detail along with its objectives, need, sources, types, steps in conducting content analysis along with advantages and disadvantages of this method. This chapter gives the population and sampling selected for the research study along with the limitations of the study.

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Chapter 4: Data Analysis and Interpretation

4.1 Introduction:

A study was conducted by visiting the Shodhganga to derive the information regarding thesis submitted in the Faculty of Management in various Universities in and around Pune. The contents of the thesis were thoroughly studied and information regarding the year of uploading, year of completion, name of guide, language of thesis and the title was minutely recorded. The contents page of each thesis was checked and keywords were derived from the title and contents page in order to identify the research trends. The information regarding status of hypothesis framed and objectives set were also recorded. The data analysis is presented in the following paragraphs of information collected from the thesis submitted in Faculty of Management to various Universities in and around Pune. The model curriculum which has been framed by AICTE for management programs has been used as a base for the analysis of functional, core and elective courses. while the major subjects for enrolment of Ph. D have been analyzed from the The major subjects for enrolment of Ph D in Management discipline as mentioned in the report by AISHE have been used by the researcher and are mentioned as major Ph D subject covered and has been given as below:

Table No. 4.1 Major Subjects covered

Sr. No.	Subjects
1	Business Administration
2	Business Management
3	Other Management
4	Technology
5	Financial Management
6	Hospital Administration
7	Human Resource Management
8	Marketing Management
9	International Business
10	Pharmaceutical Technology
11	Hotel Management
12	Agri- Business Management
13	Tourism Management

4.2 Research trends in management education:

The Shodhganga site was carefully studied and analyzed to know the research trends in Management education. The data reviewed helped in identifying the current research trend in the field of Management education and also helps to identify some new research avenues which need to be focused. The analysis will also help the educationist to revamp the management education as per the research trends and the requirements of the industry. The core courses in Management education as per AICTE report, 2018 include Foundations of Management, finance, Marketing Management, Operations Management, Management Information Systems, Human Resources Management, Organizational Behaviour, Strategy and Business Analytics.

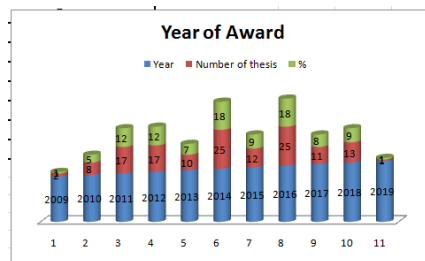
4.3 Research Analysis of thesis uploaded by Tilak Maharashtra Vidyapeeth, Pune:

4.3.1 Year of award

Table No. 4.2 Year of award

Year	Number of thesis	%
2009	2	1
2010	8	5
2011	17	12
2012	17	12
2013	10	7
2014	25	18
2015	12	9
2016	25	18
2017	11	8
2018	13	9
2019	1	1
Total	141	100

Figure No. 4.1 Year of award



Observation

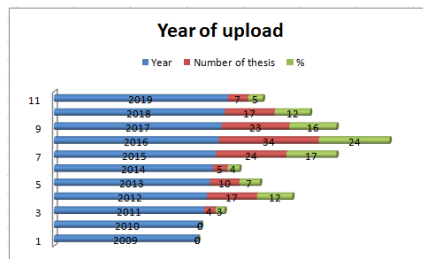
It can be seen from the analysis that 18% (25) thesis have been awarded in the year 2014 and 2016. 12% (17) thesis have been awarded in the year 2011 and 2012 and 9% (13) students in 2018 and 12 students in 2015. 8% (11) students have been awarded Ph D in Management in 2017 and 7% (10) students have been awarded in the year 2013. 5% (8) students have been awarded and 1% (2) students in 2009 and 1% (1) in 2019.

4.3.2 Year of upload

Table No. 4.3 Year of upload

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	4	3
2012	17	12
2013	10	7
2014	5	4
2015	24	17
2016	34	24
2017	23	16
2018	17	12
2019	7	5
Total	141	100

Figure No. 4.2 Year of upload



Observation

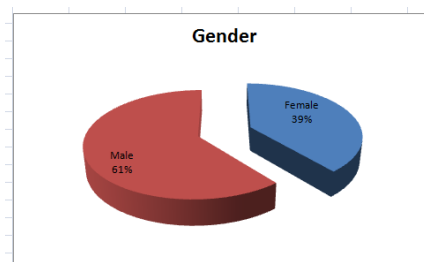
It can be observed that 24% (34) thesis were uploaded in 2016 and 17% (24) thesis were uploaded in 2015. 16% (23) thesis were uploaded in 2017 and 12% (17) thesis were uploaded in 2012 and 2018. 7% (10) theses were uploaded in 2013 while 5% (7) theses were uploaded in 2019. 4% (5) thesis were uploaded in 2014 and 3% (4) thesis were uploaded in 2011.

4.3.3 Gender wise distribution

Table No. 4.4 Gender wise distribution

Gender	Number of thesis	%
Female	55	39
Male	86	61
Total	141	100

Figure 4.3 Genderwise distribution of thesis



Observation:

The above analysis shows that 61% (86) male researcher have completed their Ph. D in Management while 39% (55) female researchers have completed their Ph. D in Management.

4.3.4 Language of thesis

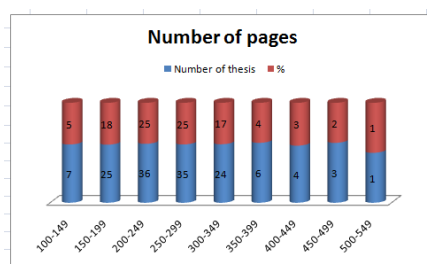
All thesis 141 (100%) have been completed in English language.

4.3.5 Number of pages

Table No. 4.5 Number of pages

Number of pages	Number of thesis	%
100-149	7	5
150-199	25	18
200-249	36	25
250-299	35	25
300-349	24	17
350-399	6	4
400-449	4	3
450-499	3	2
500-549	1	1
Total	141	100

Figure No. 4.4 Number of pages



Observation:

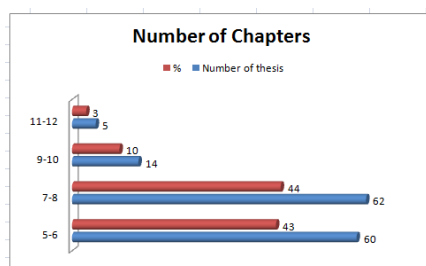
It can be observed from the above that 25% (36) thesis have pages from 200-249 while 25% (35) thesis have pages from 250-299. 18% (25) thesis have pages from 150-199 while 17% (24) thesis have pages from 300-349. 5% (7) researchers have completed their work from 100-149 pages and 4% (6) have completed their work from 350-399 pages. 3% (4) researchers have completed their thesis from 400-449 pages while 2% (3) have completed their work from 450-499 pages. Only 1% (1) has completed his work from 500-549 pages.

4.3.6 Number of chapters

Table No. 4.6 Number of chapters

Number of Chapters	Number of thesis	%
5-6	60	43
7-8	62	44
9-10	14	10
11-12	5	3
Total	141	100

Figure No. 4.5 Number of chapters



Observation:

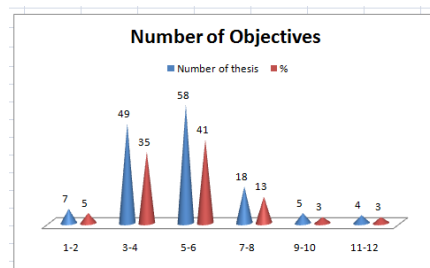
It can be observed from the above that 44% (62) theses have 7-8 chapters while 43% (60) theses have 5-6 chapters. 10% (14) theses have 9-10 chapters while 3% (5) theses have 11-12 chapters.

4.3.7 Number of objectives

Table No. 4.7 Number of objectives

Number of objectives	Number of thesis	%
1-2	7	5
3-4	49	35
5-6	58	41
7-8	18	13
9-10	5	3
11-12	4	3
Total	141	100

Figure No. 4.6 Number of objectives



Observation:

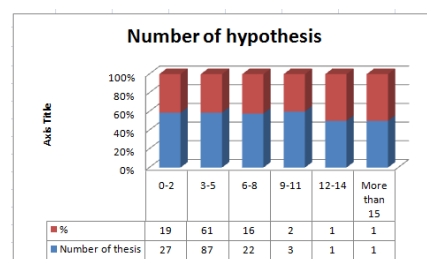
41% (58) researchers have set 5-6 objectives during their research study while 35% (49) researchers have set 3-4 objectives. 13% (18) researchers have set 7-8 objectives while 5% (7) have set 1-2 objectives and 3% (5) have set 9-10 objectives. Only 3% (4) researchers have set 11-12 objectives for their study.

4.3.8 Number of hypothesis framed

Table No. 4.8 Number of hypothesis framed

Number of hypothesis	Number of thesis	%
0-2	27	19
3-5	87	62
6-8	22	15
9-11	3	2
12-14	1	1
More than 15	1	1
Total	141	100

Figure No. 4.7 Number of hypothesis framed



Observation:

It can be observed from the above that 62% (87) researchers have framed 3-5 hypotheses while 19% (27) researchers have framed 0-2 hypothesis. 15% (22) researchers have framed 6-

8 hypotheses while 2% (3) researchers have framed 9-11 hypotheses. 1% (1) researcher each has framed 12-14 hypotheses and more than 15 hypotheses for his study.

4.3.9 Sub hypothesis framed for research study

The researchers may have framed sub hypothesis but as they have not clearly mentioned the sub hypothesis framed for research study they have not been considered in this research analysis.

4.3.10 Research Guide

Table No. 4.9 Research Guide

Sr. No.	Name of the Guide	Students guided
1	Nandavadekar, Vilas	9
2	Dongare, Mukund N.	6
3	Pole, Shashank	6
4	Bapat, S. G.	5
5	Deshmukh, Prasanna	5
6	Rashingkar, Sudhir	5
7	Tilak, Deepak	5
8	Rodrigues, Cleophas	4
9	Shinde, Rajashree	4
10	Bachute, K. V.	3
11	Dhamdhere, Rajan	3
12	Gawade, S. U.	3
13	Gopal, Arpita	3
14	Keskar, Umesh	3
15	Kulkarni, Madhavi	3
16	Kulkarni, Shriniwas S	3
17	Lawrence, M. D.	3
18	Luhar, Arvind S.	3
19	Nagendra, Asha	3
20	Pathak, R. C.	3
21	Penkar, Daniel	3
22	Shrigiriwar, Shyamkant	3
23	Abhyankar, Hemant	2
24	Abhyankar, Suresh	2
25	Adsule, Anil	2
26	Bandgar, P.K.	2
27	Gankar, Sayali	2
28	Hebalkar, Rashmi	2

29	Huddedar, Sudhir	2
30	Keskar, Dhananjay	2
31	Kulkarni Ashok V	2
32	Mali, Sanjay. R.	2
33	Mangale, V. S.	2
34	Parchure, K. M.	2
35	Sable, Ram	2
36	Shaikh, Aftab A	2
37	Yadav, Vishnu. N	2
38	Abhyankar, D. K.	1
39	Barbole, Anil N.	1
40	Dastane, Santosh	1
41	Deshmukh, Anand A	1
42	Deshmukh, Sachin Anant	1
43	Dixit, M. C.	1
44	Gaikwad, Sanjaykumar M	1
45	Ganbote, Avinash	1
46	Gogawale, Sanjeevani	1
47	Gurav, A. M.	1
48	Haldar, O. P.	1
49	Judah, George	1
50	Kanaskar, Mukesh	1
51	Kotwal, Mohan	1
52	Kumar, Ajay	1
53	Londhe, B. R.	1
54	Parikh, Indira J	1
55	Sabale, Ravindra J.	1
56	Shaikh, Anwar	1
57	Shitole, G. Y.	1
58	Talhar, Gajanan	1
59	Yadav,C.Sunanda	1
60	Zagade, Seema	1

Observation:

Considering the period of study undertaken by the researcher Dr. Nanavadekar, Vilas has completed research work of 9 students while Dr. Dongare M. and Dr. Pole, S. have completed work of 6 students and. Dr. Tilak, D., Dr. Bapat S. G., Dr. Deshmukh P. and Dr. Rashingkar, S. have completed work of 5 students each. Dr. Rodrigues C. and Dr. Shinde R. have completed work of 4 students each and Dr. Bachute, Dr. Dhamdhere, Dr. Gawade etc.

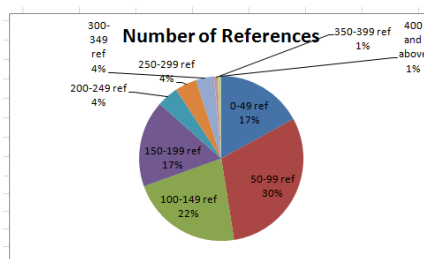
have each completed 3 students fifth while Dr. Abhyankar, Dr. Adsule, Dr. Gankar etc. have each completed 2 students.

4.3.11 Number of references cited

Table No. 4.10 Number of references cited

References	Number of thesis	%
0-49 ref	24	17
50-99 ref	43	30
100-149 ref	31	22
150-199 ref	24	17
200-249 ref	6	4
250-299 ref	6	4
300-349 ref	5	4
350-399 ref	1	1
400 and above	1	1
Total	141	100

Figure No. 4.8 Number of References



Observation:

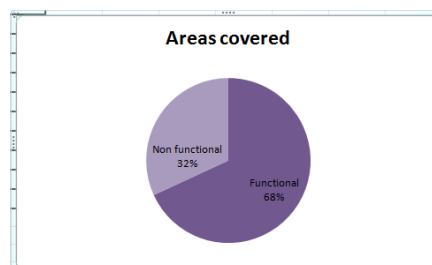
It can be seen from the above that 30% (43) researcher have cited 50-99 references while 22% (31) researchers have cited 100-149 references. 17% (24) researchers each have cited 0-49 and 150-199 references. While 4% (6) researchers each have cited 200-249, 250-299 and 300-349 references. Only 1% (1) thesis wherein each researcher has cited 350-399 and 400 and above.

4.3.12 Areas covered

Table No. 4.11 Areas covered

Area	Number of thesis	%
Functional	96	68
Non functional	45	32
Total	141	100

Figure No. 4.9 Areas covered



Observation:

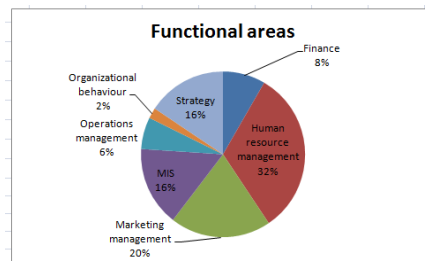
It is observed that 68% (96) theses are related to functional areas such as finance, human resource management, marketing management, management information systems etc. while 32% (45) theses cover the non functional areas such as emerging areas, entrepreneurship and retail management.

4.3.13 Functional areas

Table No. 4.12 Functional areas

Functional areas	Number of thesis	%
Finance	8	8
Human resource management	31	32
Marketing management	19	20
MIS	15	16
Operations management	6	6
Organizational behavior	2	2
Strategy	15	16
Total	96	100

Figure No. 4.10 Functional areas



Observation:

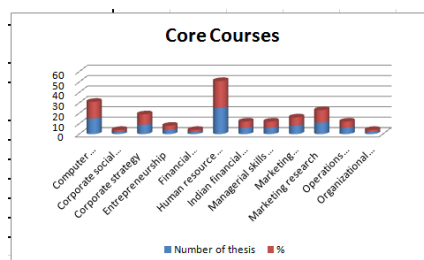
The theses based on of Human resource management are 32% (31) while 20% (19) thesis covers the field of marketing management. 16% (15) thesis is based on strategy and MIS fields respectively while 6% (6) thesis are based on Operations management and 2% (2) thesis are based on Organization Behaviour.

4.3.14 Functional Core Courses

Table No. 4.13 Functional Core Courses

Functional core courses	Number of thesis	%
Computer applications for business	15	16
Corporate social responsibility and sustainability	2	2
Corporate strategy	9	10
Entrepreneurship	4	4
Financial reporting, statements and analysis	2	2
Human resource management	25	26
Indian financial system and financial markets	6	6
Managerial skills for effectiveness	6	8
Marketing management	8	6
Marketing research	11	12
Operations management	6	6
Organizational behaviour	2	2
Total	96	100

Figure No. 4.11 Functional Core courses



Observation:

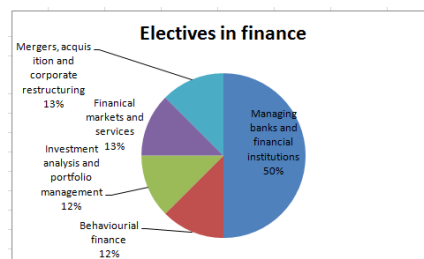
It has been found that 26% (25) thesis is related to Human resource management including topics related to human resource management and managerial skills for effectiveness while 16% (15) thesis is related to computer applications in business. 12% (11) thesis deals with marketing research and 10% (9) thesis covers various areas of corporate strategy. 6% (6) thesis each deal with Indian financial system and financial markets, managerial skills for business and operations management respectively while 8% (8) thesis deal with marketing management. 4% (4) thesis include topics related to entrepreneurship and 2% (2) thesis each covers topics related to financial reporting, statements and analysis, corporate social responsibility and Organization behavior.

4.3.15 Elective courses in Finance

Table No. 4.14 Elective courses in Finance

Elective courses	Number of thesis	%
Managing banks and financial institutions	4	50
Behaviourial finance	1	12
Investment analysis and portfolio management	1	12
Financial markets and services	1	13
Mergers, acquisition and corporate restructuring	1	13
Total	8	100

Figure No. 4.12 Elective courses in Finance



Observation:

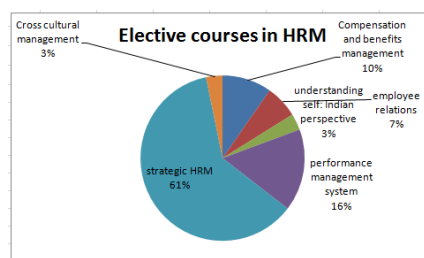
It can be seen that 50% (4) thesis deal with managing banks and financial institutions covering general insurance companies, debt recovery, ATM services while 12% (1) thesis each deals with investment analysis and portfolio management and behavioural finance covering topics related to financial planning and microfinance schemes respectively. 13% (1) thesis deals with job satisfaction of employee after mergers and acquisition and % () thesis each deals with financial derivatives covering stock markets.

4.3.16 Elective courses in Human Resource Management

Table No. 4.15 Elective courses in Human Resource Management

Elective courses	Number of thesis	%
Compensation and benefits management	3	10
Employee relations	2	7
Understanding self: Indian perspective	1	3
Performance management system	5	16
Strategic HRM	19	61
Cross cultural management	1	3
Total	31	100

Figure No. 4.13 Elective courses in Human Resource Management



Observation:

It has been found that 61% (19) thesis deal with various aspects of strategic HRM covering topics related to HR policies and practices, career progression, Human resource development etc. and 16% (5) thesis deal with performance management with topics related to career progression, talent search, performance appraisal, performance measurement etc. 10% (3) thesis deal with compensation and benefits management covering work life balance, benefits management and non salary incentives etc. while 7% (2) thesis each deals with employee relations dealing with correlation between production managers and employee involvement. 3% (1) thesis deals with cross cultural management covering cultural diversities at work and understanding self- an Indian perspective which includes topic related to spirituality climat and its impact on learning in teams.

4.3.17 Elective courses in Marketing management

Table No. 4.16 Electives in Marketing management

Marketing	Number of thesis	%
Consumer behaviour	8	42
Digital and social media marketing	2	10
Product and brand management	3	16
Retail management	1	5
Integrated marketing communication/promotion strategy	2	11
Sales and distribution management	3	16
Total	19	100

Figure No. 4.14 Electives in Marketing management



Observation:

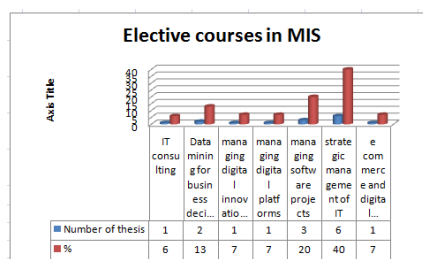
It can be observed that 42% (8) thesis deal with consumer behavior including topics related to customer satisfaction, buying behavior and customer capitalization. 16% (3) thesis each including topics related to sales and distribution management covering marketing mix, production and marketing management, marketing strategies etc. and product and brand management covering corporate branding, brand strategies etc. respectively. 11% (2) thesis deal with integrated marketing communication/ promotion strategy covering topics related to marketing communication and marketing strategies. 10% (2) thesis deal with digital and social media marketing while 5% (1) thesis relates to retail management.

4.3.18 Elective courses in MIS

Table No. 4.17 Elective courses in MIS

Elective courses	Number of thesis	%
IT consulting	1	6
Data mining for business decisions	2	13
Managing digital innovation and transformation	1	7
Managing digital platforms	1	7
Managing software products	3	20
Strategic management of IT	6	40
E commerce and digital markets	1	7
Total	15	100

Figure No. 4.15 Elective courses in MIS



Observation:

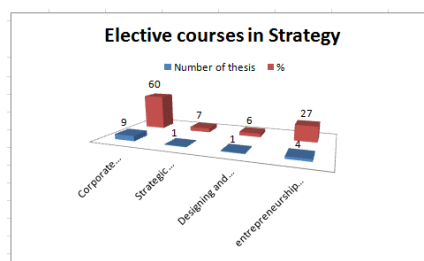
It has been found that 40% (6) thesis are related to various aspects of strategic management of IT covering topics related security management system, optimal indexing techniques, e governance, ICT for rural development etc. and 20% (3) thesis are related to managing software products covering topics related to managing anti virus tools, object oriented system etc. 13% (2) thesis cover topics related to data mining for business decisions including computer network management and geographical information system. 7% (1) thesis covers e-commerce and managing digital platforms while 6% (1) thesis includes topic related to IT consulting.

4.3.19 Elective courses in Strategy

Table No. 4.18 Elective courses in strategy

Elective courses	Number of thesis	%
Corporate governance	9	60
Strategic management of services	1	7
Designing and configuring business models	1	6
Entrepreneurship in practice	4	27
Total	15	100

Figure No. 4.16 Elective courses in Strategy



Observation:

It can be observed from the above analysis that 60% (9) thesis are related to corporate governance covering various topics such as green business strategy, land tenures, corporate social responsibility, economic reforms etc. and 27% (4) thesis deal with entrepreneurship in practice which cover the topics related to entrepreneurship development, entrepreneur role,

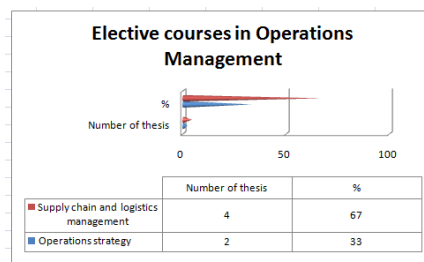
women entrepreneurship etc. 7% (1) thesis deals with strategic management of services and 6% (1) thesis each deals with designing and configuring business models.

4.3.20 Elective courses in Operations Management

Table No. 4.19 Elective courses in Operations Management

Elective courses	Number of thesis	%
Operations strategy	2	33
Supply chain and logistics management	4	67
Total	6	100

Figure No. 4.17 Elective courses in Operations management



Observation:

It has been found that 67% (4) thesis are related to supply chain and logistics management which cover the fields like supply chain planning, logistics outsourcing relationship, supply chain practices while 33% (2) thesis deals with operations strategy dealing with study of quality indicators and sustainability.

4.3.21 Elective courses in Organization Behaviour

Table No. 4.20 Elective courses in Organization Behaviour

Elective courses	Number of thesis	%
Leadership	2	100
Total	2	100

Observation:

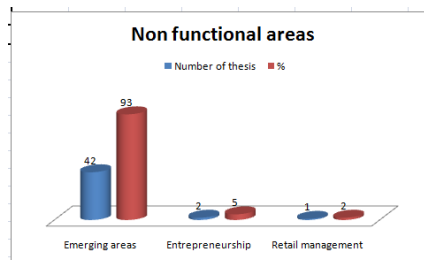
The above table shows that there are 100% (2) thesis related to organization behaviour dealing with the leadership styles and identification of leaders.

4.3.22 Non Functional areas

Table No. 4.21 Non functional areas

Non Functional areas	Number of thesis	%
Emerging areas	42	93
Entrepreneurship	2	5
Retail management	1	2
Total	45	100

Figure No. 4.18 Non functional areas



Observation:

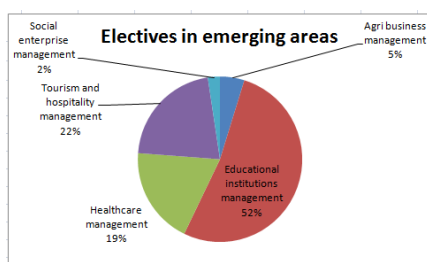
The non functional areas have 93% (41) thesis covering the various emerging areas such as Agri-business management, educational institutions management, healthcare management and Tourism and hospitality management while 5% (2) thesis deal with entrepreneurship covering topics related to women entrepreneurs, independent business owners. 2% (1) deal with retail management including topics related to retail brands.

4.3.23 Elective courses in Emerging areas

Table No. 4.22 Elective courses in Emerging areas

Emerging areas	Number of thesis	%
Agri business management	2	5
Educational institutions management	22	52
Healthcare management	8	19
Tourism and hospitality management	9	22
Social enterprise management	1	2
Total	42	100

Figure No. 4.19 Elective courses in Emerging areas



Observation:

It can be seen that 52% (22) thesis are related to educational institutions management covering the areas of secondary schools, management institutions management students, burnout syndrome in teachers etc. while 22% (9) thesis cover the areas of Tourism and hospitality management covering the fields related to hotel management education, tourism destinations, consumer perceptions in hotels etc. 19% (4) thesis are related to healthcare management while 5% (2) thesis deal with Agri-business management which cover topics

related to floriculture and sugar industries and 2% (1) thesis covers social enterprise management including topic of non governmental organizations.

4.3.24 Elective courses in Retail Management

Observation:

It has been observed that there is only 1 thesis which deals with retail brand management covering brands such as Walmart and its retail marketing strategy covering aspects of retail consumer behaviour.

4.3.26 Elective courses in Entrepreneurship

Table No. 4.23 Elective courses in Entrepreneurship

Emerging areas	Number of thesis	%
Entrepreneurship in practice	2	100
Total	2	100

Observation:

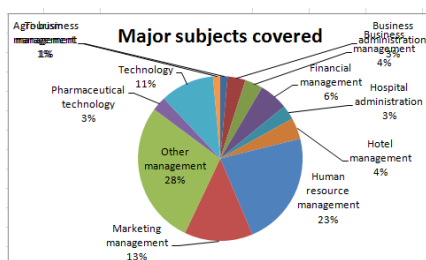
There are 2 theses dealing with entrepreneurship covering the women entrepreneurs and independent business owners.

4.3.27 Major Ph D subjects covered

Table No. 4.24 Major subjects covered

Major Subjects covered	Number of thesis	%
Agri- business management	2	1
Business administration	5	3
Business management	5	4
Financial management	8	6
Hospital administration	4	3
Hotel management	6	4
Human resource management	32	23
Marketing management	19	13
Other management	40	28
Pharmaceutical technology	4	3
Technology	15	11
Tourism management	2	1
Total	141	100

Figure No. 4.20 Areas covered



Observation:

The above analysis shows that 28% (40) thesis cover various aspects of other management including topics related to study of non governmental organizations, issues of policy development, independent business owners, various aspects related to educational

institutions management, franchising business models, management of electoral rolls, organized retailing etc. while 23% (32) thesis are related to Human Resources Management covering topics related to cultural diversities, work life balance, career progression, managerial competency, job satisfaction, various organizational factors, employee wellness programs, hidden talent search, attrition, stress management etc. 13% (19) theses are related to Marketing Management which include topics related to marketing mix, customer satisfaction, brand positioning, internet marketing, market perception, marketing strategies, role of Advertising Standard Council of India in unethical marketing etc. while 11% (15) theses are related to different fields of Technology which include topics related to security management services, animation and optimization for cost reduction, online social networking sites, management of anti virus tools, alternate indexing techniques, object oriented systems, web services, cyber crimes, e-governance, Geographical information systems etc. 6% (8) theses are related to Financial Management including topics related to micro finance, insurance companies, mergers and acquisitions, Indian banking industry, financial planning, stock markets etc. and 4% (6) thesis are based on Hotel management covering topics related to green environment practices, gap analysis between management education and actual requirement, study of employee behavior and impact on consumer perception, human resource development practices, training activities etc. 4% (5) thesis cover the field of Business Management dealing with crisis management decisions, corporate social responsibility, impact of economic reforms, green strategies etc. and 3% (5) thesis cover topics related to Business administration including topics related to supply chain and logistics, quality aspects, logistics outsourcing etc. 3% (4) thesis wherein each are related to various aspect of pharmaceutical technology such as Intellectual property rights, e-commerce, management of sales personnel, HR policies etc. and Hospital administration which includes HR policies, doctor patient relationship, marketing practices etc. respectively. 1% (2) thesis each are related to Tourism management covering marketing of tourism destinations, socio-economic development due to tourism and Agri-business management covering by-products of sugar industry and floriculture.

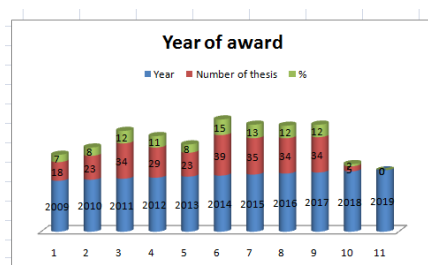
4.4 Analysis of Thesis awarded in the Faculty of Management under Savitribai Phule Pune University:

4.4.1 Year of degree awarded under the Faculty of Management

Table 4.25 Year of degree awarded in Management

Year	Number of thesis	%
2009	18	7
2010	23	8
2011	34	12
2012	29	11
2013	23	8
2014	39	15
2015	35	13
2016	34	12
2017	34	12
2018	5	2
2019	0	0
Total	274	100

Figure No. 4.21 Year of award



Observation:

It can be observed that 15% (39) researchers have been awarded Ph D in 2014 while 13% (35) have been awarded the degree in 2015. 12% (34) researchers have been awarded in the year 2011, 2016 and 2017 respectively and 11% (29) researches have been awarded Ph D degree in 2012. 8% (23) students have been awarded in 2010 and 2013 while 7% (18) students in 2009. In 2018 2% (5) students have been awarded their Ph D in Management.

4.4.2 Year of uploading on Shodhganga

Table 4.26 Year of uploading

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	8	2
2012	0	0
2013	0	0
2014	0	0
2015	1	1
2016	99	36
2017	73	27
2018	43	16
2019	50	18
Total	274	100

Observation:

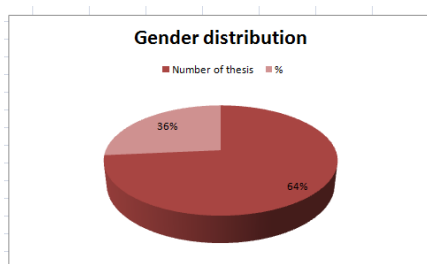
The above analysis shows that 36% (99) thesis have been uploaded in 2016 while 27% (73) have been uploaded in 2017. 18% (50) thesis have been uploaded on Shodhganga in 2019 while 16% (43) theses have been uploaded in 2017. Only 2% (8) thesis have been uploaded in 2011 while 1% (1) thesis has been uploaded in 2015.

4.4.3 Genderwise distribution of thesis

Table No. 4.27 Genderwise distribution

Gender	Number of thesis	%
Female	100	36
Male	174	64
Total	274	100

Figure No. 4.22 Genderwise distribution

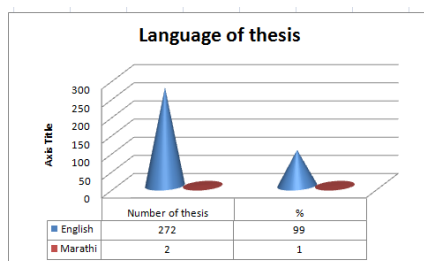


Observation:

64% (174) male researchers have completed their research work in Management education while 36% (100) females have completed their research work.

4.4.4 Language of thesis**Table No. 4.28 Language of thesis**

Language	Number of thesis	%
English	272	99
Marathi	2	1
Total	274	100

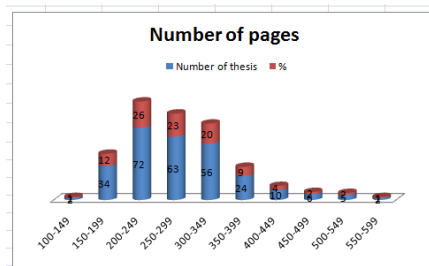
Figure No. 4.23 Language of thesis**Observation:**

It can be observed that 99% (272) thesis are in English language while on 1% (2) thesis are in Marathi.

4.4.5 Number of pages**Table 4.29 Number of pages**

Number of pages	Number of thesis	%
100-149	2	1
150-199	34	12
200-249	72	26
250-299	63	23
300-349	56	20
350-399	24	9
400-449	10	4
450-499	6	2
500-549	5	2
550-599	2	1
Total	274	100

Fig No. 4.24 Number of pages



Observation:

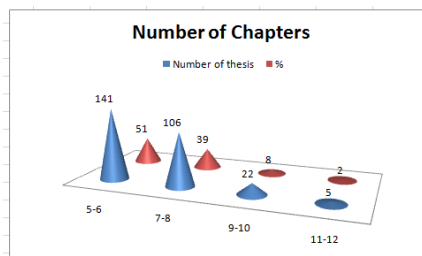
From the above table it can be seen that 26% (72) thesis contain pages from 200-249 while 23% (63) thesis contain pages from 250-299. 20% (56) thesis contain pages ranging from 300-349 and 12% (34) thesis contain pages from 150-199. 9% (24) thesis contain pages from 350-399. 4% (10) thesis contains pages from 400-449 while only 2% thesis contains pages from 450-499 and 500-549 while 1% thesis comprise of 100-149 pages and 550-599 pages respectively.

4.4.6 Number of Chapters

Table 4.30 Number of Chapters

Number of Chapters	Number of thesis	%
5-6	141	51
7-8	106	39
9-10	22	8
11-12	5	2
Total	274	100

Figure No. 4.25 Number of Chapters



Observation:

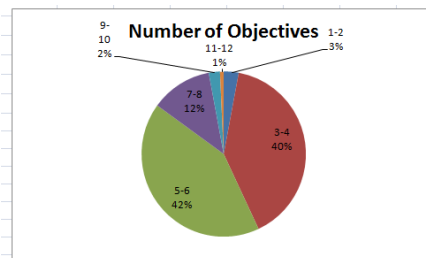
From the above graph it can be observed that 51% (141) thesis have chapters ranging from 5-6 while 39% (106) contain 7-8 chapters. 8% (22) thesis has 9-10 chapters while only 2% (5) thesis has chapters ranging from 11-12.

4.4.7 Objectives set for research

Table 4.31 Objectives for research

Number of objectives	Number of thesis	%
1-2	8	3
3-4	110	40
5-6	115	42
7-8	33	12
9-10	6	2
11-12	2	1
Total	274	100

Figure No. 4.26 Objectives for research



Observation:

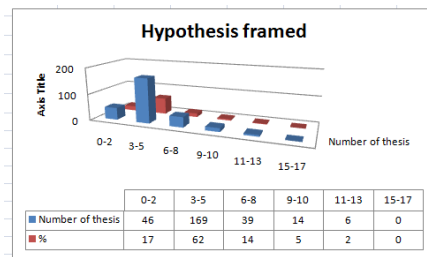
From the above table it can be observed that 42% (115) researchers have set 5-6 objectives while 40% (110) have set 3-4 objectives. 12% (33) thesis contain 7-8 objectives while 3% (8) contains 1-2 objectives and 2% (6) thesis contain 9-10 objectives 1% (2) thesis have 11-12 objectives.

4.4.8 Hypothesis framed for study

Table 4.32 Hypothesis for study

Number of hypothesis	Number of thesis	%
0-2	46	17
3-5	169	62
6-8	39	14
9-11	14	5
12-14	6	2
15-17	0	0
Total	274	100

Figure No. 4.27 Hypothesis for study



Observation:

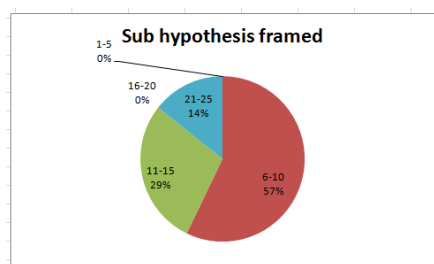
From the above table it can be seen that 62% (169) researchers have framed 3-5 hypothesis for study while 17% (46) researchers have set 0-2 hypothesis for study. 14% (39) researchers have set 6-8 hypotheses for study and 5% (14) researchers have considered 9-11 hypothesis and 2% (6) researchers have framed 12-14 hypotheses for study.

4.4.9 Sub hypothesis set for study

Table 4.33 Sub hypothesis for the study

Sub hypothesis	Number of researchers	%
1-5	0	0
6-10	4	57
11-15	2	29
16-20	0	0
21-25	1	14
Total	7	100

Figure No. 4.28 Sub hypothesis framed



Observation:

57% (4) have framed 6-10 sub hypothesis and 29% (2) have framed 11-15 sub hypothesis while 14% (1) has framed 21-25 hypothesis.

4.4.10 Research Guides

Table 4.34 Research guides

Name of Guide	Students guided
Tambe Mukund	11
Sangvikar B. V.	10
Chitale, C. M.	8
Joshi, Ashok	8
Mahal, Dinabandhu	8
Berad, Nilesh R	7
Vaishampayan, Y. S.	7
Gawade, Shivaji U.	6
Aurangabadkar, Sarita T.	5
Berad, R R	5
Bhave, Santosh V.	5
Dubey, Rachana	5
Joshi, Pratibha	5
Joshi, Sharad	5
Khedkar, E. B.	5
Mehta, M. B.	5
Misal, Ashutosh	5
Vechalekar, N M	5
Vedak, Vidyadhar	5
Abale, Mahesh	4
Baporikar, Neeta	4
Goje, Amol	4

Jain, Surabhi	4
Patil, Yashwant	4
Rayate, B. B.	4
Barve, Vasant D	3
Bhatia, Ranbir K	3
Deshmukh, Prassana G.	3
Inamdar V. H.	3
Jagtap, Kishor N.	3
Karandikar, Anand	3
Kazi, Roshan	3
Keskar, Anil	3
Kulkarni, Mahesh A	3
Muley, Praveena S	3
Patankar, Sanjay	3
Pawar, Prafulla A.	3
Phadtare, Milind	3
Sarwate Dilip M.	3
Takalkar, J. D.	3
Verulkar, Asha A	3
Anandaram, K.	2
Dubhashi, Medha	2
Gankar, Sayalee	2
Gujarathi, Rajashree	2
Joshi, C M	2
Jumle, Anand G.	2
Kadam, Manik S.	2
Karmalkar, Prakash, H.	2
Kayandepatil, G V	2
Kharche, R M	2
Kohok, M A	2
Nare, Purandhar	2
Pachpande, Asha	2
Patil, Dilipkumar	2
Sinha, D. K.	2
Sonawane, Mukund B	2
Thorat, Hansraj D.	2
Tiwary, S. N.	2
Totade, Smita	2
Zagade, Sunil D	2
Athavale, Sanhita	1
Bapat, S. G.	1
Bhate, V V	1

Bhavsar Anil C.	1
Charak, Kuldip	1
Dadas,A.B	1
Dastane, Santosh	1
Deshmukh, Ravindra P	1
Dharwadkar, Kirti	1
Diwakar, Hemalatha	1
Dole, Bharati	1
Gujarathi D. M.	1
Hiremash Saroj P	1
Hirwani, Rajkumar	1
Javadekar Prachee	1
Joe, Lopez	1
Kale, Mukund	1
Kasande, Shailesh	1
Kaveri, V. S.	1
Khairnar, S. D.	1
Khan, Ahmad U.	1
Kulkarni, Meera S	1
Kumar, Ajay	1
Markale, Amod	1
Mishra, K. C.	1
Mokashi, Arun	1
Nandavadekar, Vilas D.	1
Pachpande, Sandeep	1
Palkar, Apoorva	1
Palsodkar,S G	1
Patil, Gangadhar	1
Patil, Supriya	1
Pawar, Subhash D.	1
Pawar,Yashvant T	1
Penkar, Daniel J.	1
Rawal, C. N.	1
Saraf, Parag	1
Shah Asish	1
Sharma, Neha	1
Shinde, Rajashree	1
Shrigirwar, Shyamkant	1
Tupe, S. D.	1
Upadhyay, Pooja	1
Vadgule, Subhash M.	1

Observation:

The above table shows that Dr. Tapkir Mukund has guided 11 researchers while Dr. Sangvikar B. V. who has guided 10 students. Dr. Chitale C. M., Dr. Joshi Ashok and Dr. Mahal Dinabandhu each have guided 8 students. Similarly other research guides have also been listed accordingly as per the students they have guided.

4.4.11 Co-guide for research**Table No. 4.35 Co-guide**

Sr. No	Co- guide	Number of thesis	%
1	Yes	2	1
2	No	272	99
	Total	274	100

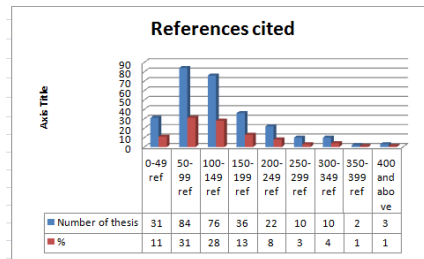
Observation:

It can be observed from the above table that only 1% (2) thesis have co-guide while 99% (272) thesis do not have any co-guide.

4.4.12 References used in the thesis**Table No. 4.36 References used**

References	Number of thesis	%
0-49 ref	31	11
50-99 ref	84	31
100-149 ref	76	28
150-199 ref	36	13
200-249 ref	22	8
250-299 ref	10	3
300-349 ref	10	4
350-399 ref	2	1
400 and above	3	1
Total	274	100

Figure No. 4.29 Number of references



Observation:

It can be seen from the above table that 31% (84) researchers have cited references within the range of 50-99 while 28% (76) have cited the references between 100-149. 13% (36) researchers have cited 150-199 references while 11% (31) researchers have cited 0-49 references which include 5 theses which do not have any separate bibliography attached and no references mentioned below the chapters also. 8% (22) researchers have cited 200-249 references while 4% (10) researchers have cited 300-349 references and 3% (10) thesis contain 250-299 references. 1% (3) and 1% (2) have each cited references 350- 399 and 400 and above in their research thesis.

4.4.13 Areas covered

Table No. 4.37 Areas covered

Area	Number of thesis	%
Functional	206	75
Non functional	68	25
Total	274	100

Observation:

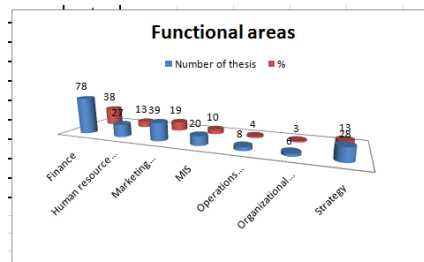
It can be seen from the above table that 75% (206) thesis cover various functional areas such as finance, human resource management, marketing management, MIS, operations management, organizational behaviour etc. while 25% (68) thesis cover the non-functional areas covering topics related to emerging areas, entrepreneurship and retail management.

4.4.14 Functional areas

Table No. 4.38 Functional areas

Functional areas	Number of thesis	%
Finance	78	38
Human resource management	27	13
Marketing management	39	19
MIS	20	10
Operations management	8	4
Organizational behaviour	6	3
Strategy	28	13
Total	206	100

Figure No. 4.30 Functional areas



Observation:

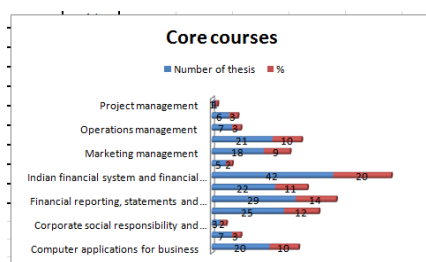
It can be observed that 38% (78) thesis is related to Finance while 19% (39) are related to Marketing Management. 13% (27) theses are related to Human Resources Management and strategy respectively while 10% (20) theses are related to various aspects of Technology. 4% (8) theses are related to Operations Management and 3% (6) theses are related to Organizational behaviour.

4.4.15 Functional Core Courses

Table No. 4.39 Functional Core Courses

Core Courses	Number of thesis	%
Computer applications for business	20	10
Corporate Finance	7	3
Corporate social responsibility and sustainability	3	2
Corporate strategy	25	12
Financial reporting, statements and analysis	29	14
Human resource management	22	11
Indian financial system and financial markets	42	20
Managerial skills for effectiveness	5	2
Marketing management	18	9
Marketing research	21	10
Operations management	7	3
Organizational behaviour	6	3
Project management	1	1
Total	206	100

Figure No. 4.31 Functional Core courses



Observation:

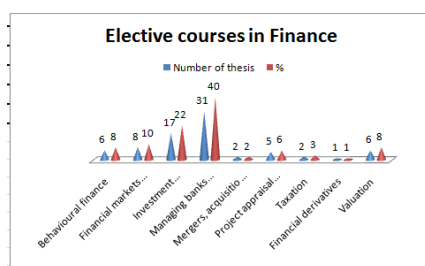
It has been observed that 20% (42) thesis cover various aspects of Indian financial systems and markets while 14% (29) thesis cover topics related to financial reporting, statements and analysis. 12% (25) thesis cover topics related to corporate strategy while 11% (22) thesis are related to Human resource management. 10% (21) thesis are related to marketing research and 10% (20) thesis are related to computer applications for business. 9% (18) thesis are related to marketing management and 3% (7) thesis are related to corporate finance and operations management. 3% (6) thesis are related to various aspects of organizational behavior while 2% (5) thesis relate to managerial skills for effectiveness and 2% (3) cover aspects of corporate social responsibility and sustainability. 1% (1) thesis is related to project management.

4.4.16 Elective courses in Finance

Table No. 4.40 Elective courses in Finance

Elective courses	Number of thesis	%
Behavioural finance	6	8
Financial markets and services	8	10
Investment analysis and portfolio management	17	22
Managing banks and financial institution	31	40
Mergers, acquisition and corporate restructuring	2	2
Project appraisal and finance	5	6
Taxation	2	3
Financial derivatives	1	1
Valuation	6	8
Total	78	100

Figure No. 4.32 Elective courses in Finance



Observation:

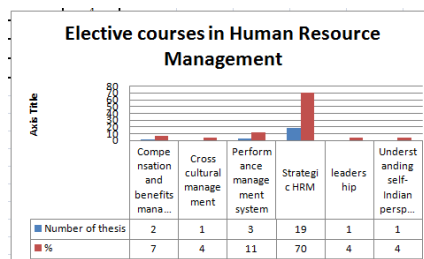
The thesis based on elective courses in Finance are summarized as 40% (31) thesis are related to managing banks and financial institutions which include reverse mortgage, functional efficiency of banks, NPA, core banking system, term debt, interest rate etc. while 22% (17) thesis deal with Investment analysis and Portfolio management covering topics related to investment pattern, risk management, funding strategies, management accounting tools, forensic accounting, financial analysis etc. 10% (8) thesis deal with financial markets and services which deal with topics related to stock exchange, mutual funds, share markets, equity derivatives, initial public offers etc. and 8% (6) thesis each deal with Behavioural finance and valuation covering financial impact of displaced farmers, behavioural pattern, financial prudence etc. 6% (5) thesis cover project appraisal and finance dealing with topics related to corporate finance theory, financial feasibility, financial implications etc. 3% (2) thesis each deal with various topics related to taxation such as service tax, tax planning and 2% (2) thesis relate to mergers, acquisition and corporate restructuring covering issues related to pre and post mergers while 1% (1) thesis deals with financial derivatives.

4.4.17 Elective courses in Human Resource Management

Table No. 4.41 Electives in Human Resource Management

Elective courses	Number of thesis	%
Compensation and benefits management	2	7
Cross cultural management	1	4
Performance management system	3	11
Strategic HRM	19	70
Leadership	1	4
Understanding self-Indian perspective	1	4
Total	27	100

Figure No. 4.33 Electives in Human Resource Management



Observation:

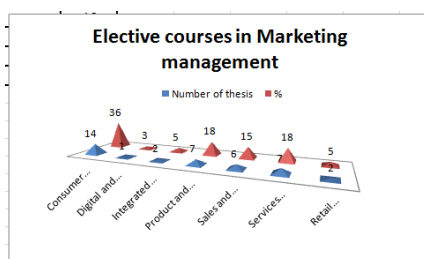
It can be seen that 70% (19) theses are related to strategic HRM covering managers competency, human resource development, human resource practices, control orientations, octapace, labour welfare practices etc. while 11% (3) theses deal with performance management systems which includes job performance, performance competency etc. 7% (2) theses each deal with compensation and benefits management including work-life balance and manpower planning, selection and recruitment including training and development. 4% (1) theses each deal with cross cultural management, leadership and understanding self-Indian perspective which covers the bionics approach.

4.4.18 Elective courses in Marketing management

Table No. 4.42 Electives in Marketing management

Marketing Management	Number of thesis	%
Consumer behavior	14	36
Digital and social media marketing	1	3
Integrated marketing communication/Promotion strategy	2	5
Product and brand management	7	18
Sales and distribution management	6	15
Services marketing	7	18
Retail management	2	5
Total	39	100

Figure No. 4.34 Marketing management subjects



Observation:

It can be seen that 36% (14) thesis deal with consumer behaviour dealing with consumer preference, consumer adaptability, cause related marketing, consumer preference etc. while 18% (7) thesis each deals with product and brand management and services marketing covering brand equity, brand variety, brand image, CRM, marketing services, outsourcing etc. respectively. 15% (6) thesis relate to sales and distribution management including relationship marketing, sales promotion, marketing problems, distribution channels etc. 5% (2) thesis each deals with integrated marketing communication/Promotion strategy and retail management which include topics related to promotion strategies, advertising, retail service

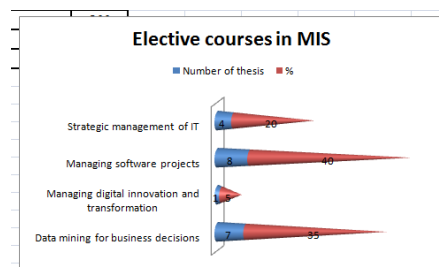
gaps, organized retail communication while 3% (1) thesis deals with digital and social media marketing dealing with internet marketing.

4.4.19 Elective courses in MIS

Table No. 4.43 Elective courses in MIS

Elective courses	Number of thesis	%
Data mining for business decisions	7	35
Managing digital innovation and transformation	1	5
Managing software projects	8	40
Strategic management of IT	4	20
Total	20	100

Figure No. 4.35 Elective courses in MIS



Observation:

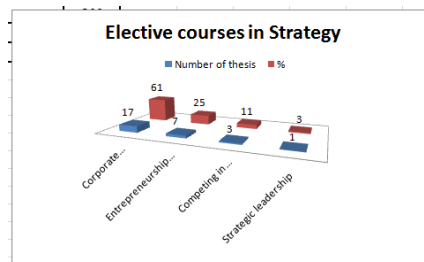
From the above it can be seen that 40% (8) thesis deal with managing software projects including bank computerization, ERP system, RFID, software testing, software tools etc. and 35% (7) thesis deal with data mining for business decisions including business intelligence tools, decision support system etc. 20% (4) thesis are related to strategic management of IT covering role of ICT, IT services and networks, e-governance, information risk management etc. while and 5% (1) thesis deals with managing digital innovation and transformation covering the field of technology transfer.

4.4.20 Elective courses in Strategy

Table No. 4.44 Elective courses in strategy

Elective courses	Number of thesis	%
Corporate governance	17	61
Entrepreneurship in practice	7	25
Competing in global markets	3	11
Strategic leadership	1	3
Total	28	100

Figure No. 4.36 Elective courses in Strategy



Observation:

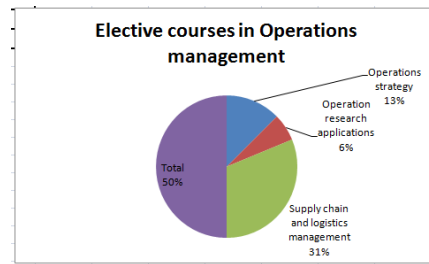
It can be observed that 61% (17) theses are related to various aspects of corporate governance which includes green marketing, CSR, corporate governance, policy decision etc. while 25% (7) theses are related to entrepreneurship in practice which cover topics related to women entrepreneurs. 11% (3) theses deal with competing in global markets covering topics related to globalization and exports and 3% (1) thesis deals with strategic leadership.

4.4.21 Elective courses in Operations Management

Table No. 4.45 Elective courses in Operations Management

Elective courses	Number of thesis	%
Operations strategy	2	25
Operation research applications	1	12
Supply chain and logistics management	5	63
Total	8	100

Figure No. 4.37 Elective courses in Operations Management



Observation:

It can be observed that 63% (5) thesis are related to supply chain and logistics management covering distribution channels and other aspects of supply chain while 25% (2) thesis deal with operations strategy covering strategic approach to project management and plant level production and 12% (1) thesis each deals with operations research application dealing with capacity utilization.

4.4.22 Elective courses in Organization Behaviour

Table No. 4.46 Elective courses in Organization Behaviour

Elective courses	Number of thesis	%
Leadership	2	33
Organizational change and development	4	67
Total	6	100

Observation:

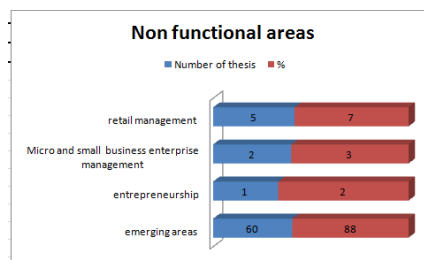
From the above table it can be seen that 67% (4) thesis are related to organizational change and development which includes changing trends in industrial relations, OD interventions, organizational development etc. while 33% (2) thesis are related to various aspects of leadership such as leadership styles.

4.4.23 Non Functional areas

Table No. 4.47 Non Functional areas

Non Functional areas	Number of thesis	%
Emerging areas	60	88
Entrepreneurship	1	2
Micro and small business enterprise management	2	3
Retail management	5	7
Total	68	100

Figure No. 4.38 Non functional areas



Observation:

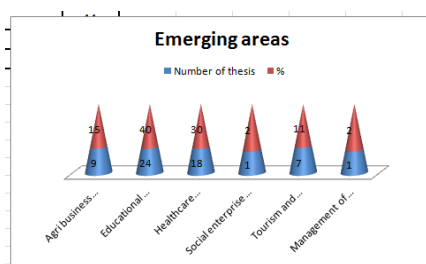
It can be observed from the above that 88% (60) thesis deal with various emerging areas such as Agri-business management, educational institutions management, healthcare management, infrastructure management, management of rural business and tourism and hospitality management while 7% (5) thesis deal with retail management. 3% (2) thesis deals with micro and small business management and 2% (1) thesis deals with entrepreneurship.

4.4.24 Elective courses in Emerging areas

Table No. 4.48 Electives in Emerging areas

Emerging areas	Number of thesis	%
Agri business management	9	15
Educational institutions management	24	40
Healthcare management	18	30
Social enterprise management	1	2
Tourism and hospitality management	7	11
Management of rural business	1	2
Total	60	100

Figure No. 4.39 Electives in Emerging areas



Observation:

It has been observed that 40% (24) thesis deal with educational institutions management covering secondary schools, management institutions, higher and technical institutions etc. while 30% (18) thesis deal with healthcare management covering pharma industries, hospitals, medicinal plants, medical tourism etc. 15% (9) thesis covers Agri-business management including agricultural markets, agri input organizations, dairy etc. 11% (7)

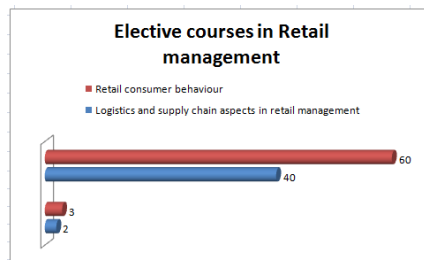
thesis relate to tourism and hospitality management while 2% (1) thesis deals with social enterprise management covering self help groups.

4.4.25 Elective courses in Retail Management

Table No. 4.49 Elective courses in Retail Management

Retail Management	Number of thesis	%
Logistics and supply chain aspects in retail management	2	40
Retail consumer behavior	3	60
Total	5	100

Figure No. 4.40 Elective courses in Retail Management



Observation:

It can be seen from the above that 60% (3) theses are related to retail consumer behavior including topics related to customer relationship management in retail, customer loyalty programs and consumer shopping behaviour while 40% (2) theses are related to logistics and supply chain in retail covering topics related to organized and unorganized retail, customer relationship management in retail.

4.4.26 Micro and small business management

Observation:

From the above table it can be observed that there are 2 theses based on planning, financing and restructuring small business covering topics related to MSMEs.

4.4.27 Elective courses in Entrepreneurship

Observation:

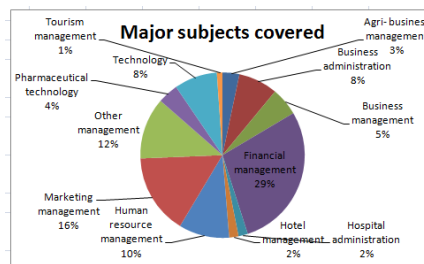
Only 1 thesis is related to Entrepreneurship which covers the aspect of knowledge management in e-governance in the public service organization.

4.4.28 Major Ph D subjects covered

Table No. 4.50 Major subjects covered

Major Subjects covered	Number of thesis	%
Agri- business management	9	3
Business administration	21	8
Business management	15	5
Financial management	78	29
Hospital administration	5	2
Hotel management	5	2
Human resource management	27	10
Marketing management	43	16
Other management	33	12
Pharmaceutical technology	11	4
Technology	23	8
Tourism management	3	1
Total	274	100

Figure No. 4.41 Areas covered



Observation:

The major subjects covered can be seen as 29% (78) thesis on financial management covering topics such as banking and insurance industries, non performing assets, unsecured loans, stock exchange, corporate finance theories, investment strategies, cost audit, mutual funds, venture capitals, business valuation techniques, risk analysis, investment pattern, management accounting tools, forensic accounting, service tax, application of SKANDIA navigator etc. whereas 16% (43) thesis cover the topics related to marketing management. 12% (33) theses are based on other management including topics related to entrepreneur problems, healthcare systems, corporate social responsibility of business schools, quality indicators, employment schemes, vendor development, gap analysis, corporate career building programs etc. and 10% (27) theses are related to Human Resource Management including topics such as labour welfare practices, work life balance, training and development, work culture, HR accounting practices, performance management, retention strategies, strategic management, bionics approach in human beings, attrition etc. 8% (23) theses are related to Technology covering topics related to technology transfer, software projects, green IT management models, image analysis, ERP system, RFID, business intelligence tools, network connectivity etc. while 8% (21) theses are related to business administration which includes topics related to leadership styles, capacity utilization, integrated logistics management, project management, distribution channels, plant level production management, proficiency improvement programs etc. 5% (16) theses are based on business management covering topics such as corporate governance, corporate social responsibility, supply chain management, competency mapping, corporate entrepreneurship, knowledge management, supply chain management etc. while 4% (11) theses are based on Pharmaceutical technology including pharmaceutical industry, ayurvedic medicines etc. and 3% (9) thesis each are based on agri-business management which includes topics related to agriculture marketing, agricultural development, dairy farming, fruit processing industry etc. 2% (5) thesis each are based on Hotel management covering hotel industry, working capital

management of hotel industry, hotel operations, hotels and resorts etc. and hospital management covering aspects. 1% (1) thesis is based on Tourism management.

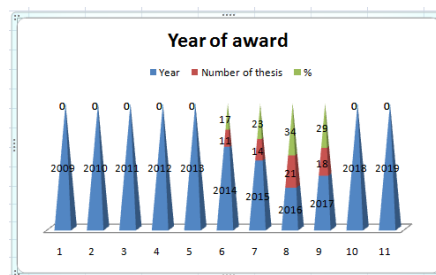
4.5 Analysis of Ph D. Thesis awarded by Bharati Vidyapeeth Deemed University

4.5.1 Year of award

Table No. 4.51 Year of award

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	0	0
2012	0	0
2013	0	0
2014	11	17
2015	14	23
2016	21	34
2017	18	29
2018	0	0
2019	0	0
Total	64	100

Fig. No.4.42 Year of award



Observation

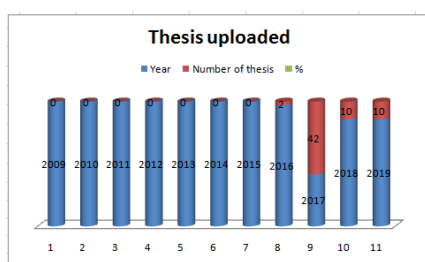
The above data shows that 34% (21) researchers were awarded Ph. D in Management in 2016 while 29% (18) were awarded in 2017. 23% (14) were awarded Ph D. in Management in 2015 while 17% (11) students were awarded Ph D in Management in 2014.

4.5.2 Thesis uploaded under the Faculty of Management

Table No. 4.52 Thesis uploaded

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	0	0
2012	0	0
2013	0	0
2014	0	0
2015	0	0
2016	2	3
2017	42	65
2018	10	16
2019	10	16
Total	64	100

Figure No. 4.43 Year of upload



Observation:

From the above table it can be seen that 65% (42) thesis was uploaded on Shodhganga in 2017 and 16% (10) thesis were uploaded in 2018 and 2019 respectively. Only 3% (2) theses were uploaded in 2016.

4.5.3 Genderwise distribution of thesis

Table No. 4.53 Genderwise distribution

Gender	Number of thesis	%
Male	32	50
Female	32	50
Total	64	100

Observation:

The above table shows that the number of female researchers 32 (50%) engaged in Ph. D in Bharati Vidyapeeth Deemed University is equal to male researchers 32 (50%).

4.5.4 Language of thesis

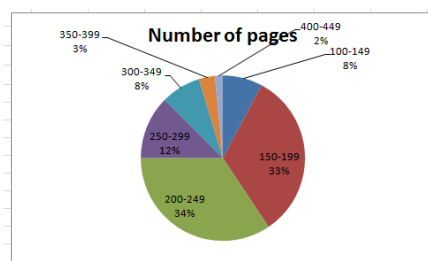
It has been observed that all 100% (64) thesis are in English language.

4.5.5 Total number of pages of thesis

Table No. 4.54 Total number of pages

Number of pages	Number of thesis	%
100-149	5	8
150-199	21	33
200-249	22	34
250-299	8	12
300-349	5	8
350-399	2	3
400-449	1	2
Total	64	100

Fig. No. 4.44 Number of pages



Observation:

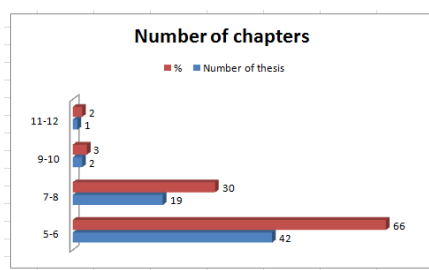
The above table shows that 34% (22) thesis have 200-249 pages while 33% (21) thesis have 150-199 pages. 12% (8) thesis have pages from 250-299 while 8% (5) thesis each have 100-149 pages and 300-349 pages. 3% (2) thesis contains 350-399 pages and 2% (1) thesis contains 411 pages.

4.5.6 Number of chapters

Table No. 4.55 Number of chapters

Number of Chapters	Number of thesis	%
5-6	42	66
7-8	19	30
9-10	2	3
11-12	1	2
Total	64	100

Figure No. 4.45 Number of chapters



Observation:

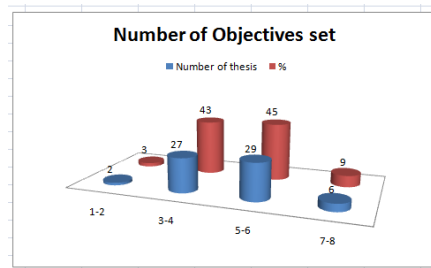
It can be seen from the above that 66% (42) thesis have 5-6 chapters while 30% (19) thesis have 7-8 chapters. 3% (2) thesis has 9-10 chapters while 2% (1) has 11-12 chapters.

4.5.7 Number of objectives

Table No. 4.56 Objectives set

Number of objectives	Number of thesis	%
1-2	2	3
3-4	27	43
5-6	29	45
7-8	6	9
Total	64	100

Figure No. 4.46 Objectives set



Observation:

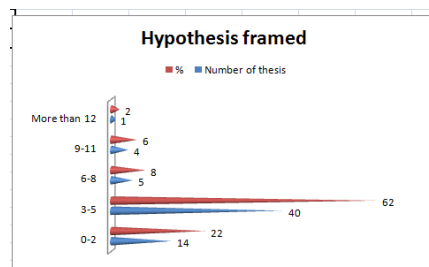
The above table shows that 45% (29) researchers have set 5-6 objectives during their research study while 43% (27) thesis each have 3-4 objectives while 9% (6) thesis have 7-8 objectives and 3% (2) thesis have 1-2 objectives.

4.5.8 Hypothesis framed for research work

Table No. 4.57 Hypothesis framed

Number of hypothesis	Number of thesis	%
0-2	14	22
3-5	40	62
6-8	5	8
9-11	4	6
12-14	1	2
Total	64	100

Figure No. 4.47 Hypothesis framed



Observation:

It can be observed from above that 62% (40) researchers have set 3-5 hypotheses for their research work while 22% (14) researchers have framed 0-2 hypothesis for their research. 8% (5) have framed 6-8 hypothesis and 6% (4) have framed 9-11 hypothesis for their study. 2% (1) researcher has framed more than 12 hypotheses for his study.

4.5.9 Sub hypothesis set for research

Only 1 researcher has clearly mentioned sub hypothesis for the study and it is 12 hypotheses.

4.5.10 Research Guides

Table No. 4.58 Research Guides

Sr. No.	Name of guide	Students guided
1	Vernekar, Sachin	7
2	Nayak, Nitin	6
3	Gupta, Kirti	5
4	Ranade, Ashok	4
5	Abhyankar, H. G.	3
6	Lal, Neelam	3
7	More, Ajith	3
8	Gaur, Ashutosh	2
9	Gupta, N K	2
10	Ingawale, Vinod	2
11	Jamsandekar, Pallavi	2
12	Mahajan, Nilesh	2
13	Nath, Vikas	2
14	Prasad, M S	2
15	Rao, A B	2
16	Rose, Anthony	2
17	Tyagi, L. K.	2
18	Arekar, A. B.	1
19	Bharadwaj, Aarushi	1
20	Chavan, V M	1
21	Dharmadhikari, Sonali	1
22	Gera, Navneet	1
23	Joshi, Ashok	1
24	Kadam, Sachin	1
25	Kakade M. D.	1
26	Keskar, Anil	1
27	Nikam, Anil	1
28	Pandey, Anoop	1
29	Patil D Y	1
30	Sankaye, B. U.	1
31	Sankaye, Bharatbhusan	1
32	Shitole, Mahesh	1
33	Subramainan, Venkata	1

Observation:

The above table shows that seven researchers have completed their Ph. D under Dr. Vernekar Sachin while Dr. Nayak Nitin ranks has guided six researchers. Dr. Gupta Kirti has successfully guided five students completing their research work while the Dr. Ranade Ashok has guided four students. Dr. Abhyankar, H. G., Dr. Lal Neelam and Dr. More Ajith have completed research work of three students work while Dr. Gaur Ashutosh, Dr. Gupta N. K. etc. have each completed two students. The remaining research guides Dr. Joshi, Ashok, Dr. Kadam, Sachin, Dr. Keskar Anil etc. have each completed one student each.

4.5.11 Co-guide for Ph D work**Table no. 4.59 Co-guide**

Sr. No	Co- guide	Number of thesis	%
1	Yes	3	5
2	No	61	95
	Total	64	100

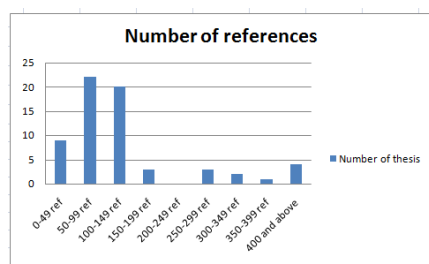
Observation:

The above table shows that 5% (3) thesis have co-guides for research work who are Dr. Gaur Ashutosh, Dr. More Ajith and Dr. Tyagi while 95% (61) research work has been completed under single research guide.

4.5.12 References used**Table No. 4.60 References used**

References	Number of thesis	%
0-49 ref	9	14
50-99 ref	22	34
100-149 ref	20	31
150-199 ref	3	5
200-249 ref	0	0
250-299 ref	3	5
300-349 ref	2	3
350-399 ref	1	2
400 and above	4	6
Total	64	100

Figure No. 4.48 References used



Observation:

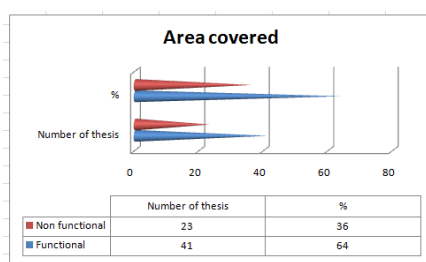
The above graph shows that 34% (22) researchers have cited references between 50-99 while 31% (20) researchers have cited 100-149 references. 14% (9) researchers have cited 0-49 references while 6% (4) researchers have cited references 400 and above. 5% (3) researchers each have cited 150-199 references and 250-299 references. 3% (2) researchers have cited 300-349 references while 2% (1) researcher has cited 350-399 references.

4.5.13 Areas covered

Table No. 4.61 Areas covered

Area	Number of thesis	%
Functional	41	64
Non functional	23	36
Total	64	100

Figure No. 4.49 Areas covered



Observation:

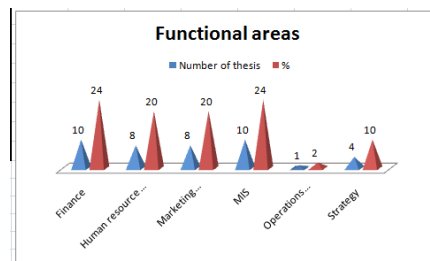
64% (41) thesis are based on various functional areas including finance, human resource management, marketing management etc. while 36% (23) thesis are based on non functional areas such as International business, retail management and emerging areas.

4.5.14 Functional areas

Table No. 4.62 Functional areas

Functional areas	Number of thesis	%
Finance	10	24
Human resource management	8	20
Marketing management	8	20
MIS	10	24
Operations management	1	2
Strategy	4	10
Total	41	100

Figure No. 4.50 Functional areas



Observation:

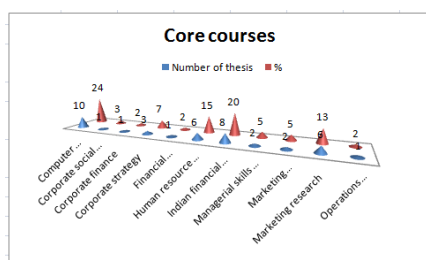
It can be seen that 24% (10) thesis are related to Finance and MIS while 20% (8) thesis are related to Human Resource Management and marketing management respectively. 10% (4) theses are related to Strategy while 2% (1) thesis deals with Operations management.

4.5.15 Functional Core Courses

Table No. 4.63 Functional Core Courses

Core Courses	Number of thesis	%
Computer applications for business	10	24
Corporate social responsibility and sustainability	1	3
Corporate finance	1	2
Corporate strategy	3	7
Financial reporting, statements and analysis	1	2
Human resource management	6	15
Indian financial system and financial markets	8	20
Managerial skills for effectiveness	2	5
Marketing management	2	5
Marketing research	6	13
Operations management	1	2
Total	41	100

Figure No. 4.51 Functional Core courses



Observation:

It has been found that 24% (10) thesis deal with computer applications for business while 20% (8) thesis covers various topics related to Indian financial system and markets. 15% (6) thesis each covers various aspects of Human resources management and marketing research respectively. 7% (3) thesis deals with corporate strategy while 5% (2) thesis deals with managerial skills for effectiveness and marketing management. 3% (1) thesis deals with corporate social responsibility and sustainability. 2% (1) thesis each deals with financial reporting, statements and analysis and operations management.

4.5.16 Elective courses in Finance

Table No. 4.64 Elective courses in Finance

Elective courses	Number of thesis	%
Behavioural finance	1	10
Financial markets and services	1	10
Managing banks and financial institution	5	50
Investment analysis and portfolio management	3	30
Total	10	100

Observation:

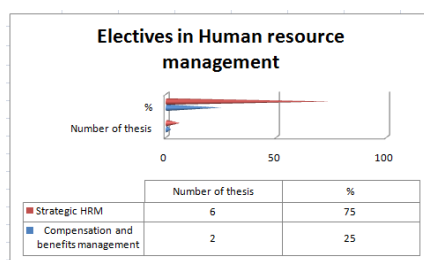
From the above table it can be seen that 50% (5) thesis are related to managing banks and financial institutions including mobile banking and core banking solutions. 30% (3) thesis include topics related to investment analysis and portfolio management such as investment pattern, dividend practices and financial measures. 10% (1) thesis each relates to financial markets and services and behavioural finance such as wealth management behavior and mutual fund industry respectively.

4.5.17 Elective courses in Human Resource Management

Table No. 4.65 Electives in Human Resource Management

Elective courses	Number of thesis	%
Compensation and benefits management	2	25
Strategic HRM	6	75
Total	8	100

Figure No. 4.52 Electives in Human Resource Management



Observation:

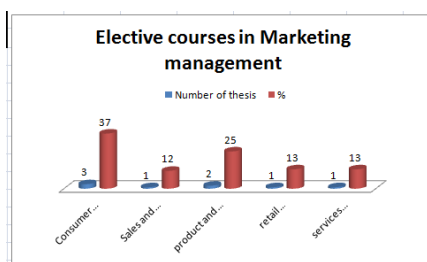
It has been observed that 75% (6) thesis relate to strategic HRM which include the areas of training and development, vocational skill development, job expectations, HR practices etc. 25% (2) thesis each relates to compensation and benefits management covering topics related to work-life balance of employees.

4.5.18 Elective courses in Marketing management

Table No. 4.66 Electives in Marketing management

Marketing Management	Number of thesis	%
Consumer behavior	3	37
Sales and distribution distribution	1	12
Product and brand management	2	25
Retail management	1	13
Services marketing	1	13
Total	8	100

Figure No. 4.53 Electives in Marketing management



Observation:

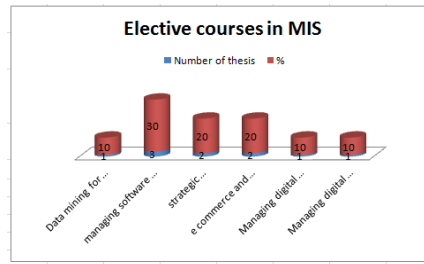
With relation to marketing management it has been observed that 37% (3) thesis are based on consumer behaviour which includes topics related to consumer perception and buying behavior while 25% (2) are based on product and brand management covering brand perception and product innovation. 13% (1) thesis each is based on retail management and services marketing covering organized and unorganized retail sector and marketing practices with relation to professional ethics. 12% (1) thesis is based on sales and distribution management covering green marketing of FMCG products.

4.5.19 Elective courses in MIS

Table No. 4.67 Elective courses in MIS

Elective courses	Number of thesis	%
Data mining for business decisions	1	10
Managing software projects	3	30
Strategic management of IT	2	20
E- commerce and digital markets	2	20
Managing digital innovation and transformation	1	10
Managing digital platforms	1	10
Total	10	100

Figure No. 4.54 Elective courses in MIS



Observation:

It can be seen that 30% (3) thesis are related to managing software products including topics related to ontology tools, software development and information systems while 20% (2) thesis each covers strategic management of IT including cyber entrepreneurship and topics related to e-commerce and digital markets such as use of IT for marketing educational books and e-commerce. 10% (1) thesis each covers managing digital innovation and transformation and managing digital platforms including topics related to optimal clustering techniques,.

4.5.20 Elective courses in Strategy

Table No. 4.68 Elective courses in strategy

Elective courses	Number of thesis	%
Corporate governance	3	75
entrepreneurship in practice	1	25
Total	4	100

Observation:

It can be observed from the above table that 75% (3) thesis based on corporate governance which deals with the topics related to corporate social responsibility, innovative practices etc. and 25% (1) thesis are based on entrepreneurship in practice which cover entrepreneurial ecosystem.

4.5.21 Elective courses in Operations Management

Observation:

Only 1 thesis relates to the field of Operations management dealing with operations strategy.

4.5.22 Non Functional areas

Table No. 4.69 Non functional areas

Non Functional areas	Number of thesis	%
Emerging areas	21	91
International business	1	5
Retail management	1	4
Total	23	100

Observation:

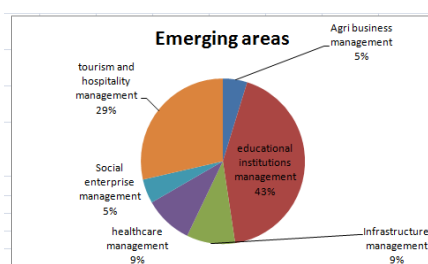
It has been observed that 91% (21) thesis are related to various fields in emerging areas such as Agri-business management, educational institutions management, infrastructure management, healthcare management and Tourism and hospitality management while 5% (1) thesis each deals with International business and and 4% (1) thesis deals with retail management covering topic related to organized retailing private brands vs national brands.

4.5.23 Elective courses in Emerging areas

Table No. 4.70 Elective courses in emerging areas

Emerging areas	Number of thesis	%
Agri business management	1	5
Educational institutions management	9	43
Infrastructure management	2	9
Healthcare management	2	9
Social enterprise management	1	5
Tourism and hospitality management	6	29
Total	21	100

Figure No. 4.55 Elective courses in emerging areas



Observation:

It can be seen that 43% (9) thesis are related to Educational institutions management covering issues related to challenges in higher education sector, student result repository, school education and higher education institutions while 29% (6) thesis are related to Tourism and hospitality management covering business tourism, challenges faced by women employees etc. 9% (5) thesis deal with healthcare management and infrastructure management which

cover topics related to hospitals, public transport systems and airports while 5% (1) thesis each deals with Agri-business management and social enterprise management covering topics related to agro marketing strategies and slum development.

4.5.24 Elective courses in International Business

Observation:

1 thesis deals with International Business covering topic related to International trade laws.

4.5.25 Electives in Retail management

Observation:

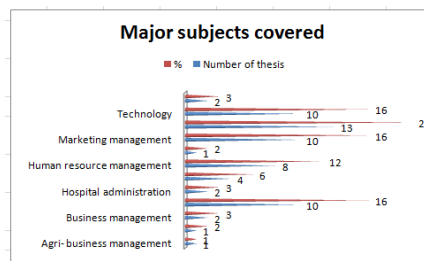
It has been observed that only 1 thesis deals with retail brand management.

4.5.26 Major Ph D subjects covered

Table No. 4.71 Major subjects covered

Major Subjects covered	Number of thesis	%
Agri- business management	1	1
Business administration	1	2
Business management	2	3
Financial management	10	16
Hospital administration	2	3
Hotel management	4	6
Human resource management	8	12
International business	1	2
Marketing management	10	16
Other management	13	20
Technology	10	16
Tourism management	2	3
Total	64	100

Figure No. 4.56 Areas covered



Observation:

It has been observed that 20% (13) thesis are related to other management covering topics such as knowledge management, quality of management education, stores management practices, preschool education franchisees, skill development, slum improvement clearance, public bus transport, capacity assessment for airports etc. while 16% (10) thesis cover various aspects of Financial management such as investment management, NRI deposits, financial inclusion measures, dividend practices, investment patterns, banking services, governmental finance schemes, mutual funds etc. 16% (10) thesis include various aspect of Technology such as clustering technology, IT alignment, use of IT, software development, algorithms, ontology based tools, cyber entrepreneurship, mobile ad hoc networks etc. and 16% (10) thesis cover various aspects of Marketing management dealing with green marketing, consumer perceptions, e-commerce, sales promotion schemes etc. 12% (8) thesis deal with Human resources management including topics related to employee engagement, innovative HR practices, work life balance, remediation models, six sigma in HR etc. while 6% (4) thesis are related to hotel management including topics related to use of ICT in hotel industry, competency analysis, HR practices, challenges faced by women employees in hotel industry. 3% (2) thesis each are related to tourism management and hospital management covering topics such as respectively quality of services in hospitals, entrepreneurial ecosystem and corporate social responsibility. 3% (1) thesis each is based on business management and 2% (1) thesis covering international business management and 1% (1) thesis covering Agri business management including topic such as agro based products marketing, international trade settlement.

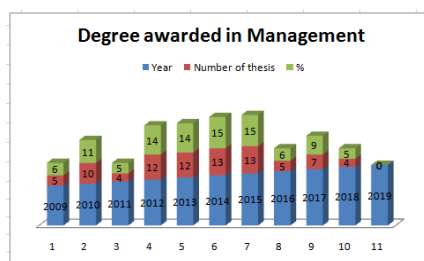
4.6 Analysis of Ph D thesis from Symbiosis International (Deemed University)

4.6.1 Ph. D in Management awarded

Table No. 4.72 Ph. D awarded

Year	Number of thesis	%
2009	5	6
2010	10	11
2011	4	5
2012	12	14
2013	12	14
2014	13	15
2015	13	15
2016	5	6
2017	7	9
2018	4	5
2019	0	0
Total	85	100

Figure No. 4.57 Year of award



Observation

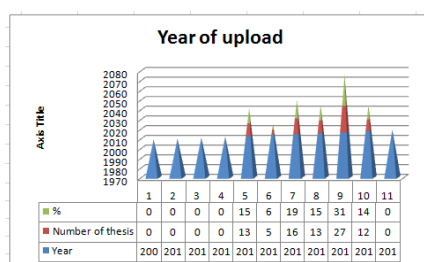
It can be seen from the above table that 15% (13) research students have been awarded with Ph D in Management in 2014 and 2015. 14% (12) students each have been awarded in 2012 and 2013. 11% (10) students have been awarded Ph D in 2010 while 9% (7) students have been awarded in 2017. 6% (5) students each have been awarded in 2009 and 2016 while 5% (4) students each have been awarded Ph D in 2011 and 2018.

4.6.2 Uploaded year

Table No. 4.73 Year of upload

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	0	0
2012	0	0
2013	13	15
2014	5	6
2015	16	19
2016	13	15
2017	26	31
2018	12	14
2019	0	0
Total	85	100

Figure No. 4.58 Year of upload



Observation

The above table shows that 31% (26) thesis each have been uploaded in 2017 and 19% (16) thesis were uploaded in 2015. 15% (13) theses were uploaded in 2013 and 2016 while 14% (12) theses were uploaded in 2018. 6% (5) theses were uploaded in 2014.

4.6.3 Genderwise distribution of thesis

Table No. 4.74 Genderwise distribution

Gender	Number of thesis	%
Female	36	42
Male	49	58
Total	85	100

Observation

The above table shows that 58% (49) were male researchers while 42% (36) were female researchers who have successfully completed their Ph. D.

4.6.4 Language of thesis

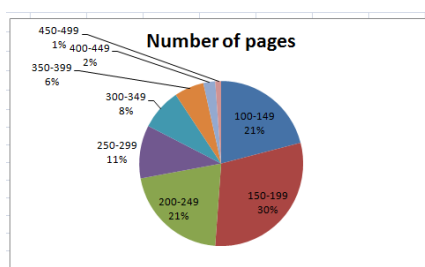
All thesis 100% (85) are in English language.

4.6.5 Pages in thesis

Table No. 4.75 Number of pages in thesis

Number of pages	Number of thesis	%
100-149	18	21
150-199	26	30
200-249	17	21
250-299	9	11
300-349	7	8
350-399	5	6
400-449	2	2
450-499	1	1
Total	85	100

Figure No. 4.59 Number of pages



Observation

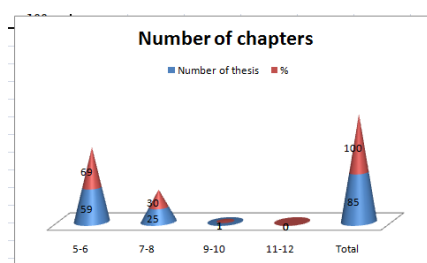
It can be observed from that 30% (26) researchers have presented their thesis in 150-199 pages while 21% (18) researchers have presented their thesis in 100-149 and 21% (17) researchers have completed their work in 200-249 pages. 11% (9) researchers thesis is in 250-299 pages and 8% (7) thesis are in 300-349 pages. 6% (5) thesis contains 350-399 pages while 2% (2) thesis contains 400-449 pages. 1% (1) thesis contains 450-499 pages.

4.6.6 Chapters in thesis

Table No. 4.76 Number of Chapters

Number of Chapters	Number of thesis	%
5-6	59	69
7-8	25	30
9-10	1	1
11-12	0	0
Total	85	100

Figure No. 4.60 Number of Chapters



Observation

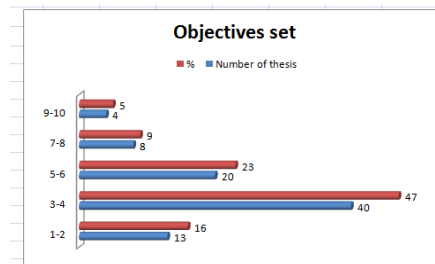
It can be seen from the that 69% (59) thesis have 5-6 chapters while 30% (25) thesis have 7-8 chapters and 1% (1) thesis has 9-10 chapters.

4.6.7 Objectives set for study

Table No. 4.77 Objectives set

Number of objectives	Number of thesis	%
1-2	13	16
3-4	40	47
5-6	20	23
7-8	8	9
9-10	4	5
Total	85	100

Figure No. 4.61 Objectives set



Observation

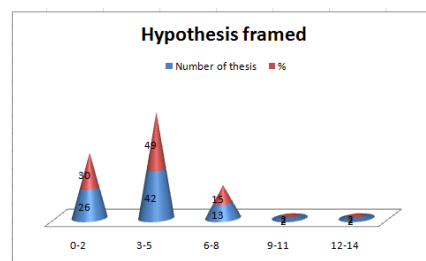
The above table shows that 47% (40) researchers have set 3-4 objectives in their thesis while 23% (20) have set 5-6 objectives. 16% (13) researchers have set 1-2 objectives while 9% (8) have set 7-8 objectives. 5% (4) researchers have set 9-10 objectives.

4.6.8 Hypothesis framed for research study

Table No. 4.78 Hypothesis framed

Number of hypothesis	Number of thesis	%
0-2	26	30
3-5	42	49
6-8	13	15
9-11	2	2
12-14	2	2
Total	85	100

Figure No. 4.62 Hypothesis framed



Observation

49% (42) researchers have framed 3-5 hypotheses for study while 30% (26) researchers have framed 0-2 hypothesis for study. 15% (13) researchers have framed 6-8 hypotheses while 2% (2) researchers each have framed 9-11 hypotheses and 12-14 hypothesis for study.

4.6.9 Sub hypothesis framed

Table No. 4.79 Sub hypothesis framed

Sub hypothesis	Number of researchers	%
1-5	2	50
6-10	1	25
11-15	1	25
Total	4	100

Observation:

50% (2) researchers have framed sub hypothesis within 1 to 5 and 1% (1) researcher each has framed 6 -10 sub hypothesis and 11-15 sub hypothesis respectively.

4.6.10 Research Guides

Table No. 4.80 Research Guides

Name of Guide	Number of thesis
Nagendra, Asha	7
Keskar, Anil	5
Sonwaney, Vandana	4
Sane, Vivek	4
Singh, Manju	4
Shejwalkar, P.C.	4
Venkatramani, Bhama	3
Rao, A. B.	3
Gupte, Rajani	3
Padmanabha, Aital	3
Mudbidri, Arun	2
Mukerjee, Kaushik	2
Dixit, Sharad G.	2
Dubey Rameshwar	2
Ganapathy, L.	2
Ingale, Manohar	2
Sethi, Madhvi	2
Joshi, Ashok	2
Viswanath, N. S.	2
Chitale, C. M	2
Vaidya, Om Prakash	2
Chitnis, Ravi	1

Bandopadhyay, Prabir	1
Bandopadhyay, Pallabh	1
Deshmukh, Prasanna	1
Deshmukh, Mahesh	1
Dhar, Upinder	1
Gandhe, Shashikant K.	1
Gankar, Sayalee	1
Hegde, D S	1
Jose, M. F.	1
Kalamkar, S. S.	1
Pandey, Suruchi	1
Paranjothi,T	1
Parchure, Rajas	1
Patil, Yogesh	1
Phadtara, Milind	1
Prabhakar, K. V.	1
Raman, R,	1
Shankar, Ravi	1
Sharma, Neha	1
Yadvadkar, Soniya	1
Soman, Hrishikesh	1
Vaishampayan Y.S.	1
Naik. Asha	1

Observation:

It can be seen from the above table that Dr. Nagendra has guided seven research scholars while Dr. Keskar Anil has guided five students. Dr. Sonawaney Vandana, Dr. Sane Vivek, Dr. Singh Manju and Dr. Shejwalkar P. C. have guided four students each. Dr. Gupte Rajani, Dr. Rao A. B., Dr. Padmanabha Aital and Dr. Venkatramani Bhama each of them has guided three students each. Dr. Chitale C. M., Dr. Dixit Sharad, Dr. Ingle Manohar etc. have each guided two students while all others have guided one student each.

4.6.11 Co-guide for research

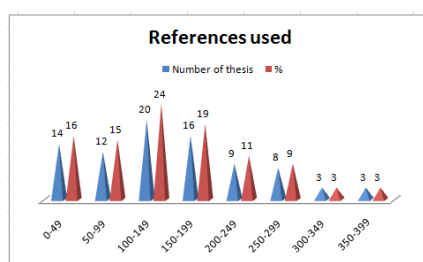
Only 2% (1) research thesis has Dr. Singh Manju as co-guide while all others 98% (85) thesis have only one research guide.

4.6.12 References used

Table No. 4.81 References used

References	Number of thesis	%
0-49	14	16
50-99	12	15
100-149	20	24
150-199	16	19
200-249	9	11
250-299	8	9
300-349	3	3
350-399	3	3
Total	85	100

Figure No. 4.63 References used



Observation:

It can be observed from the above table that 24% (20) researchers have referred to 100-149 references while 19% (16) have referred to 150-199 references. 16% (14) researchers have referred to 0-49 references and 15% (12) researchers have referred to 50-99 references. 11% (9) researchers have referred to 200-249 references. 9% (8) researchers have referred to 250-299 references while 3% (3) researchers each have referred to 300-349 and 350-399 references respectively.

4.6.13 Areas covered

Table No. 4.82 Areas covered

Area	Number of thesis	%
Functional	61	72
Non functional	24	28
Total	85	100

Observation:

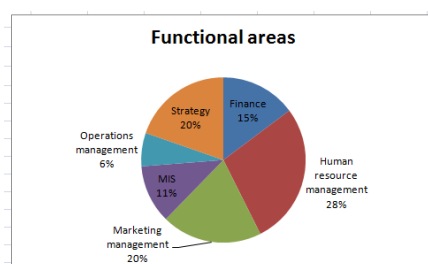
It can be observed from the above table that 72% (61) thesis cover functional areas such as Finance, Human resources management, operations management, strategy, Management Information System etc. while 24% (28) thesis cover non-functional areas such as educational institution management, agri-business management, retail management, infrastructure management, international business etc.

4.6.14 Functional areas

Table No. 4.83 Functional areas

Functional areas	Number of thesis	%
Finance	9	15
Human resource management	17	28
Marketing management	12	20
MIS	7	11
Operations management	4	6
Strategy	12	20
Total	61	100

Figure No. 4.64 Functional areas



Observation:

It can be seen that 28% (17) thesis cover the areas of Human resource management while 20% (12) each covers marketing management and strategy respectively. 11% (7) thesis deal with MIS and 15% (9) thesis deal with Finance while 6% (4) thesis deal with operations management.

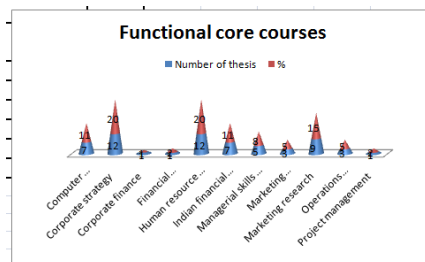
4.6.15 Functional Core Courses

Table No. 4.84 Functional Core Courses

Core Courses	Number of thesis	%
Computer applications for business	7	11
Corporate strategy	12	20
Corporate finance	1	1
Financial reporting, statements and analysis	1	2
Human resource management	12	20
Indian financial system and financial markets	7	11
Managerial skills for effectiveness	5	8
Marketing management	3	5

Marketing research	9	15
Operations management	3	5
Project management	1	2
Total	61	100

Figure No. 4.65 Functional Core courses



Observation:

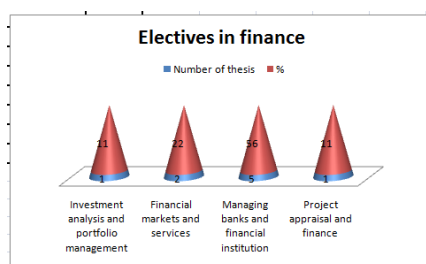
It has been found that 20% (12) thesis deal with corporate strategy and Human resource management respectively while 15% (9) thesis covers marketing research. 11% (7) thesis covers computer applications in business and Indian financial systems and markets respectively. 8% (5) thesis deal with managerial skills for effectiveness while 5% (3) thesis each covers operations management and marketing management respectively. 2% (1) thesis each covers project management and corporate finance.

4.6.16 Elective courses in Finance

Table No. 4.85 Elective courses in Finance

Elective courses	Number of thesis	%
Investment analysis and portfolio management	1	11
Financial markets and services	2	22
Managing banks and financial institution	5	56
Project appraisal and finance	1	11
Total	9	100

Figure No. 4.66 Elective courses in Finance



Observation:

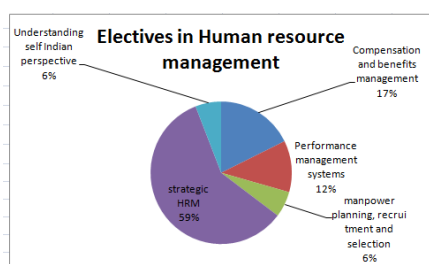
It has been observed that 56% (5) thesis deal with various aspects of managing banks and financial institutions covering topics related to micro finance, electronic reverse action, ulips and insurance etc. and 22% (2) thesis deal with financial markets and services which includes mutual funds and credit rating agencies. 11% (1) thesis each deals with Project appraisal and finance and investment analysis and portfolio management.

4.6.17 Elective courses in Human Resource Management

Table No. 4.86 Elective courses in Human Resource Management

Elective courses	Number of thesis	%
Compensation and benefits management	3	17
Performance management systems	2	12
Manpower planning, recruitment and selection	1	6
Strategic HRM	10	59
Understanding self Indian perspective	1	6
Total	17	100

Figure No. 4.67 Elective courses in Human Resource Management



Observation:

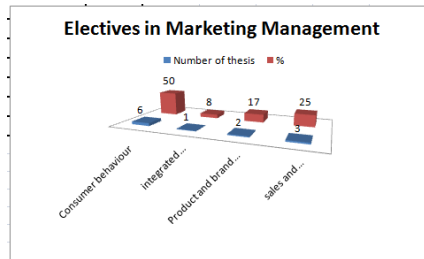
It can be observed that 59 % (10) thesis deal with strategic HRM covering balanced scorecard, organizational stress, job satisfaction, attrition, employment policies, training and development etc. while 17% (3) thesis deals with compensation and benefits management. 12% (2) thesis deal with performance management system while 6% (1) thesis each deals with manpower planning, recruitment and selection and understanding self-Indian perspective covering aspects of self actualization.

4.6.18 Elective courses in Marketing management

Table No. 4.87 Elective courses in Marketing management

Marketing Management	Number of thesis	%
Consumer behaviour	6	50
Integrated marketing communication/Promotion strategy	1	8
Product and brand management	2	17
Sales and distribution management	3	25
Total	12	100

Figure No. 4.68 Elective courses in Marketing Management



Observation:

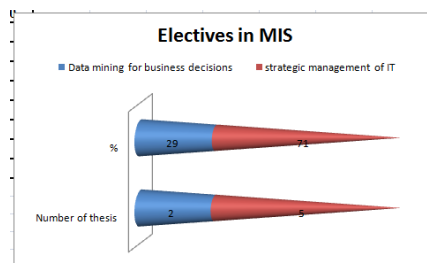
It can be seen that 50% (6) thesis deal with consumer behaviour and 25% (3) thesis deal with sales and distribution management. 17% (2) thesis cover the aspects of product and brand management including brand image and product placement and 8% (1) thesis deals with integrated marketing communication/promotion strategy covering marketing communication for reaching the rural poor.

4.6.19 Elective courses in MIS

Table No. 4.88 Elective courses in MIS

Elective courses	Number of thesis	%
Data mining for business decisions	2	29
Strategic management of IT	5	71
Total	7	100

Figure No. 4.69 Elective courses in MIS



Observation:

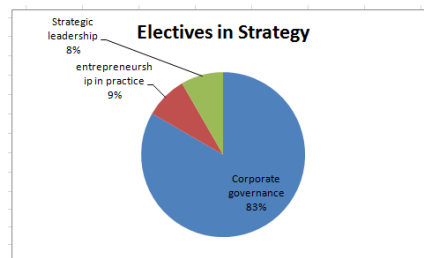
It can be observed that 71% (5) thesis deal with strategic management of IT covering ICT adoption, impact of ICT, IT services, e learning systems while 29% (2) thesis deal with data mining for business decisions including big data and e Reverse action.

4.6.20 Elective courses in Strategy

Table No. 4.89 Elective courses in strategy

Elective courses	Number of thesis	%
Corporate governance	10	83
Entrepreneurship in practice	1	9
Strategic leadership	1	8
Total	12	100

Figure No. 4.70 Elective courses in Strategy



Observation:

The areas covered under strategy include 83% (10) thesis on corporate governance which includes regulations and policies, knowledge management, sustainable development and 9% (1) thesis on entrepreneurship in practice while 8% (1) thesis covers the strategic leadership.

4.6.21 Elective courses in Operations Management

Table No. 4.90 Elective courses in Operations Management

Elective courses	Number of thesis	%
Operations research application	1	25

Supply chain and logistics management	2	50
Operations strategy	1	25
Total	4	100

Observation:

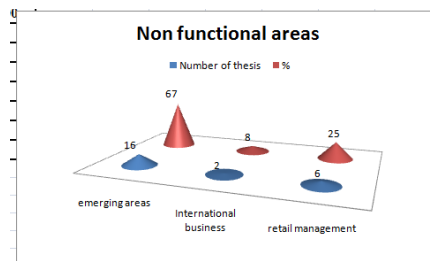
It can be observed that 50% (2) thesis are related to supply chain and logistics management also covering supply risk management while 25% (1) thesis each covering Operation research applications and operations strategy covering project scheduling problems.

4.6.23 Non Functional areas

Table No. 4.91 Non functional areas

Non Functional areas	Number of thesis	%
Emerging areas	16	67
International business	2	8
Retail management	6	25
Total	24	100

Figure No. 4.71 Non functional areas



Observation:

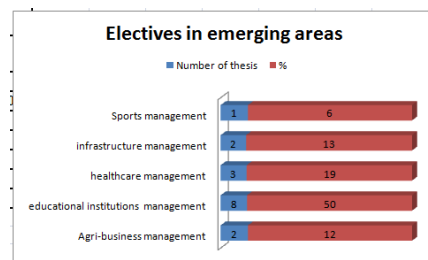
It can be found that 67% (16) thesis are related to Emerging areas covering Agri-business management, educational institutions while 25% (8) thesis are related to Retail management including retail consumer behavior, organized retailing aspects etc. and 8% (2) thesis related to international business.

4.6.24 Elective courses in Emerging areas

Table No. 4.92 Elective courses in Emerging areas

Emerging areas	Number of thesis	%
Agri-business management	2	12
Educational institutions management	8	50
Healthcare management	3	19
Infrastructure management	2	13
Sports management	1	6
Total	16	100

Figure No. 4.72 Elective courses in Emerging areas



Observation:

It can be seen that 50% (8) thesis cover educational institutions management and 19% (3) thesis cover healthcare management including topics related to pharmaceutical technology and hospital administration. 13% (2) thesis cover topics related to infrastructure management including infrastructure management of telecom networks and construction industry. 12% (2) theses are based on sugarcane industry and agro tourism industry.

4.6.25 Elective courses in Retail Management

Table No. 4.93 Elective courses in Retail Management

Retail Management	Number of thesis	%
Logistics and supply chain aspects in retail management	4	67
retail consumer behaviour	2	33
Total	6	100

Observation:

It has been observed that 67% (4) thesis cover topics related to logistics and supply chain management while 33% (2) thesis covers the concept of retail consumer behavior which includes study of shopping motives and organized retailing.

4.6.26 Elective courses in International Business

Observation:

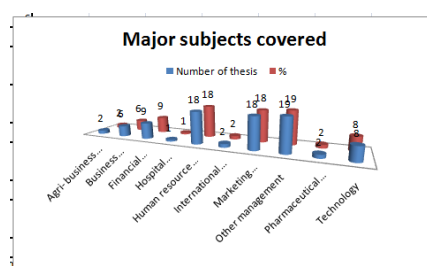
2 theses related to international business consisting of international trade laws and international transfer pricing.

4.6.28 Major Ph D subjects covered

Table No. 4.94 Major subjects covered

Major Subjects covered	Number of thesis	%
Agri- business management	2	2
Business administration	6	6
Financial management	9	9
Hospital administration	1	1
Human resource management	18	18
International business	2	2
Marketing management	18	18
Other management	19	19
Pharmaceutical technology	2	2
Technology	8	8
Total	85	100

Figure No. 4.73 Major subjects covered



Observation:

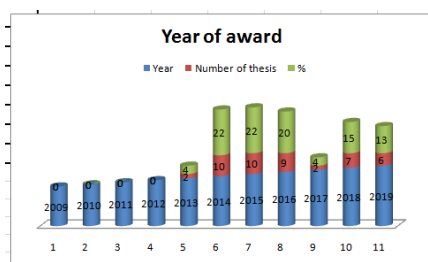
It has been found 19% (21) theses are related to various concepts of other management including topics related economic impact of movie piracy, knowledge management, total quality management, commercialization of sports, working models, marketing and branding of higher educational institutions etc. 18% (17) thesis covers Human resource management including topics related to attrition, retention, employment policies, talent acquisition, e-competency modeling approach, performance evaluation, Gen Y work values, self actualization, organizational stress etc. and 18% (17) thesis cover various concepts of marketing management including topics related to customer engagement, rural markets, green marketing, consumer behavior, intrapreneurship, organized retailing, brand image, market competition etc. 9% (9) thesis covers financial management including topics related to mutual funds, insurance and banking companies, credit rating agencies etc. and 8% (8) thesis are based on Technology covering various aspects of e-learning, eReverse Action, big data etc. while 6% (6) thesis covers business administration including topics related to design and development of business models, heuristic approach, churn management, value based leadership, supply management in organized retailing etc. 2% (2) thesis each covers pharmaceutical technology including topics related to pharmaceutical marketing and strategies adopted by pharma companies and International business including topics related to World trade organization and international transfer pricing. 1% (1) theses are related to hospital administration covering the role of stress and job satisfaction of nurses.

4.7 Analysis of Ph D thesis in Management awarded by Dr. D. Y. Patil Vidyapeeth University**4.7.1 Year of award****Table No. 4.95 Year of award**

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	0	0
2012	0	0
2013	2	4
2014	10	22
2015	10	22
2016	9	20

2017	2	4
2018	7	15
2019	6	13
Total	46	100

Figure No. 4.74 Year of award



Observation:

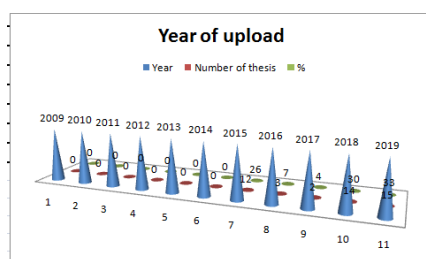
It has been observed from the above that 22% (10) researchers have been awarded Ph D in 2014 and 2015. 15% (7) have been awarded in 2018 and 13% (6) in 2019. 4% (2) researchers have been awarded with Ph D in Management in 2013 and 2017 respectively.

4.7.2 Year of upload

Table No. 4.96 Year of upload

Year	Number of thesis	%
2009	0	0
2010	0	0
2011	0	0
2012	0	0
2013	0	0
2014	0	0
2015	12	26
2016	3	7
2017	2	4
2018	14	30
2019	15	33
Total	46	100

Figure No. 4.75 Year of upload



Observation:

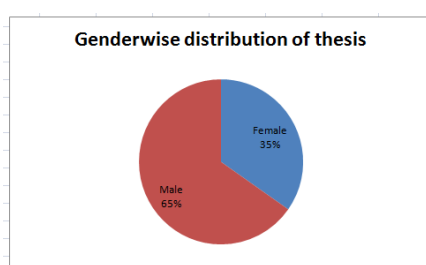
It can be seen from the above graph has 33% (15) thesis were uploaded on Shodhganga website in 2019 and 30% (14) thesis were uploaded in 2018. 26% (12) thesis was uploaded in 2015 while 7% (3) thesis was uploaded in 2016. 4% (2) theses were uploaded in 2014.

4.7.3 Genderwise distribution of thesis

Table No. 4.97 Genderwise distribution of thesis

Gender	Number of thesis	%
Female	16	35
Male	30	65
Total	46	100

Figure No. 4.76 Genderwise distribution of thesis



Observation:

It can be observed from the above that 65% (30) of Ph D thesis have been completed by male research scholars while 35% (16) have been completed by female research scholars.

4.7.4 Language of thesis

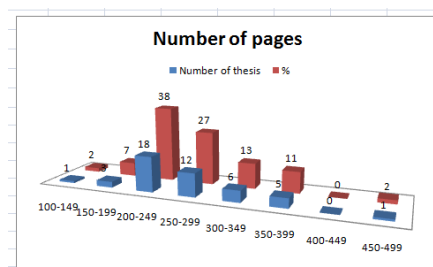
All thesis 100% (46) have been completed in English language.

4.7.5 Number of pages

Table No. 4.98 Number of pages

Number of pages	Number of thesis	%
100-149	1	2
150-199	3	7
200-249	18	38
250-299	12	27
300-349	6	13
350-399	5	11
400-449	0	0
450-499	1	2
Total	46	100

Figure No. 4.77 Number of pages



Observation:

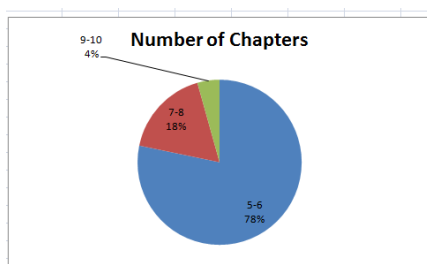
It can be seen from the above that 38% (18) thesis have 200-249 pages while 27% (12) thesis have 250-299 pages. 13% (6) thesis has 300-349 pages while 11% (5) thesis contains 350-399 pages. 7% (3) thesis contains 150-199 pages and 2% (1) thesis each contains 100-149 and 450-199 pages respectively.

4.7.6 Number of chapters

Table No. 4.99 Number of Chapters

Number of Chapters	Number of thesis	%
5-6	36	78
7-8	8	18
9-10	2	4
Total	46	100

Figure No. 4.78 Number of Chapters



Observation:

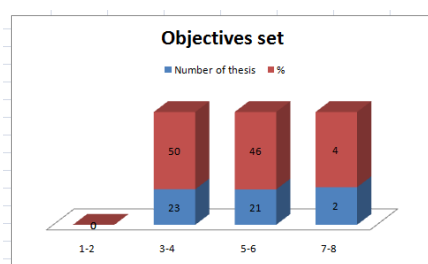
It can be seen from the above table that 78% (36) thesis have 5-6 chapters while 18% (8) thesis have 7-8 chapters. Only 4% (2) thesis have 9-10 chapters.

4.7.7 Number of Objectives

Table No. 4.100 Number of Objectives

Number of objectives	Number of thesis	%
1-2	0	0
3-4	23	50
5-6	21	46
7-8	2	4
Total	46	100

Figure No. 4.79 Number of Objectives



Observation:

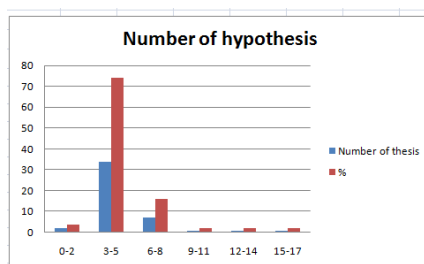
It can be observed from the above that 50% (23) researcher have framed 3-4 objectives while 46% (21) have 5-6 objectives and 4% (2) thesis have 7-8 objectives.

4.7.8 Hypothesis framed

Table No. 4.101 Hypothesis framed

Number of hypothesis	Number of thesis	%
0-2	2	4
3-5	34	74
6-8	7	16
9-11	1	2
12-14	1	2
15-17	1	2
Total	46	100

Figure No. 4.80 Hypothesis framed



Observation:

It can be seen from the above table that 74% (34) researchers have framed 3-5 hypothesis while 16% (7) have framed 6-8 hypothesis. 4% (2) have framed 0-2 hypothesis while in 2% (1) thesis each researcher has framed 9-11, 12-14 and 15-17 hypothesis respectively.

4.7.9 Sub hypothesis framed

It has been observed that only one researcher has clearly mentioned 18 sub hypothesis in his study.

4.7.10 Research Guides

Table No. 4.102 Research guides

Name of Guide	Students guided
Dam, Leena B.	5
Balsaraf, D. D.	4
Bhattacharya, Kunal	4
Dattagupta, Jaharkranti	4
Shriginwar, Shyamkant V.	3
Shrikande, Rajan	3
Kolekar, B. D.	2
Manjeshwar, R.	2
Razdan, P.N.	2
Bharadwaj, Broto	1
Bharadwaj, Puja	1
Chandak, S R	1
Deshpande, Atul	1
Dholakia, Rakesh	1
Ghosh, A. P.	1
Gopinadhan S.	1
Judah, George	1
Keskar, Anil	1
Maheshkar, Snehal	1
Mohite, M. .D	1
Nakhate, Vidya	1
Nare, Purandar	1
Pande, Milind	1
Patankar, Sanjay V.	1
Tripathy, L. K.	1
Walvekar, Shubhangi P.	1
Total	46

Observation:

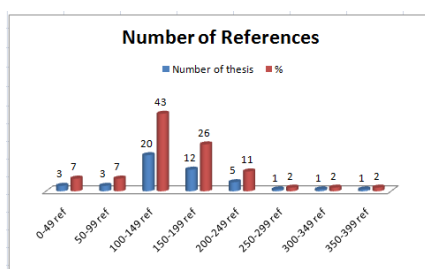
The above table shows that Dr. Dam, Leena has completed research work of five Ph. D students while Dr. Balsaraf, D, Dr. Bhattacharya K. and Dr. Dattagupta J. have guided four students. Dr. Shirgiwar, S. and Dr. Shrikhande, R. have guided three students while Dr. Kolekar B., Dr. Manjeshwar R. and Dr. Razdan P. each have guided two students. All other guides have completed work of one researcher each.

4.7.11 References used

Table No. 4.103 References used

References	Number of thesis	%
0-49 ref	3	7
50-99 ref	3	7
100-149 ref	20	43
150-199 ref	12	26
200-249 ref	5	11
250-299 ref	1	2
300-349 ref	1	2
350-399 ref	1	2
Total	46	100

Figure No. 4.81 Number of references used



Observation:

The above table shows that 43% (20) thesis have 100-149 references while 26% (12) thesis have 150-199 references. 11% (5) researchers have used 200-249 references while 7% (3) researchers each have referred to 0-49 and 50-99 references respectively. 2% (1) researcher each has referred to 250-299 and 300-349 references while 384 references have been referred to by one researcher.

4.7.12 Areas covered

Table No. 4.104 Areas covered

Area	Number of thesis	%
Functional	34	74
Non functional	12	26
Total	46	100

Observation:

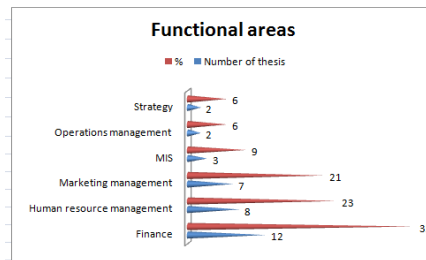
The above table shows that 74% (34) thesis deal with various functional areas such as Finance, Human Resource Management, Marketing management, MIS, Operations management etc. while 26% (12) thesis deal with the non functional areas such as emerging areas and micro and small business management, retail management and entrepreneurship.

4.7.13 Functional areas

Table No. 4.105 Functional areas

Functional areas	Number of thesis	%
Finance	12	35
Human resource management	8	23
Marketing management	7	21
MIS	3	9
Operations management	2	6
Strategy	2	6
Total	34	100

Figure No. 4.82 Functional areas



Observation:

It can be seen from the above that 35% (12) thesis each are related to finance and 23% (8) thesis cover various aspects of Human resource management while 21% (7) thesis are related to Marketing management. 6% (2) theses each are related to operations management and Strategy.

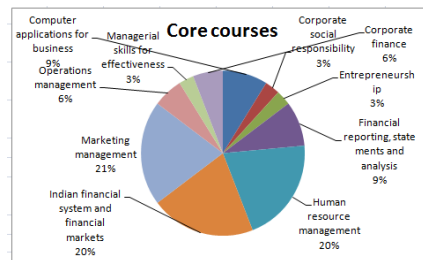
4.7.14 Functional Core Courses

Table No. 4.106 Functional Core Courses

Core Courses	Number of thesis	%
Computer applications for business	3	9
Corporate social responsibility	1	3
Entrepreneurship	1	3
Financial reporting, statements and analysis	3	9
Human resource management	7	20
Indian financial system and financial markets	7	20
Marketing management	7	21

Operations management	2	6
Managerial skills for effectiveness	1	3
Corporate finance	2	6
Total	34	100

Figure No. 4.83 Core courses



Observation:

It can be observed from the above that 21% (7) thesis covers topics related to marketing management while 20% (7) thesis deals with Human resource Management and Indian financial system and financial markets respectively. 9% (3) thesis each are related to computer applications in business and financial reporting, statements and analysis respectively while 6% (2) thesis each deal with corporate finance and operations management. 3% (1) thesis each contains the areas of entrepreneurship, corporate social responsibility and managerial skills for effectiveness.

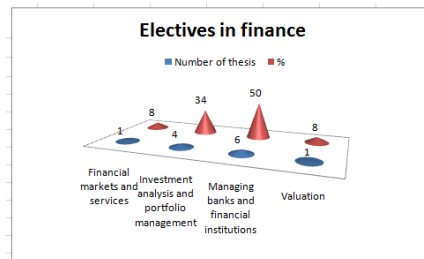
4.7.15 Elective courses in Finance

Table No. 4.107 Elective courses in Finance

Elective courses	Number of thesis	%
Financial markets and services	1	8
Investment analysis and portfolio management	4	34
Managing banks and financial institutions	6	50
Valuation	1	8

Total	12	100
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Figure No. 4.84 Elective courses in Finance



Observation:

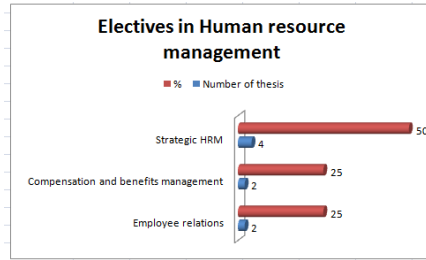
It can be seen from the above analysis that 50% (6) thesis are related to managing banks and financial institutions covering profitability of banks, risk management and financial performance of banks while 34% (4) thesis are related to Investment analysis and portfolio management which include topics related to financial planning, insurance plans, portfolio management, cash flow management etc. while. 8% (1) thesis each is related to financial markets and services and valuation covering solvency ratio.

4.7.16 Elective courses in Human Resource Management

Table No. 4.108 Elective courses in Human Resource Management

Elective courses	Number of thesis	%
Employee relations	2	25
Compensation and benefits management	2	25
Strategic HRM	4	50
Total	8	100

Figure No. 4.85 Elective courses in Human Resource Management



Observation:

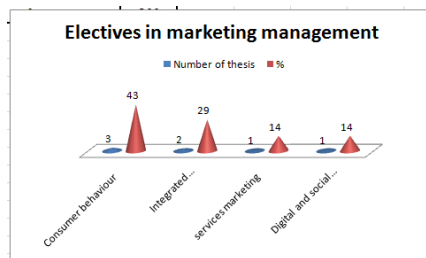
The above analysis shows that 50% (4) thesis covering various aspects of strategic HRM including topics related to HR ability factors, various HR practices and attributes for reducing attrition.

4.7.17 Elective courses in Marketing management

Table No. 4.109 Elective courses in Marketing management

Marketing management	Number of thesis	%
Consumer behaviour	3	43
Integrated marketing communication/Promotion strategy	2	29
services marketing	1	14
Digital and social media marketing	1	14
Total	7	100

Figure No. 4.86 Elective courses in marketing management



Observation:

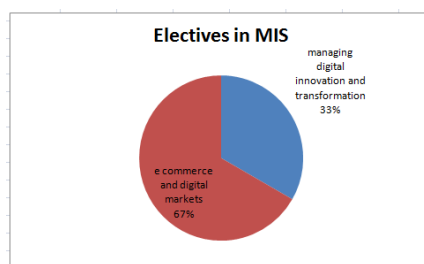
The above analysis shows that 43% (3) thesis related to consumer behaviour covering buying behaviour and purchase decision while 29% (2) thesis are related to Integrated marketing communications/promotion strategy which includes topics related to marketing promotion and communication strategies. 14% (1) thesis relates to services marketing and digital and social media marketing respectively.

4.7.18 Elective courses in MIS

Table No. 4.110 Elective courses in MIS

Elective courses	Number of thesis	%
Managing digital innovation and transformation	1	33
E- commerce and digital markets	2	67
Total	3	100

Figure No. 4.87 Elective courses in MIS



Observation:

The above analysis shows that 67% (2) thesis are based on the areas of e-commerce and digital markets which covers the areas of e-commerce and social networking sites while 33% (1) thesis are based on managing digital innovation and transformation including cloud computing technology.

4.7.19 Elective courses in Strategy

Observation:

It has been observed that there are 2 thesis related to various aspects of strategy which covers aspects of corporate social responsibility and corporate governance covering problems and prospects of women entrepreneurs and its impact on profitability.

4.7.20 Elective courses in Operations Management

Table No. 4.111 Elective courses in Operations management

Elective courses	Number of thesis	%
Operations strategy	1	50
Supply chain and logistics management	1	50
Total	2	100

Observation:

It can be seen from the above table that 50% (1) thesis each covers operations strategy dealing with energy management and supply chain logistics management covering lean manufacturing.

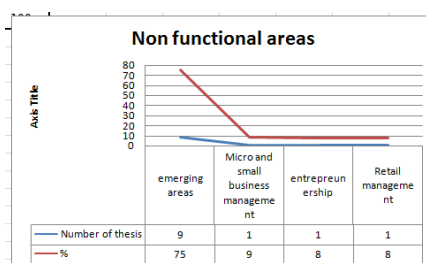
4.7.21 Non Functional areas

Table No. 4.112 Non functional areas

Non Functional areas	Number of thesis	%
Emerging areas	9	75
Micro and small business management	1	9
Entrepreneurship	1	8

Retail management	1	8
Total	12	100

Figure No. 4.88 Non functional areas



Observation:

The above analysis shows that 75% (9) theses are related to emerging areas such as Agri-business management, educational institutions management and tourism and hospitality management while 9% (1) thesis relates to micro and small business management and 8% (1) retail management and entrepreneurship within the non-functional areas.

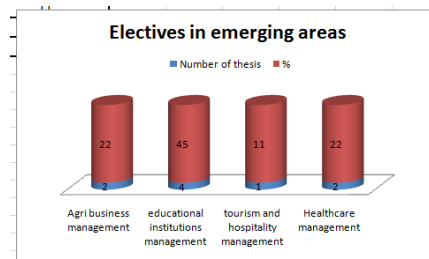
4.7.22 Elective courses in Emerging areas

Table No. 4.113 Elective courses in Emerging areas

Emerging areas	Number of thesis	%
Agri business management	2	22
educational institutions management	4	45
tourism and	1	11

hospitality management		
Healthcare management	2	22
Total	9	100

Figure No. 4.89 Elective courses in emerging areas



Observation:

The above analysis shows that 45% (4) thesis relate to educational institutions management covering Engineering education, CBSE schools, vocational rehabilitation, education and training institutes etc. while 22% (2) thesis wherein each relates to Agri-business management and healthcare management covering carbon trading, fisheries and hospitals. 11% (1) thesis relates to Tourism and hospitality management.

4.7.23 Elective courses in micro and small business management

Observation:

It has been observed that only 1 thesis covering adoption of planning, structuring and financing of small business covering e- business for supply chain management for small business.

4.7.25 Elective courses in retail management

Observation

It has been observed that 1 thesis deals with retail management covering the aspects of e-retailing.

4.7.26 Elective courses in entrepreneurship

Observation

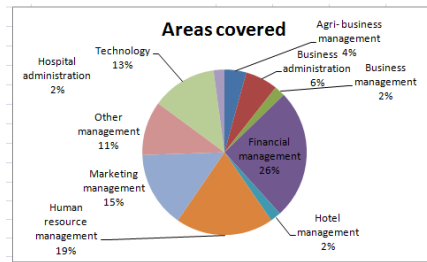
It has been found that 1 thesis deals with entrepreneurship dealing with Indian models in entrepreneurship covering problems and challenges faced by women entrepreneurs.

4.7.27 Major Ph D subjects covered

Table No. 4.114 Major subjects covered

Major Subjects covered	Number of thesis	%
Agri- business management	2	4
Business administration	3	6
Business management	1	2
Financial management	12	26
Hotel management	1	2
Human resource management	9	19
Marketing management	7	15
Other management	5	11
Technology	6	13
Hospital administration	1	2
Total	46	100

Figure No. 4.90 Areas covered



Observation:

It can be seen that 26% (12) theses are related to financial management covering topics related to insurance and banking industry, venture capitalists, solvency ratio, stock markets, financial literacy and planning, portfolio management, cash flow management etc. and 19% (9) theses are related to human resource management which include various topics related to human resource practices such as employee wellness, retention, attrition, competency factors, human resource ability factors etc. 15% (7) theses are related to marketing management including buying behavior, online shopping, marketing promotions etc. while 13% (6) theses are related to various aspects of Technology such as social networking sites, e-business, cloud computing etc. and 11% (5) theses are related to other management which includes topics related to women entrepreneurship, quality standards, vocational rehabilitation, e-learning etc. 6% (6) theses are related to Business administration including topics related to energy management, lean management etc. while 4% (2) theses each are related to Agri-business management including topics related to sugar industries and fisheries. 2% (1) theses each relate to Business management covering corporate social responsibility, hotel management covering branded budget hotels and hospital administration covering public and private hospitals respectively.

Chapter 5: Findings, suggestions and Conclusion

5.1 Introduction

This chapter presents the findings, suggestions and conclusion of the research study. It also gives the scope for further research in the related areas.

5.2 Findings

The data collected from the Shodhganga from January 2009 till December 2019 has been analyzed and presented in the previous chapter. The findings presented below provide a consolidated picture of the data of all the Universities consisting of 610 theses taken together. As the researcher has undertaken the period of study from 2009-2019 the actual number of thesis awarded and uploaded by the Universities may be more but as they are not visible on Shodhganga the researcher has not considered the same. It has also been observed that some Ph D theses uploaded during this period were awarded in the initial years i.e prior to January 2009 and hence have not been considered in the study. The reasons for non visibility of the Ph D thesis may be that either the thesis have not been uploaded or even if they have been uploaded by University coordinator they are not seen on the site due to some technical issues. Also in the initial years the University coordinators did not upload the thesis but used to submit them in CD format to Shodhganga and then it was uploaded.

5.2.1 Award of thesis:

The overall findings reveal that from the total thesis reviewed 16% (98) researchers have been awarded Ph. D in Management in 2014 and 15% (94) thesis have been awarded in 2016. 14% (84) thesis have been awarded in 2015 while 12% (72) thesis have been awarded in 2017 and 10% (58) thesis have been awarded in 2012. 9% (55) thesis have been awarded in 2011 and 8% (47) thesis have been awarded in 2013. 7% (41) theses have been awarded in 2010 while 5% (29) theses have been awarded in 2018. 4% (25) thesis have been awarded Ph D in Management in 2009 and 1% (7) thesis have been awarded the degree in 2019. It can be concluded that maximum researchers have been awarded Ph D in Management in 2014 and 2016 respectively.

5.2.2 Uploading of thesis:

The findings regarding uploading of thesis reveal that 21% (127) thesis have been uploaded in 2017 whereas 14% (87) theses have been uploaded in 2015. 13% (86) thesis have been uploaded in 2016 and 11% (58) thesis have been uploaded in 2018. 9% (49) thesis have been uploaded in 2014 and 7% (46) in 2012 and 2013 respectively. 6% (38) thesis have been uploaded in 2011 and 5% (32) thesis have been uploaded in 2019. 4% (23) thesis have been uploaded in 2010 and 3% (18) thesis have been uploaded in 2009. Thus, it can be seen that maximum number of thesis have been uploaded in 2017.

5.2.3 Genderwise distribution of thesis:

71% (371) male researchers have completed their research work while 29% (239) female researchers have completed their research work. Thus, findings reveal the number of female researchers is less as compared to male researchers.

5.2.4 Language of research thesis:

99% (608) thesis has been presented in English language while only 1% (2) thesis are in Marathi language.

5.2.5 Number of pages of research thesis:

27% (165) researchers have completed their thesis in 200 to 249 pages while 21% (127) researchers have presented their thesis in 250 to 299 pages. 18% (109) researchers have completed their research study within 150-199 pages and 16% (98) researchers have completed their thesis from 300-349 pages. 7% (42) thesis contains 350-399 pages and 5% (33) theses have 100-149 pages. 3% (17) thesis contains 400-449 pages while 2% (11) thesis contains 450-499 pages. 1% (6) thesis contains 500-549 pages and 2 theses contain 550-599 pages. Thus, it can be seen that the Ph D research thesis is mainly completed within the range of 200 to 249 pages.

5.2.6 Number of chapters:

55% (338) theses contain 5 to 6 chapters while 36% (220) theses contain 7 to 8 chapters. 7% (41) theses have been completed in 9 to 10 chapters and 2% (11) theses have been completed in 11 to 12 chapters. Thus, it can be seen that maximum Ph D. research work is completed within 5 to 6 chapters.

5.2.7 Objectives set for study:

41% (249) researchers have set 3 to 4 objectives for their research work while 40% (243) researchers have set 5 to 6 objectives for their research study. 11% (67) researchers have set 7 to 8 objectives and 5% (30) researchers have set 1-2 objectives for their research study. 2% (15) researchers have set 9 to 10 objectives while 1% (6) researchers have set 11 to 12 objectives for their study. Thus, from the above findings we can infer that majority of researchers have used 3 to 4 and 5 to 6 objectives for completing their study.

5.2.8 Hypothesis framed for study:

61% (372) researchers have framed 3 to 5 hypothesis for their study while 19% (115) researcher have framed 0-2 hypothesis and 14% (86) researchers have framed 6 to 8 hypothesis for their study. 4% (24) researchers have framed 9 to 11 hypothesis and 2% (11) have framed 12 to 14 hypotheses whereas only 2 researchers have framed more than 15 hypotheses in their research study.

5.2.9 Sub hypothesis framed for study:

In this research study only those sub hypothesis which have been clearly and separately mentioned have been considered. 38% (5) researchers have framed 6 to 10 sub hypothesis while 31% (4) have framed 11 to 15 sub hypothesis. 15% (2) researchers have framed 1 to 5 sub hypothesis and 8% (1) researcher has framed 16 to 20 and 21 to 25 sub hypothesis respectively.

5.2.10 Research guides and co-guide:

The research guides have been listed according to the number of students who have successfully completed their research work under their guidance considering the period of study undertake. The overall analysis shows that Dr. Tambe, Mukund has guided 11 students while Dr. Sangvikar has guided 10 students and Dr. Nandavadekar Vilas has guided 9 students. All other guides have been listed accordingly. Similarly, 6 researchers have co-guides for their research work.

5.2.11 Number of references used:

28% (167) researchers have used 100-149 references whereas 27% (164) researchers have used 50-99 references. 15% (91) researchers have used 150-199 references and 13% (81) researchers have used 0-49 references. 7% (42) researchers have used 200-249 references

while 5% (28) researchers have used 250-299 references. 4% (21) researchers have used 300-349 references and 1% (8) researchers each have used 350-399 and 400 and above references respectively.

5.2.12 Areas covered:

From the thesis reviewed it has been found that 72% (438) thesis are based on functional areas such as Finance, Human Resource Management, Operations Management, Organizational behavior, Marketing Management, Strategy and Management Information System (MIS). 25% (172) theses are based on various non functional aspects such as Emerging areas, Indian economy and policy, retail management etc. Thus, it can be concluded that the research in Functional areas is much popular than non functional areas. Also the research in non-functional areas needs to be encouraged.

5.2.13 Functional areas covered:

The thesis reviewed include various functional areas which cover 27% (117) thesis related to various aspects of Finance and 21% (91) thesis are related to human resource management. 19% (85) theses are related to Marketing management while 14% (61) thesis covers various aspects of Strategy. 12% (55) thesis includes different topics related to Management Information System while 5% (21) thesis includes Operations Management and 2% (8) thesis includes different aspects of Organizational behavior. It can be concluded that more research is conducted in the field of finance, marketing and human resource management while the research in the field of organization behavior and operations management needs to be encouraged.

5.2.14 Functional core courses:

16% (72) theses are related to Human resource management and 16% (70) theses are related to Indian financial system and financial markets while 13% (55) thesis are related to computer applications for business. 11% (49) thesis is related to corporate strategy and 11% (47) thesis is related to marketing research. The area of Marketing Management is included in 9% (38) thesis while 8% (36) thesis is based on financial reporting, analysis and statements. 4% (19) theses are related to operations management and managerial skills for effectiveness respectively while corporate finance is covered in 3% (11) thesis. 2% (8) thesis covers organization behavior while corporate social responsibility is covered in 2% (7) thesis. 1% (5) thesis includes topics related to corporate finance while project management is covered in

2 theses. Thus, it can be observed that more research needs to be concentrated on the fields of business analytics including business statistics and analytics for decision making, quantitative techniques etc.

5.2.15 Electives in finance:

44% (51) theses are related to managing banks and financial institutions while 22% (26) covers investment analysis and portfolio management. 11% (13) theses are related to financial markets and services while 6% (7) theses are related to valuation and 5% (6) theses are related to project appraisal and finance. 2% (3) theses are related to mergers, acquisition and restructuring while 2% (2) theses each are related to taxation and 1% (1) thesis is related to financial derivatives.

5.2.16 Elective courses in human resource management:

58% (64) theses deal with strategic HRM and 13% (12) theses deal with compensation and benefits management. 11% (10) theses deal with performance management systems while 5% (4) theses deal with employee relations and 3% (3) theses deal with understanding self-Indian perspective. 2% (2) theses deal with cross cultural management and 1% (1) thesis each deals with leadership and manpower planning, recruitment and selection. Thus, it can be observed that more research has been conducted on the aspects of strategic HRM.

5.2.17 Elective courses in marketing management:

40% (34) theses are related to consumer behavior and 16% (14) theses are related to product and brand management. 15% (13) theses are related to sales and distribution management while 11% (9) theses are related to services marketing. 8% (7) theses are related to integrated marketing communications/promotion strategy while 5% (4) theses each are related to digital and social media marketing and retail management. It can be concluded that research in field of consumer behavior and integrated marketing communications is very popular while research in the field of strategic marketing and B2B marketing needs to be encouraged.

5.2.18 Elective courses in Management Information System (MIS):

24% (13) theses are related to strategic management of IT and 22% (12) theses are related to data mining for business decisions. 18% (10) theses are related to managing software projects and managing digital platforms respectively. 9% (5) theses contain topics related to e-commerce and digital markets while 7% (4) theses contain topics related to managing digital platforms and 2% (1) thesis deals with IT consulting. It can be observed that comparatively

less research is being done in the areas of MIS and hence research needs to be encouraged considering the present and future revolutions and demand in digital technologies. The present global market trends and revolutions in the field of technology has given rise to the need to conduct more research in the field of managing digital platforms.

5.2.19 Elective courses in Strategy:

65% (40) thesis includes topics related to corporate governance and 21% (13) thesis is related to different aspects of entrepreneurship in practice. 5% (3) thesis is related to competing in global markets while 2% (1) thesis each covers topics related to corporate social responsibility, designing and configuring business models and strategic management of services.

5.2.20 Elective courses in Operations Management:

57% (12) thesis contains topics related to supply chain and logistics management and 33% (7) thesis contain topics related to operations strategy while 10% (2) thesis are related to operation research application. It can be concluded that majority of research is done in the field of supply chain and logistics management while research in the fields of pricing and revenue management and sourcing management needs to be encouraged.

5.2.21 Electives in Organizational behavior:

50% (4) theses are related to organizational change and development while 50% (4) theses are related to leadership.

5.2.22 Non functional areas:

86% (148) theses are based on various emerging areas while 8% (14) theses are based on topics related to retail management. 2% (4) theses are based on entrepreneurship and 2% (3) theses are based on micro and small business management and International business respectively. Majority of research is conducted in emerging areas while research in other non functional areas needs to be encouraged.

5.2.23 Electives in Emerging areas:

45% (67) thesis includes topics related to educational institutions management and 22% (33) thesis includes topics related to healthcare management. 11% (17) thesis include topics related to tourism and hospitality management while 11% (16) thesis is related to Agri-business management. 5% (7) thesis cover various areas of management of rural business while 3%

(4) thesis includes topics related to infrastructure management. 2% (3) thesis cover topics on social enterprise management and only 1% (1) thesis covers the area of sports management. Thus, it can be seen that majority of research is conducted on various topics related to educational institutions management while the areas of management of rural business and sports management need to be studied.

5.2.24 Elective courses in Retail Management:

In non functional areas under retail management 43% (6) thesis are related to logistics and supply aspects in retail management while 36% (5) thesis include topics related to retail consumer behavior. 21% (3) thesis is related to retail brand management.

5.2.25 Elective courses in International Business:

2 thesis covers topic related to WTO and international trade laws while 1 thesis covers topics related to International transfer pricing. It can be observed that more research needs to be encouraged in the field of International business.

5.2.26 Elective courses in micro and small business management:

There are 67% (2) thesis which cover the topics related to planning, structuring and financing of small business whereas 33% (1) thesis covers financing and accounting for small business.

5.2.27 Electives courses in Entrepreneurship:

75% (3) thesis cover topics related to Indian models in Entrepreneurship covering women entrepreneurs, and independent business owners while 25% (1) thesis includes topic related to venture valuation and accounting for new startups.

5.2.28 Major subjects covered:

The survey report by AISHE 2018 has identified core research subjects in the field of Management in which Ph D enrollment has been done and for the present study the researcher has considered these subjects as major subjects covered by researchers. It has been found that 21% (117) thesis are related to different aspects of financial management and 20% (110) thesis contain topics related to other management while 17% (93) thesis are related to different aspects of Human resource management. 11% (61) thesis covers topics related to Technology and 7% (37) thesis contains topics related to aspects of marketing management. 7% (36) theses contain various aspects of Business administration while 4% (24) theses cover various aspects of business Management. 3% (17) thesis are based on Pharmaceutical

technology while 3% (16) Agri business management and hotel management respectively. 2% (13) thesis are related to hospital administration while 1% (3) thesis cover various issues of Tourism management.

5.3 Suggestions:

The present study shows the research trends in Management Science and they have been analyzed and presented in the Chapter 4. From the analysis the researcher has tried to put forward some qualitative suggestions for improving the research in field of Management Science:

1. Though there is considerable growth in the number of Management institutes there is a need to improve the quality of education such that the aspiring students will get required the job opportunities.
2. The education imparted in Indian Management schools is basically theoretical based and needs to be industry-oriented to equip the students with the industrial trends and requirements.
3. To increase the quality in Management education there is a need for creation of healthy collaborative interaction between the faculty, industry experts, alumni and international business organizations.
4. There is a need to promote faculty and student exchange programs at the international level.
5. The evaluation and rating of Management institutions must also include criteria of research work undertaken apart from the other mandatory requirements.
6. There is a need to increase and encourage the participation in the networking of the Management institutions at the local, national and global level.
7. The number of thesis uploaded on Shodhganga should be increased by the existing Universities and also those Universities who have not entered into an MOU must be encouraged for their active participation.
8. While uploading the thesis on Shodhganga website Universities have to take into consideration the aspect of numbering the pages chronologically as in few thesis each chapter has been numbered separately and hence it is difficult to ascertain the exact number of pages the thesis has been completed.

9. It is essential that the objectives set for study during the research work may be clearly defined as it was found that in many theses there is no clear mention of the objectives and they have been incorporated in the descriptive part only.
10. The hypotheses framed have not been separately mentioned in few theses and hence the researcher has taken 0-2 hypothesis for analysis and same is the case with sub-hypothesis. The researcher has considered only the sub-hypothesis which has been categorically mentioned as the research study covers only the analysis by taking into consideration the title and the contents page of each thesis.
11. It has also been found that in some thesis the contents page and the bibliography has not been attached separately and hence it is difficult to know the exact number of references used in the research work.
12. In the case of functional areas the research need to be encouraged on business analysis covering business statistics and analytics for decision making and quantitative techniques. In the present era of global competition the areas of business forecasting, data mining and marketing analytics also needs to be studied.
13. The areas of Organizational behavior containing topics related to Organizational change and development need to be studied.
14. Considering the latest technology based marketing trends more research needs to be done on the areas covering B2B marketing, social media marketing, managing digital platforms and international marketing.
15. The non functional areas such as different aspects of entrepreneurship such as social entrepreneurship, venture valuation and accounting, Indian models in entrepreneurship need to be studied.
16. The research studies based on micro and small business management needs to be encouraged.
17. In the present global business scenario the field of International business also needs to be covered including international marketing management, international labour organization and labour laws.
18. The different aspects of legal and business environment need to be explored.
19. The references cited should be in APA or Chicago format whichever is permissible by the degree granting Universities and it will also be useful if the references are numbered.
20. The approval granting authorities may be requested to grant approval to the guides from other Universities also so that the research work may increase which might have

become less due to the UGC norms of the guide allotment. Due to these norms the number of guides has decreased and may result in decrease in the research count due to unavailability of research guides.

21. Many new research areas need to be explored in the Management Science such as disaster management, innovation and technology oriented, environment and sustainability, electronic commerce, stress management, legal framework etc.
22. The grants received by renowned funding agencies for research activities and the quality of research carried out may be considered as a parameter for building up a brand for any management institution.
23. While uploading the thesis if a standard policy is followed throughout even in the terms of citation of references it would be beneficial for the researchers. In some cases it was found that the bibliography or references pages were not uploaded.
24. More research needs to be carried in emerging areas including sports management, infrastructure management and management of rural business.

5.4 Fulfillment of Objectives and Hypothesis:

5.4.1: Fulfillment of Objectives

The objectives set and hypothesis framed for the research study have been thoroughly studied in the entire research work and are presented as under:

Objective 1: To find the growth and research productivity of Ph. D thesis in Management during the decade.

This objective is fulfilled in Chapter 3 explaining the research methodology.

Objective 2: To study, analyze and identify the contributions made by researchers in the area of management.

This objective is fulfilled in Chapter 4 and 5 of this research thesis.

Objective 3: To analyze the contents of the Ph. D research studies and find out the areas of research conducted and prepare a list of major areas of research in the field of Management.

This objective is fulfilled in Chapter 4 and 5 of this research thesis.

Objective 4: To study the current trends in management science and compare with the research topics.

The current trends in Management science have been covered in can be seen in Chapter 3 and Chapter 4. The trend in research topics can be seen in Chapter 5.

Objective 5: To find the gaps in research.

The gaps in research with relation to the research conducted and the required trends can be seen in Chapter 4 and Chapter 5.

Objective 6: To suggest new potential areas for research studies in management science.

The new potential areas for research studies in management science have been shown in Chapter 5.

5.4.2 Hypothesis proved:

The hypothesis framed for this research study has been proved true. These have been explained as under:

1. There is considerable growth in research in Management education in Universities

This hypothesis has been proved true as a considerable growth can be seen in the research in Management education and is reflected from Chapter 1, 2 and 3.

2. The research in various emerging areas in the field of management education needs to be encouraged.

This hypothesis has also been proved true as the researchers have preferred to undertake the studies relating to the emerging areas in Management science but still many emerging areas need to be studied and this has been reflected in Chapter 4 and 5.

5.5 Scope for further research:

The present research study has made an attempt to study the research trends in Management education by using the content analysis technique. This study covers the research analysis of Ph D thesis submitted to Universities in and around Pune and no such study has been carried out so far. This study can be further extended by covering different aspects such as increasing the coverage of different Universities and also in various other subjects.

5.6 Conclusion:

There is a need for specialized training in trade diplomacy and international negotiations. There is a need for networking of the management schools in India. At present there is a networking through AIMS but there is a need for increasing the co-operation and collaborations between Indian management schools. In this changing global business scenario

there is a need for the management schools to produce graduates who are ready to face the international competition. There is a need for a structural change in the academic curricula wherein the general management concepts have to be blended in the international perspective and equip the students with skills in innovation and change management.

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Annexure No: 1

TILAK MAHARASHTRA VIDYAPEETH

Sr. No.	Title of thesis	Research Guide	Year of award	Year of upload
1	Status report on training activities in selected hospitality industry units in Pune	Bapat, S. G.	2011	2011
2	Study of rural marketing mix	Lawrence, M. D.	2010	2011
3	Performance measurement by modern techniques of corporate sectors in Pune region	Pathak, R. C.	2010	2011
4	Management of sales personnel in pharmaceutical industry	Pole, Shashank	2010	2011
5	Human resource management practices: Critical study, with special reference to hospital organizations in Pune metropolitan region	Adsule, Anil	2012	2012
6	Critical analysis of stress faced by teaching professionals at management institutes in Pune	Gankar, Sayali	2011	2012
7	Alternate indexing techniques for efficient content-based retrieval of temporal patterns	Gopal, Arpita	2011	2012
8	Study of evaluation and effectiveness of training activities in automobile companies	Hebalkar, Rashmi	2011	2012
9	Management of supply chain in small scale manufacturing units	Huddedar, Sudhir	2011	2012
10	Study on the growth of internet marketing in Indian scenario	Keskar, Umesh	2011	2012
11	Study of the effective marketing strategies adopted by Marathi film industry and its impact on cinegoers in Mumbai	Lawrence, M. D.	2011	2012
12	Study of Advertising Standards Council of India (ASCI) and its regulatory role towards curbing unethical marketing communication	Lawrence, M. D.	2011	2012
13	Critical study of implication of e-governance services for effective communication	Nandavadekar, Vilas	2012	2012
14	Comparative case study of the role of animation and optimization by the use of Six Sigma and other cost reduction management techniques implemented in Major Companies from Pune	Parchure, K. M.	2011	2012

15	Impact of corporate branding on customer loyalty through corporate image	Pathak, R. C.	2011	2012
16	Analytical study of performance appraisal and promotion policy of selected information technology enabled services (ITES) companies	Pathak, R. C.	2011	2012
17	Study to develop and assess the effectiveness of training manual on disaster management in terms of knowledge and self-expressed practices among the teachers of selected schools in Pune city during 2009-11	Penkar, Daniel	2011	2012
18	Study of management of problems and prospects of general insurance companies in public sector for the period 2000-2008	Rodrigues, Cleophas	2012	2012
19	Study of Work Life Balance (WLB) among women employees in service sector with special reference to Pune City (2009-12)	Shinde, Rajashree	2012	2012
20	A study of burnout syndrome in teachers with reference to job satisfaction age gender and experience	Talhar, Gajanan	2011	2012
21	Marketing tourism destination with a strategic planning approach: case study of Andhra Pradesh	Tilak, Deepak	2012	2012
22	Structure and organization of Floriculture sector in Pune	Bapat, S. G.	2012	2013
23	Management of employee wellness programmes in selected IT and ITes companies located at Hinjewadi and Aundh IT Park	Deshmukh, Prasanna	2012	2013
24	Analytical study of management education for medical practitioners in Greater Mumbai	Dixit, M. C.	2012	2013
25	Study of sustainability of the small car segment, in automation sector of India	Keskar, Dhananjay	2012	2013
26	Influence of management functions on entrepreneurial development	Keskar, Dhananjay	2012	2013
27	Role and importance of emotional intelligence in managing stress and anxiety at the workplace in the private banking and insurance sector	Keskar, Umesh	2012	2013
28	Study of business implication of intellectual property rights on pharma companies relating to their allopathic products	Londhe, B. R.	2012	2013
29	Study of hidden talent management in same status employees	Penkar, Daniel	2012	2013

30	Investigation on improving quality of technical education in a self financed institution	Tilak, Deepak	2012	2013
31	Analytical study of the impact of corporate training composed to mainstream education on the employability today with special reference to Pune, Mumbai, Kolkata, Delhi, Banglore	Tilak, Deepak	2012	2013
32	Comparative study of development of independent business owners (IBOs)	Bachute, K. V.	2012	2014
33	Study on employee job satisfaction in I. T. industry, Pune, for the period 2008-2012	Mangnale, V. S.	2013	2014
34	Management of educational institutions in shaping the personality of students in rural areas	Pole, Shashank	2012	2014
35	Critical analysis of HR policies being implemented in pharmaceutical industries	Pole, Shashank	2013	2014
36	Study of the impact of cultural diversities on work performance related to global business activities	Rashingkar, Sudhir	2010	2014
37	Critical study of management of human and financial resources by non-government organizations in Pune metropolitan area	Abhyankar, D. K.	2014	2015
38	Identification of Leaders - A study of FMCG companies in Mumbai Region with special reference to assessment centre method	Bandgar, P.K	2014	2015
39	Comparative syudy of the impact of non-salary motivational incentives to the industrial workers and industrial harmony during the pre (1990 to 2000) and post era of vrs (2000 to 2010)	Bapat, S. G	2014	2015
40	To study contribution of management institutes in Pune region in promoting business ethics among management students	Bapat, S. G.	2014	2015
41	Study of impact of tourism on socio-economic development in Ratnagiri District	Deshmukh, Prasanna	2014	2015
42	Study of green business strategies as a source of competitive advantage for SMEs	Dhamdhare, Rajan	2014	2015
43	Analytical study of crisis management decisions in selected auto ancillary units	Dongare, Mukund	2013	2015
44	To study the computer awareness among secondary school students in Pune city	Gawade, S. U.	2014	2015

45	Impact of dissatisfaction on employees turnover in selected small, medium and large scale software industrial units in Pune	Gogawale, Sanjeevani	2014	2015
46	Comparative study of mechanisms discovering the most appropriate web service and proposing an efficient web service discovery mechanism	Gopal, Arpita	2014	2015
47	Study of attrition problem in select large scale automobile industries in and around Pune	Hebalkar, Rashmi	2014	2015
48	Study of stress management amongst employees in selected software industrial units in Pune region (period of 2011-2013)	Judah, George	2014	2015
49	Critical study of brand strategies adopted by Indian automobile companies for competitive advantage	Keskar Umesh	2014	2015
50	Study of implementation of basic employability skills amongst secondary school students	Kulkarni, Shrinivas	2014	2015
51	An analytical study of employee retention in IT industry, W. R. T. selected IT units, from Pune	Kumar, Ajay	2015	2015
52	Data mining framework for computer network security Management- study with special reference to IT industrial units in Pune region 2012-2014	Nandavadekar, Vilas	2014	2015
53	Critical study of e-commerce in the pharmaceutical industry	Nandavadekar, Vilas	2014	2015
54	Study of optimal indexing scheme for XML query processing and effective storage management	Nandavadekar, Vilas	2014	2015
55	Study to assess the H.R.D. practices adopted among school teachers in selected secondary schools in Pune City during 2011-12	Penkar, Daniel	2014	2015
56	Critical study of impact of microfinance schemes in Economic Development of self help groups (SHG) in Pune metropolitan area	Rashingkar, Sudhir	2014	2015
57	Human resource practices in hospitals in Mumbai during 2010-2012	Sable, Ram	2013	2015
58	Study of approach towards corporate social responsibility and its impact on overall growth of companies with reference to selected IT companies in Mumbai region	Shaikh, Aftab A	2014	2015
59	Study of customer satisfaction of corporate customers of telecom service operators	Shaikh, Anwar	2014	2015

60	Study of production and marketing management of Grapes in Pune District and strategies for increasing productivity and profitability	Shrigiriwar, S. V.	2014	2015
61	Critical study of human resource development and their linkage with organizational performance and effectiveness, in 3/4/5 star hotels	Bachute, K. V.	2011	2016
62	Contribution of organizational factors in workers' job satisfaction	Bachute, K. V.	2011	2016
63	ATM's and their impact on Indian banking industry	Bandgar, P.K.	2009	2016
64	Study of customer capitalisation relating to ' Branding ' and ' Market Segmentation ' in automobile industry	Bapat, S. G.	2014	2016
65	Study on land tenures and land related matters in Cantonments	Dastane, Santosh	2009	2016
66	Information and communication technology (ICT) for rural development	Deshmukh, Prasanna	2014	2016
67	Study of HR practices in automobile industry in Pimpri- Chinchwad industrial area, Pune	Dongare, Mukund	2013	2016
68	Study of antecedents of learners motivation towards management education with special reference to management students in Pune city during 2011-2013	Dongare, Mukund	2015	2016
69	Critical study of customer satisfaction	Gawade, S. U.	2010	2016
70	Extraction of connector classes from object oriented system while recovering software architecture	Gopal, Arpita	2013	2016
71	An analytical study of by-products of sugar industry with reference to Kolhapur District (Maharashtra)	Gurav, A. M.	2015	2016
72	Study of the impact of leadership styles and entrepreneurial orientation on organizational performance of selected manufacturing SMEs in Pune region for the period 2008 to 2013	Kanaskar, Mukesh	2015	2016
73	Study of the role of entrepreneurs towards turnaround of select small scale industries in Ahmednagar MIDC	Kulkarni, Madhavi	2014	2016
74	Management perspective academic and administrative aspect in career planning of students during 2007 to 2013 with reference to selected MCA institutes in Pune region	Kulkarni, Shrinivas S	2015	2016

75	Analysis of key performance indicators (KPI) for quality assurance in newly established Engineering Institutes in rural areas of Maharashtra during 2010-2014	Kulkarni, Shrinivas S	2016	2016
76	An empirical study of stock volatility and asset pricing in Indian Stock Markets during 2009-2014	Luhar, Arvind S.	2015	2016
77	An analytical study of supply chain planning process for solar renewable energy suppliers in Bangalore during year 2010-2015	Mali, Sanjay. R.	2016	2016
78	Study on women entrepreneurship challenges and prospects with special reference to Sangli District	Mangale, V. S.	2015	2016
79	Study of Geographical Information System (GIS) based computerised framework to enhance the water supply system in Pune city	Nandavadekar, Vilas	2013	2016
80	Study of educational ERP system model for technical and medical educational institutes in Pune district	Nandavadekar, Vilas	2013	2016
81	Critical study of security management system of Cyber Cafes in Pune City	Nandavadekar, Vilas	2015	2016
82	World class supply chain practices of Walmart and the prospective scope of their adoption and application in the efficient management of the Indian retailing malls namely " Shoppers Stop and Big Bazar (Pantaloon Retail) "	Parchure, K. M.	2010	2016
83	Spirituality climate & its impact on learning in teams	Parikh, Indira J	2014	2016
84	Study of job related stress and application of stress management strategies for traffic police in Pune city	Pole, Shashank	2013	2016
85	The critical study of career opportunities for business management students with special reference to Pune metropolitan area	Rashingkar, Sudhir	2015	2016
86	The qualitative and quantitative study of growth of management institutes in India with special reference to Pune	Rashingkar, Sudhir	2016	2016
87	Role of management education in promoting entrepreneurship: a study of curriculum of Pune based Management institutes (2003-2008)	Rodrigues, Cleophas	2010	2016
88	Study of retail market scenario and analysis of consumer buying behaviour in organised retailing in Pune for the period of 2003-2007	Rodrigues, Cleophas	2010	2016

89	Study of corporate social responsibility practices as followed by manufacturing companies in Pune region	Rodrigues, Cleophas	2013	2016
90	Critical analysis of gap between the Hotel Management Education and Current Hotel Industry requirement around Pune City	Sabale, Ravindra J.	2015	2016
91	A study on the impact of economic reforms on the performance of MTNL	Sable, Ram	2015	2016
92	Study of correlation between employee involvement and organisational effectiveness the select companies of MIDC Ahmednagar for a period of 2007-2012	Shinde, Rajashree	2011	2016
93	Study of consumer behavior and loyalty in the changing market scenario of the Open Access Policy with special reference to MSEDCL consumers in the Pune Region	Shinde, Rajashree	2015	2016
94	Identification and comparison of learning styles and personality types of undergraduate hospitality / tourism students from Thailand and Lao PDR	Tilak, Deepak	2011	2016
95	Study of correlation between competency of production managers and its impact on productivity of selected large companies in Pune region during 2010-2014	Adsule, Anil	2016	2017
96	Study on consumers buying behavior towards processed liquid packed milk in kolhapur city Maharashtra	Barbole, Anil N.	2016	2017
97	Learning organization as a strategy for enabling business efficacy with reference to manufacturing & service sector companies in Pune region	Dhamdhare, Rajan	2016	2017
98	Study of marketing practices of owned, hospital and chain diagnostic laboratories in Pune City	Dongare, Mukund N.	2016	2017
99	Attrition - a comparative empirical study of its intensity, causative factors and remedial measures in the manufacturing sector and services sector enterprise in Pune (India)	Dongare, Mukund N.	2016	2017
100	Critical study of attrition trend in organized retail malls with special reference to Pune City	Dongare, Mukund N.	2016	2017
101	Study of effectiveness of information and communication technology as a tool for business start - ups in Western Maharashtra	Ganbote, Avinash	2016	2017

102	Study of assessment of quality of work life of employees working in Maharashtra State Electricity Distribution Co. Ltd. with special reference to Pune City	Gankar, Sayali	2016	2017
103	Study of entrepreneurship development in Latur MIDC area (2010 - 2014).	Haldar, O. P.	2016	2017
104	Study of constituents influencing the work culture of software industries in Pune - IT zone	Huddedar, Sudhir	2016	2017
105	Critical study of strategic human resource management practices and issues of knowledge workers engaged in the computer driven manufacturing technology processes in the auto engineering industries, in Chakan industrial area Pune.	Kotwal, Mohan	2017	2017
106	Study of market perception for select Indian automobile components in Indonesia Thailand & Vietnam markets (Period 2009-2012).	Kulkarni Ashok V	2016	2017
107	Study of financial planning for retirement amongst individuals in select age group of 25 years to 45 years in Pune city.	Kulkarni Ashok V	2016	2017
108	A study of management of green environment friendly practices carried out by two to five star category hotels and resorts in Pune region	Mali, Sanjay. R.	2016	2017
109	Study of viability of franchising business models	Nagendra, Asha	2016	2017
110	Knowledge transmission and knowledge management with special reference to IT faculty members of colleges under University of Pune at Pune Region	Nandavadekar, Vilas	2016	2017
111	Management of the electoral roll in the context of general elections in democratic set up with reference to the De-Novo revision of electoral roll in previous 54 Belapur and after delimitation 145 Mira Bhayandar assembly constituency in Maharashtra.	Pole, Shashank	2017	2017
112	Study of best HR Practices and their impact on employee satisfaction with special reference to select large scale companies in Pimpri - Chinchwad during 2007-2012	Pole, Shashank	2016	2017
113	Study of appropriate models of woman entrepreneurship with special reference to self-help groups, joint liability groups and urban community development in Pune city (2010 to 2014)	Shinde, Rajashree	2016	2017

114	Study on impact of quality on select indicators of performance in respect of selected SMEs manufacturing industrial units with special reference to automotive sector during the period of 2011 to 2014 in Pune district	Shrigiriwar, S. V.	2016	2017
115	Determinants of customer loyalty in logistics outsourcing relationship	Shrigiriwar, S. V	2016	2017
116	Analytical study of development of Navi Mumbai by CIDCO since 1980	Yadav, Vishnu N.	2016	2017
117	Study of employee behaviour and its impact on consumer perception in 3,4,5 star hotels in Pune city (2011 - 2014)	Zagade, Seema	2016	2017
118	Impact of merger and acquisition on employees job satisfaction in the banking sector of selected banks in Mumbai Region between 2000-2011	Abhyankar, Hemant	2018	2018
119	Study of career progression of middle management in information technology (IT) organization in and around Pune with special reference to hurdles and identifying steps to be successful in middle management.	Abhyankar, Suresh	2017	2018
120	Study of the strategies adopted by Surat municipal corporation and its effects on the quality of public life	Abhyankar, Suresh	2018	2018
121	An analytical study of factors influencing customer buying behaviour of two wheelers and their impact on pre and post sales practices of selected two wheeler companies in Pune city	Deshmukh, Anand A	2018	2018
122	Study of collecting customer needs in software development process and its impact on business of selected IT companies in pune	Deshmukh, Prasanna	2017	2018
123	Study of managing antivirus tools used for personal computers in Pune city	Deshmukh, Prasanna	2018	2018
124	Study of hidden talent search as a solution to skills crisis and its impact on organizational performance with special reference to select large and medium size manufacturing and service industrial units in Pune region during the period 2010-2014	Dhamdhare, Rajan	2018	2018
125	Comparative study on human resource practices and employee retention in star hotels of Pune region	Gaikwad, Sanjaykumar M	2017	2018

126	Comparative study of the perception of HR heads & their excellent performing managers on the policies for employee well-being & retention in select manufacturing companies in & around Pune.	Gawade, S. U.	2017	2018
127	Evaluate the effective sales promotion strategies with respect to private life insurance companies in the Pune city (2008-2013)	Kulkarni, Madhavi	2017	2018
128	Study the impact of ISO 9001: 2008 certification on selected hrn practices, of large scale automobile industries in Pune region, during the period 2002-2012	Kulkarni, Madhavi	2018	2018
129	E-marketing and its applications in selected industries in mumbai region	Luhar,Arvind S.	2017	2018
130	Study of factors affecting effective investigation of cyber crimes in Pune region	Nagendra, Asha	2018	2018
131	Critical study of management and security of (ict) information communication technology in higher technical institutes in pune region	Nandavadekar, Vilas	2017	2018
132	Study of marketing Mix strategies with reference to chemical industries in Pune district	Rashingkar, Sudhir	2017	2018
133	Study of online social networking sites in academia	Shaikh, Aftab A	2018	2018
134	Study of brand positioning and promotion techniques of household detergent brands affecting customer satisfaction and brand loyalty	Yadav,C.Sunanda	2017	2018
135	Study of impact of key factors influencing child development for policy makers in primary education	Abhyankar, Hemant	2016	2019
136	Study on the evaluation of swarna jayanti shahari rozgar yojana with reference to the marketing of the products of women self help groups in Thane district	Deshmukh, Sachin Anant	2018	2019
137	Analytical study of high attrition ratio of teaching staff in unaided junior colleges of Mira- Bhayandar area	Luhar,Arvind S.	2018	2019
138	Study of consumer buying behaviour in the selected auto brands relating to 4 wheelers in Pune region	Nagendra, Asha	2018	2019
139	Socio economic impact of debt recovery problems	Shitole, G. Y.	2018	2019
140	Management of doctor patient relationship by teaching communication skills to resident doctors in Maharashtra	Tilak, Deepak	2019	2019

141	Study of human resource management practices in chemical industries with special reference to Navi Mumbai	Yadav, Vishnu. N	2018	2019
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Annexure No. 2

Savtribai Phule Pune University

Sr. No.	Title of thesis	Name of Guide	Year of award	Year of upload
1	Study of share price fluctuations in BSE & NSE above 6% on any particular day from the year 1994 to 2004	Bapat, S. G.	2009	2011
2	An empirical study of problems and prospects of entrepreneurship development through management education with special reference to University of Pune	Chitale, C. M.	2009	2011
3	An empirical study of the barriers for the development of women entrepreneurs in Pune region	Chitale, C. M.	2010	2011
4	A study of integration of strategic approach to project management: with special reference to IT industry	Chitale, C. M.	2010	2011
5	Problems and prospects of bank computerization: a study of selected co-operative banks in Pune	Gawade, Shivaji U.	2009	2011
6	Role of asset-liability management and risk management in pricing of products in urban co-operative banks.	Mahal, Dinabandhu	2010	2011

7	A study of progress, development and strategy of government organizations regarding e-governance in Maharashtra state with special reference to Nashik District	Patil, Gangadhar	2010	2011
8	A study of mobile services from customer's perspective	Totade, Smita	2009	2011
9	Impact of globalization in TV advertising with reference to viewers in Thane district	Mehta, M. B.	2012	2015
10	A study of IT application in agriculture marketing with special reference to regulated markets in Ahmednagar district during 1999 to 2000 to 2003 to 2004	Barve, Vasant D	2011	2016
11	Leadership characteristics of managers of IT and non IT organizations a comparative study	Barve, Vasant D	2013	2016
12	An analytical study of changes in consumer shopping behavior with special reference to organized retail sector in Nashik city from 2001 to 2010	Berad, Nilesh R	2013	2016
13	A study on consumers buying behaviour for solar energy equipments and responses towards use of solar energy equipments in Maharashtra	Berad, Nilesh R	2014	2016
14	An analytical and comparative study of the performance of selected public and private sector mutual fund schemes in India with special reference to selected for the equity growth and income oriented schemes period 2002 to 2012	Bhavsar Anilk C.	2014	2016

15	An analytical study of changing marketing scenario in prescription based medicines and its impact on stakeholders in Ahmednagar district 2001 to 2010	Berad, Nilesh R	2014	2016
16	An exploratory study of role of academic leadership in private higher educational institutions imparting management programmes	Baporikar, Neeta	2012	2016
17	Developing the managerial quotient for middle level management in client servicing for general insurance industry with reference to Pune region	Baporikar, Neeta	2013	2016
18	Designing policies for business a study of auto component sector	Baporikar, Neeta	2011	2016
19	A study of knowledge management applications and consequent advantages to business schools	Anandaram, K. S.	2010	2016
20	A study of customers eco-conscious attitude and behaviour in response to green marketing with special reference to Nashik City	Aurangabadkar, Sarita	2013	2016
21	Role of pharmacists in patients healthcare through retailing with special reference to Mumbai and Nashik	Aurangabadkar, Sarita T	2014	2016
22	A study of supply chain management in improving industrial productivity with reference to private sector industries in Nasik district 1991 to 2008	Berad, R R	2011	2016

23	An empirical study of conflict management and intergroup behaviour as a factor of organizational effectiveness in manufacturing industry	Chitale, C. M.	2013	2016
24	Critical study of integrated logistics management with special reference to Indian armed forces	Chitale, C. M.	2013	2016
25	A study of problems and prospects of information technology services and network connectivity at rural places with special reference to Pune district	Chitale, C. M.	2011	2016
26	A critical analysis of investment decisions of some selected companies	Bhate, V V	2010	2016
27	The role of knowledge management in e governance in a public service organization with reference to Pune city	Bhatia, Ranbir K	2014	2016
28	Impact of corporate culture on recruitment processes with special reference to the IT or ITes industry in Pune	Bhave, Santosh V.	2012	2016
29	Application of enterprise knowledge management in HRD a comparative analysis of the selected companies in IT sector in and around Pune	Deshmukh, Prassana G.	2013	2016
30	Analysis of octapace in fostering the HRD climate of public and private sector life insurance companies with respect to Pune city	Dharwadkar, Kirti	2015	2016
31	The financial impact of dairy farming in Maharashtra with special reference to Kolhapur	Dubhashi, Medha	2012	2016

32	Analytical study of entrepreneurial characteristics management policies and role of government MSME policies with respect to NMCP for competitiveness of MSMEs in Pune	Gankar, Sayalee	2015	2016
33	A study of the financial feasibility of select clean development mechanism CDM projects in India	Gawade, Shivaji U.	2015	2016
34	The study of investment pattern of working women in Pune city	Gawade, Shivaji U.	2011	2016
35	A study of financial impact on the displaced farmers with reference to SEZ in Pune district	Gawade, Shivaji U.	2013	2016
36	A study of the effectiveness of implementing RFID technology in various institutes conducting professional courses under University of Pune	Goje, Amol	2011	2016
37	Reverse mortgage as a potential financial planning tool and its inclusion in financial plans of urban population of Maharashtra	Gujarathi D. M.	2014	2016
38	Marketing problems and prospects of selected medicinal plants and intermediates as raw material for pharmaceutical industries with reference to Pune city	Hiremath Saroj P	2013	2016
39	Study of knowledge sources attributing to a software projects success with special reference to selected companies in IT industry	Hirwani, Rajkumar	2013	2016

40	A study of tourism companies in Pune city with special reference to formulating new for the future in a highly competitive market	Inamdar V. H.	2014	2016
41	An empirical study of wind power industry in USA with special reference to formulating for entry and growth for an Indian new entrant company in US market.	Inamdar V. H.	2014	2016
42	Impact of consumer preferences on ice-cream consumption pattern in Pune city-a critical analysis with specific reference to Amul	Inamdar V. H.	2010	2016
43	A critical study of customer satisfaction levels with specific reference to Maharashtra state electricity distribution company ltd in Pune city	Jain, Surabhi	2011	2016
44	A study of the impact of brand attitude on consumer purchase behavior a comparison study between India and Iran for soft drink market	Jain, Surabhi	2011	2016
45	An empirical study of the impact of training on the quality of services of the Tahsildar cadre of the revenue department from select districts of Maharashtra and Rajasthan	Jain, Surabhi	2013	2016
46	A comparative study of supply chain management in organized vis a vis unorganized retail with special reference to perishable food products in Pune	Javadekar Prachee	2012	2016

47	A study on relative importance of role of customer relationship management CRM in marketing various products offered by banking sector	Joshi, Ashok	2011	2016
48	A study of management of information technology for development and growth of distance learning programs	Joshi, Ashok	2011	2016
49	A study of use of information technology in information resource centre with reference to its relationship to emerging software tools	Joshi, Ashok	2011	2016
50	An analytical study of behavioural pattern of individual investors in Pune city	Joshi, Pratibha	2015	2016
51	An analysis of customer relationship management CRM practices in selected manufacturing industries in and around Pune	Joshi, Pratibha	2012	2016
52	The study of corporate entrepreneurship in selected industries	Joshi, Pratibha	2012	2016
53	A study of initial public offers in India during period 2002 to 2007	Joshi, Sharad	2011	2016
54	Study of growth pattern of small and medium enterprises to medium and large enterprises with reference to industrial units located in Pune district a management control perspective	Joshi, Sharad	2011	2016
55	To evaluate pre and post merger financial performance of selected Indian metals and metal products and machinery companies during 2005 to	Jumle, Anand G.	2014	2016

	2010			
56	Relationship between product variants and brand loyalty amongst youth in Pune city	Karandikar, Anand	2014	2016
57	Study of internal marketing as an antecedent to customer delight through case study approach	Karandikar, Anand	2014	2016
58	A study of channels of distribution adopted by Irans automobile industry in comparison with India's automobile industry trucks	Keskar, Anil	2010	2016
59	A comparative study of health care system in higher professional educational institutions	Keskar, Anil	2010	2016
60	A study of demand response for genetically modified GM foods with special reference to Iran	Kharche, R M	2011	2016
61	Analysis of investment portfolio of scheduled commercial banks in India during 2000 and 2010	Khedkar, E. B.	2014	2016
62	An empirical study of innovative technology used for marketing services by selected private sector banks of Anand and Baroda district	Kohok, M A	2012	2016
63	Problems and prospects of women entrepreneurs in North Maharashtra with special reference to tribal area	Kulkarni, Mahesh A	2010	2016

64	A study of management practices for planning and implementation of decision support system for cost effectiveness in co operative sugar industries with special reference to Pune district	Kumar, Ajay	2014	2016
65	Impact of core banking system implementation on business performance and profitability of selected urban cooperative banks in Pune city	Mahal, Dinabandhu	2013	2016
66	Impact of banking delivery channels on profitability and customer services of banks a comparative study of selective banks in Pune city	Mahal, Dinabandhu	2014	2016
67	Impact of liberalization on interest rate term debt structure and its impact on firms	Mahal, Dinabandhu	2011	2016
68	Critical analysis of customer satisfaction related to broadband services in Pune city	Markale, Amod	2014	2016
69	A study of performance and problems of marketing and finance of small scale agro processing industry with special reference to Ahmednagar district	Mehta, M. B.	2011	2016
70	Study of human resource accounting practices in information technology sector in India and its impact on strategic human resource management	Misal, Ashutosh	2014	2016
71	A study of performance competencies and skills of employees with reference to select telecom companies In Pune city	Misal, Ashutosh	2015	2016

72	Study and evaluation of human resources retention strategies in the information technology IT companies in Pune city	Misal, Ashutosh	2014	2016
73	A study of corporate social responsibility and its influence on employee commitment in organizations	Palkar, Apoorva	2013	2016
74	Critical study of information and communication technology implementation of selected dairy cooperatives	Patil, Yashwant	2013	2016
75	A study of information security systems for core banking in urban cooperative banks of Pune and Mumbai	Patil, Yashwant	2014	2016
76	A study of choice of overseas destinations of Thai tourists	Phadtare, Milind	2014	2016
77	A study of Prime Minister Rojgar Yojna employment scheme and its impact on self employment programmes with special reference to Nasik district	Rayate, B B	2012	2016
78	A study of the application of six sigma in service industry with special reference to hotels and resorts in Maharashtra	Sangvikar, Balkrishna V.	2012	2016
79	Analytical study of various marketing adopted by the dairy industry in Maharashtra with special reference to Pune district	Sangvikar, Balkrishna V.	2011	2016
80	A study of the problems and prospects of organized retail communication mix with special reference to Pune city	Sangvikar, Balkrishna V.	2010	2016

81	A study of audio visual television advertising and its impact on children with special reference to Pune city	Sangvikar, Balkrishna V.	2013	2016
82	A study of marketing orientation of select biotechnology companies in India and its impact on consumer behavior	Sangvikar B. V. and Patil, Supriya	2013	2016
83	Intellectual capital measurement application of the SKANDIA navigator model to the Indian financial services industry	Sangvikar, Balkrishna V.	2014	2016
84	Study of impact of new product design process on and bamboo sector in Mumbai Pune region	Sangvikar, Balkrishna V.	2014	2016
85	Conceptualization and measurement of brand equity	Sarwate Dilip M	2013	2016
86	Management of payment and settlement systems in India-critical review and challenges	Shah, Asish and Kaveri V S	2011	2016
87	A study of organizational communication practices and their role in organizational development with special reference to IT industry in Pune	Shinde, Rajashree	2014	2016
88	An analytical study of factors influencing consumer buying decision for male cosmetics products in Pune region	Sinha, D. K.	2014	2016
89	A study of application of information technology tools and techniques in medium enterprises located in and around Pune to achieve world class performance	Sonawane, Mukund B	2011	2016

90	Impact of retention of employees a critical study of selected software companies in Mumbai reference time 2008-2012	Takalkar, J. D.	2012	2016
91	Developing a model for corporate career building programme CCBP using HRM tools and techniques for management students in Pune city	Takalkar, J. D.	2013	2016
92	A study of brand switching behaviour of subscribers of GSM cellular services in Pune city	Tambe, Mukund	2011	2016
93	Study of role of mutual fund distribution and its intermediaries and its relevance to retail investors in Pune city	Tambe, Mukund	2011	2016
94	A comparative study of relationship management among selected commercial banks in Kenya, Nairobi and India, Pune	Tambe, Mukund	2010	2016
95	A study of increasing focus on green marketing practices of automobile and ancillary industries in and around Pune	Tambe, Mukund	2015	2016
96	Study of marketing segmentation in automobile industries in India	Tambe, Mukund	2012	2016
97	Attrition rate in service industry- a study of BPO companies located in pune city with special reference to call centers units	Tiwary, S. N.	2010	2016
98	A study of employee engagement practices in select IT companies in and around Pune	Upadhyay, Pooja	2013	2016

99	Relevance of economic value added in the context of selected listed Indian companies	Vaishampayan, Y. S.	2011	2016
100	A study of unsecured loans engines of growth leading to shareholders wealth maximization myths and realities	Vaishampayan, Y. S.	2010	2016
101	An analysis of factors responsible for non performing assets of govt loan granted through district industries centre	Vaishampayan, Y. S.	2011	2016
102	A study of selected Indian companies listed on Bombay Stock Exchange for predicting future cash flows	Vaishampayan, Y. S.	2010	2016
103	A critical study of select corporate finance theories	Vaishampayan, Y. S.	2014	2016
104	An evaluation of channel financing as a mode of working capital finance a case study of selected large scale engineering industries in and around Pune city	Vechalekar, N M	2013	2016
105	Tax planning as a tool for cost reduction with a special emphasis on central excise and service tax with reference to selected industrial units in and around Pune	Vechalekar, N M	2014	2016
106	A critical study of legal aspects of marketing and development of a new legal framework for marketing of life insurance in India	Vedak, Vidyadhar	2010	2016
107	A study of improving operational efficiency of banks through business restructuring- an Indian experience after liberalization	Vedak, Vidyadhar	2010	2016

108	A study of relationship between business performance and competency based performance measures in select IT companies in Pune	Zagade, Sunil D	2014	2016
109	An analytical study of competencies related to performance in a private manufacturing and service sector industries with special reference to Nashik City	Bhatia, Ranbir K	2015	2017
110	Analytical study on strategies in pharmaceutical industry with special reference to key barriers in implementation of in Pune city	Abale, Mahesh	2016	2017
111	Analytical study of corporate governance in selected urban co-operative banks in Pune	Abale, Mahesh	2015	2017
112	A study of leadership for sustaining and developing small medium and large organizations and institutions in and around Hyderabad	Chitale, C. M.	2009	2017
113	An evaluation of the role of the adivasi vividh karyakari sahakari sansthas in the agricultural development of Nashik district_research period_1990_91 to 2004_05	Berad, R R	2009	2017
114	Profit centre as a strategic tool with reference to selected medium scale ISO certified auto components manufacturing units in Pune-an exploratory study	Baporikar, Neeta	2012	2017

115	Comparative study of the marketing strategies adopted by HDFC and other housing finance institutions in Ahmednagar District-Time span 2000-2004	Barve, Vasant D	2011	2017
116	An empirical study of collaborative knowledge sharing strategy to enhance organizational learning with special reference to IT education under management faculty of University of Pune	Chitale, C. M.	2009	2017
117	Role of leadership in the growth of higher and technical educational institutions in and around Pune	Deshmukh, Prassana G.	2011	2017
118	A study of effective use of information technology in human resource department for harnessing productivity with special reference to information technology-IT-and information technology enable service-ITES-organizations in and around Pune	Deshmukh, Prassana G.	2014	2017
119	A study of influence of external variables on purchase decisions making process of male consumers for skin products with reference to Pune city	Deshmukh, Ravindra P	2014	2017
120	A study of motivational practices and their impact on operational executives with reference to leading Indian private banks in Pune city	Dubey, Rachana	2015	2017

121	A study of significant leadership style for project management of software development projects executed in information technology industry in Pune	Dubey, Rachana	2016	2017
122	An empirical study on the contribution of labour welfare practices towards organizational growth in small scale industries located in Talegaon Dabhade district Pune, Maharashtra	Dubey, Rachana	2015	2017
123	The investigation of risk analysis and risk management in selected branches of cooperative banks in Pune	Dubhashi, Medha	2009	2017
124	Funding strategies of Indian pharmaceutical sector pre and post trips-a critical study	Gawade, Shivaji U.	2015	2017
125	Analytical study on the impact of business intelligence tools on quality of decision making and organizational growth in select information technology organizations at Pune	Goje, Amol	2016	2017
126	A study and development of an efficient e-waste management system for minimizing the risks of environmental pollution in Pune region	Goje, Amol	2016	2017
127	Work life balance concerns and issues of doctors working in hospitals with special reference to Nashik and Mumbai cities	Gujarathi, Rajashree	2015	2017

128	A study of marketing mix strategies adopted by fruit processing industry in the Konkan region and its applications at the global level	Jain, Surabhi	2012	2017
129	A study of the brand equity concept with special reference to its measurement and valuation vis a vis its marketing implications	Joshi, Ashok	2016	2017
130	Strategic human resource management in manufacturing sector case analysis- Deepak Fertilizers and Petrochemicals Ltd	Joshi, Pratibha	2009	2017
131	A critical study of industry institute interaction with special reference to management institutes in Pune district	Joshi, Pratibha	2013	2017
132	Study of effectiveness of information technology management in selected large organizations in Pune	Joshi, Sharad	2012	2017
133	Comparative study of E-CRM in Indian banks with specific reference to banks in Pune and Mumbai	Joshi, Sharad	2011	2017
134	Empirical analysis of problems faced by selected small-medium and large Indian companies in management of transfer of technology from laboratory to industry in chemical and non-chemical sector in and around Pune	Jumle, Anand G.	2010	2017
135	Effective application of MIS for improving communication effectiveness customer satisfaction and revenue in selected banks in Pune	Kadam, Manik S.	2012	2017

136	A study of problems and prospects of using social networking sites by the students of some management institutes in Pune region	Kadam, Manik S.	2015	2017
137	An analytical study of the impact of perceived retail store image on consumer-based retailer equity across selected retail formats	Kasande, Shailesh	2014	2017
138	Analysis and interpretation of financial statements of pharmaceutical companies in India a case study of Glenmark pharmaceutical limited	Kayandepatil, G V	2015	2017
139	A study of financial management and cost analysis of co operative sugar factories in Maharashtra State-A case study of the Niphad co operative sugar factory ltd Pimpals-tal Niphad-dist Nashik	Kayandepatil, G V	2012	2017
140	A study of retail service gaps with specific reference to three major color television brands in Pune city	Kazi, Roshan	2016	2017
141	A study of semiotics as a tool for integrated marketing communication in advertising and brand building sectors with reference to print radio television and digital media in Pune district	Kazi, Roshan	2016	2017
142	A study of investors response to mutual fund schemes in Anand District	Khairnar, S. D.	2012	2017
143	A study of programs and practices of corporate social responsibility by B Schools in Pune region	Kharche, R M	2016	2017

144	A study of organizational structure selected aspects of management work culture and problems of Ashtavinayak temples in Maharashtra	Khedkar, E. B.	2016	2017
145	Bharatiya vittiya bazaratil vyaktigat guntunukadaranchya samasya va apeksha aani sebichi bhumika yancha Nashik jilhyatil vyaktigat guntvanukadaranchya sandarbhat abhyas	Kohok, M. A.	2014	2017
146	Problems and prospects of service tax in India	Kulkarni, Mahesh A	2011	2017
147	A study of service quality of Maharashtra State Transport Corporation with special reference to Ahmednagar District	Kulkarni, Meera S	2014	2017
148	Investment management-a study of selected Asset Management companies AMC	Mahal, Dinabandhu	2012	2017
149	Working capital management in hotel industries in Pune	Mahal, Dinabandhu	2012	2017
150	Changing trends in industrial relations of large manufacturing industrial units of MIDC Ahmednagar	Mehta, M. B.	2009	2017
151	A study of administration and working of India post with special reference to Ahmednagar district	Mehta, M. B.	2015	2017
152	Comparative study of training and development practices of nurses in leading public and private hospitals in Pune city	Misal, Ashutosh	2015	2017

153	Study of OD interventions for managing change in selected compressor manufacturing companies in Pune region	Mokashi, Arun	2014	2017
154	Study of marketing problems of SMEs in the field of manufacturing industries in Pune with reference to MIDC Chinchwad area	Pachpande, Sandeep	2016	2017
155	Management of change-an application of a technique for the economic survival of a business unit-a study of selected small scale units in and around the city of Pune	Palsodkar,S G	2014	2017
156	A critical study of the computerization of hospitals in and around Pune	Patil, Yashwant	2012	2017
157	A study of interrelationship between stress level and productivity among Pune Mahanagar Parivahan Mahamandal limited- PMPL-bus drivers and conductors	Pawar, Subhash D.	2014	2017
158	A study of factors affecting performance of working Muslim women in Pune	Rawal, C. N.	2015	2017
159	A study of competency mapping for improving organizational development with special reference to private and service sector industries in an around Nashik industrial areas	Rayate, B B	2012	2017
160	An analytical study of the customer satisfaction levels with respect to the CRM techniques used within the banking and insurance sectors of Nashik district-Maharashtra	Rayate, B B	2012	2017

161	Bionics approach in management and thereby adaptation of good practices in living beings of natural world into human management	Rayate, B. B.	2010	2017
162	Gap analysis of satisfaction of key stakeholders of post graduate management education institutes with special reference to Pune city	Sangvikar, Balkrishna V.	2016	2017
163	A critical study of assessing the growth potential for knowledge process outsourcing in India	Sarwate Dilip M	2016	2017
164	To critically study and examine the determinants of sales force effectiveness and to evolve a managerial model with specific reference to services sector in Pune region	Sarwate Dilip M.	2016	2017
165	Transformation of organization through employee development-with special reference to telecom industry	Sharma, Neha	2015	2017
166	An analytical study of personal selling and sales promotion to the medical practitioners in pharmaceutical industry in and around Pune city	Sinha, D. K.	2012	2017
167	Study of brand image of MBA institutes in Pune city	Tambe, Mukund	2011	2017
168	Study of change in composition and direction of exports by information technology companies in and around Pune	Tambe, Mukund	2012	2017
169	Study of marketing segmentation in automobile industries in India with special reference to Pune	Tambe, Mukund	2012	2017

170	Training and development practices in Maharashtra State Electricity board	Tiwary, S. N.	2009	2017
171	A critical study of use of case tools in the development of the quality software _Related to business applications_ by software development houses in Pune region	Totade, Smita	2010	2017
172	A critical study of capacity utilization of sugar industry in Maharashtra from 1992_93 to 2007_08	Tupe, S D	2013	2017
173	An analysis of factors responsible for non-performing assets of government loan granted through District industries centre	Vaishampayan, Y. S.	2011	2017
174	A study of mergers of selected Indian companies listed with Bombay Stock Exchange by using cash flow technique	Vaishampayan, Y. S.	2011	2017
175	An assessment of cost audit as a tool for performance measurement evolution and evaluation of cost audit system in India since inception	Vechalekar, N M	2014	2017
176	An assessment of performance of mutual funds with special reference to MIP funds	Vechalekar, N M	2014	2017
177	Implications of future vehicular traffic and its management-a study of Pune city for the next decade	Vedak, Vidyadhar	2009	2017
178	A Study of the effects of liberalization on the Marketing of life insurance in order to Develop an operational framework for marketing of life insurance services	Vedak, Vidyadhar	2009	2017

179	A critical study of customer relationship management CRM with reference to organized national level food and grocery chain retailers of Pune city 2004-09	Vedak, Vidyadhar	2010	2017
180	Venture capital management-Indian experience	Verulkar, Asha A	2009	2017
181	A study of managerial capabilities of academic administrators in higher education in Maharashtra	Zagade, Sunil D	2014	2017
182	A comprehensive study and analysis of Strategic leadership hiring process in Large scale manufacturing organizations in Pune region	Bhave, Santosh V.	2015	2018
183	Analytical study of strategies for training and development of employees in the hotel industry for effective employee retention	Bhave, Santosh V.	2014	2018
184	A study on analysis and evaluation of employee value proposition of IT companies in Pune	Charak, Kuldip	2016	2018
185	Critical analysis of management education related to human resource development and its Impact on manufacturing industries in and around Pune region	Bhave, Santosh V.	2016	2018
186	A comprehensive study of the role played by self help groups in women empowerment with reference to Ahmednagar district	Berad, R R	2016	2018
187	A study of e governance in higher education institutions in Maharashtra	Berad, R R	2015	2018

188	A study of management of ICT in secondary schools in rural areas with special reference to Pune district	Athavale, Sanhita	2017	2018
189	To study the role of relationship marketing in white goods sector in Pune city and PCMC area	Aurangabadkar, Sarita T	2017	2018
190	To study corporate social responsibility as a tool for marketing with special reference to selected manufacturing companies in Pimpri Chinchwad Municipal Corporation area	Berad, Nilesh R	2017	2018
191	To study the role of marketing intelligence services in planning of sales promotion in automobile industry with special reference to Pune district	Berad, Nilesh R	2017	2018
192	A study of e-governance initiative Setu project in selected districts of Western Maharashtra State	Diwakar, Hemalatha	2016	2018
193	A study of customer relationship management CRM practices in hospitals in Pune	Dole, Bharati	2016	2018
194	Analytical study of work life balance as a key factor for employee engagement	Gankar, Sayalee	2015	2018
195	Marketing strategies adopted by English newspapers and consumers response towards English newspapers with special reference to Pune	Aurangabadkar, Sarita T	2015	2018

196	A study of image analysis to improve the disease diagnosis management system of cotton and sugarcane crops	Goje, Amol	2015	2018
197	Study of financial risk management in renewable energy sector with reference to solar power projects in India	Jagtap, Kishor N.	2016	2018
198	Adaptability of consumer for non conventional source of energy as compared to conventional regular source of energy in and around Pune city	Joe, Lopez	2016	2018
199	A study of the role of software testing in quality assurance in selected software enterprises in Pune	Joshi, Ashok	2011	2018
200	A study of the indicators for the need of forensic accounting with the help of published financial statements	Joshi, C M	2015	2018
201	A Financial Analysis of Wind Turbine installations in selected States with specific reference to policies of State Governments 2005 2010	Joshi, C M	2015	2018
202	A study of management of information risks in the Indian IT industry with specific focus on Preventive controls related to intellectual resources	Joshi, Sharad	2015	2018
203	Design and development of Green IT management model for selected IT organizations in Pune city	Kale, Mukund	2016	2018
204	A study of consumer behaviour in real estate with specific reference to PMC area	Karandikar, Anand	2016	2018

205	An analytical study of CRM in IT services in Pune and its impact on firm performance	Kazi, Roshan	2017	2018
206	An analysis of knowledge management process for SMEs in developing countries a case study of SMEs in India and Thailand	Keskar, Anil	2010	2018
207	A study work life balance focused HR policies of organization and their effect on employee work life balance with special reference to IT sector in Pune region	Khan, Ahmad U.	2016	2018
208	A study of impact of internal communication system on functional efficiency of selected private and public sector banks	Khedkar, E. B.	2017	2018
209	An analysis of financial prudence of youth in formulating higher benefits with special reference to Pune region	Mahal, Dinabandhu	2017	2018
210	A study of organization and management practices in the selected private sector industrial units in Ahmednagar	Mehta, M. B.	2016	2018
211	An analytical study of risk management through equity derivatives with reference to selected retail investors of Pune district	Muley, Praveena S	2014	2018
212	A study of select financial problems and prospects of auto ancillary units in Pune	Nare, Purandhar	2015	2018
213	A comparative study of consumer purchasing behavior for cause related marketing in Iran Mashhad city and in India Pune City with special reference to post globalized era	Pachpande, Asha	2012	2018

214	Study on innovative quality indicators for faculty of management institutions in an around Pune area	Pachpande, Asha	2017	2018
215	Analytical study of FDI and its impact on Indian economy in last decade 2002-2012	Patankar, Sanjay	2016	2018
216	Critical analysis of mutual fund industry- an approach towards causes for low penetration among individual investors with special reference to Nashik district	Patankar, Sanjay	2016	2018
217	A study of plant level production management PLPM at small scale industrial units with special reference to Pimpri Chinchwad area from Pune	Patil, Dilipkumar	2016	2018
218	Analysis of customer relationship management CRM programmes practiced by passenger airlines industry in India and its impact on customer satisfaction and loyalty	Pawar, Prafulla A.	2012	2018
219	Technical impediments to vendor development a study of some selected industrial units in Pune region	Sangvikar, Balkrishna V.	2011	2018
220	Buying decision process and role of internet- a study of select segments in and around Pune	Tambe, Mukund	2011	2018
221	A study of interrelationship of brand image of insurance companies offering mediclaim and performance by their third party administrators in Pune city	Tambe, Mukund	2015	2018

222	A study of impact of economic slowdown on profitability of small and medium enterprises SMEs with special reference to auto ancillary units in Bhosari MIDC area	Thorat, Hansraj D.	2017	2018
223	A study of factors affecting allocation of investible funds in risk assets and investment strategies of selected professional group in Pune city	Vechalekar, N M	2016	2018
224	A study of the policies adopted for women empowerment and entrepreneurial avenues for women with special reference to the union territory of Dadra and Nagar Haveli	Verulkar, Asha A	2015	2018
225	The study of various business valuation techniques and risk involvement in selected listed automotive companies in Pune region	Abale, Mahesh	2017	2019
226	Study the role of information and communication technology ICT on organizational performance in the manufacturing industry in the rural area of Nashik district	Abale, Mahesh	2017	2019
227	Critical study of academic management of post graduate diploma courses conducted at film and television institute of India-Pune	Anandaram, K.	2009	2019
228	A study and analysis of entrepreneurial marketing-for start-ups and new ventures in information technology with reference to Pune	Aurangabadkar, Sarita T	2015	2019

229	A study of impact of promotional strategies for over the counter OTC drugs on consumers with special reference to selected therapeutic groups in Pune city	Berad, Nilesh R	2017	2019
230	A study of the impact of retail practices followed in prescription based pharmaceutical market on brand prescription leakages with special reference to Western suburbs of Mumbai city	Berad, Nilesh R	2017	2019
231	Role of competencies in effective job performance with special reference to large scale pharmaceutical industries in Pune District	Berad, R R	2016	2019
232	A comparative study of competencies of middle level managers in selected industries in Pune region	Bhatia, Ranbir K	2015	2019
233	Analytical study of effectiveness of key human resource management practices in hospitals in Pune	Bhave, Santosh V.	2015	2019
234	Locus of control orientations and their impact on attribution of success and failure among managerial level employees in industries located in MIDC-PCMC Pune	Dadas,A.B	2017	2019
235	A study of Indian wine industry with respect to Pune and Nashik district 1990-2012	Dastane, Santosh	2017	2019

236	To study the impact of leadership behavior of sales managers on motivation and performance of salesmen with reference to agri input organizations in Nashik	Dubey,Rachana	2017	2019
237	A study of human resource management HRM practices in management institutions affiliated to University of Pune	Dubey,Rachana	2017	2019
238	Pre and post cost analysis of companies using ERP system from Pune region	Gawade, Shivaji U.	2011	2019
239	A comparative study of impact of employment practices on employee productivity in the hospitality industry with special reference to Pune, Bangalore and Hyderabad cities	Gujarathi, Rajashree	2015	2019
240	The impact of capital structure on value of share of Pune based BSE registered automobile companies	Jagtap, Kishor N.	2017	2019
241	A study of behavioural finance pertaining to information technology employees in selected cities in Maharashtra 2003-2012	Jagtap, Kishor N.	2018	2019
242	Use of management accounting tools for the measurement and comparison of performance of organized retailing systems in India and at the global level	Joshi, Ashok	2009	2019
243	A study on role of information technology in marketing of post graduate management programs	Joshi, Ashok	2017	2019

244	A study of cost management as a vital enabler for successful entrepreneurial ventures	Joshi, Ashok	2016	2019
245	A critical study for decision support system DSS using HR software solutions and strategies for IT industries in Pune	Karmadkar, Prakash, H.	2017	2019
246	A study of problems faced by the entrepreneurs belonging to reserved category in marketing their products and services with special reference to industries located at Aurangabad, Mumbai, Pune and Thane	Karmadkar, Prakash, H.	2017	2019
247	A critical study of organization structure problems and future of small scale agro based industries with special reference to Ahmednagar district	Khedkar, E. B.	2013	2019
248	A study of organizational ergonomics practices with special reference to IT and banking sector in Pune city	Khedkar, E. B.	2017	2019
249	A study of management information system in selected urban co-operative banks from Nashik revenue region	Kulkarni, Mahesh A	2009	2019
250	A comparative study of NPA management of co-operative and nationalized banks in Pune city- study period 2010-11 to 2014-15	Mahal, Dinabandhu	2017	2019
251	Comparative study of job satisfaction amongst employees in public and private sector banks with reference to Pune city	Misal, Ashutosh	2017	2019

252	Analysis of the relationship between different aspects of job satisfaction of faculty members working as management faculty in Pune-India	Mishra, K. C.	2009	2019
253	Impact of medical tourism on the performance of selected BSE listed hospitals in India	Muley, Praveena S	2016	2019
254	Analytical study of IPOs and its impact on performance of selected companies through fundamental analysis during 2001 2010	Muley, Praveena S	2017	2019
255	Design of analog reader with help of pattern recognition technique with reference to newspaper reading for visually handicap person	Nandavadekar, Vilas D.	2018	2019
256	Study of Indian textile industry post 2005 and their financial implications	Nare, Purandhar	2015	2019
257	An analytical study of companies financial performance and investment opportunities in selected listed Indian companies through application of tobins q ratio	Patankar, Sanjay	2017	2019
258	A study of production cost and profitability dynamics of co-operative sugar factories of Maharashtra	Patil, Dilipkumar	2017	2019
259	Supply chain management for hotel operations in Pune	Patil, Yashwant	2018	2019
260	Developing for financial products to enhance financial inclusion in India	Pawar, Prafulla A.	2017	2019

261	A study of customer loyalty programs and its influence on store patronage of organized retail hypermarkets	Pawar, Prafulla A.	2017	2019
262	An analytical study on role of relationship management in managing supply chain with special references to small and medium scale industries in Nashik	Pawar, Yashvant T	2017	2019
263	A study of impact of information technology on organizational growth of selected auto ancillary SMEs with special reference to Pune	Penkar, Daniel J.	2017	2019
264	A study of consumer preferences and factors influencing purchase decision for pre-owned cars in Pune city	Phadtare, Milind	2015	2019
265	A comparative study of the effectiveness of celebrity endorsements and non-celebrity advertisements	Phadtare, Milind	2016	2019
266	A study on effectiveness of promotion mix strategies on customers of hospitals in Pune city	Sangvikar, Balkrishna V.	2018	2019
267	An analytical study on impact of level of risk management practices on value addition in the context of selected Indian listed companies	Saraf, Parag	2017	2019
268	A study of application of information system management in improving the productivity and quality	Shrigirwar, Shyamkant	2017	2019

269	A study of proficiency improvement programmes and their effects on automotive manufacturing industries in India a study for the period of 2006-2011	Sonawane, Mukund B	2018	2019
270	Study of role played by HR department in business process re-engineering in selected manufacturing companies in and around Pune	Takalkar, J. D.	2012	2019
271	A study of of steel exporters with reference to select Indian steel exporters to Iran	Tambe, Mukund	2010	2019
272	To develop and evaluate e-governance based 360 faculty appraisal system with special reference to management institutes in Pune	Thorat, Hansraj D.	2016	2019
273	A study of problems and prospects for entrepreneurship development in manufacturing of ayurvedica medicines with reference to Western Maharashtra	Vadgule, Subhash M.	2017	2019
274	An analytical study of supply chain performance and its comparison with total performance for select manufacturing organizations in Pune industrial belt with reference to Mckinsey 7 S framework	Verulkar, Asha A	2016	2019

Annexure No. 3

Bharati Vidyapeeth Deemed University

Sr. No.	Title of thesis	Research Guide	Year of award	Year of upload
1	A study of impact of sales promotion schemes on product preferences and brand perception with reference to select FMCG products	Ingawale, Vinod	2014	2016
2	A study of work life balance in banking sector	Nayak, Nitin	2014	2016
3	A critical analysis of agro marketing strategies with special reference to fruit and vegetable processed products in select districts of Western Maharashtra	Abhyankar, H. G.	2014	2017
4	Entrepreneurial ecosystem in Maharashtra industrial development corporation midc with special reference to Kolhapur Maharashtra	Arekar, A. B.	2015	2017
5	Impact of product innovation on the financial performance of the selected organizations a study in Indian context	Bharadwaj, Aarushi	2015	2017
6	A study of challenges before organized and unorganized retail sector in Bangalore city	Chavan, V M	2015	2017
7	Evaluating optimal clustering techniques for efficient storage retrieval methods in large database using soft computing techniques	Gaur, Ashutosh	2016	2017
8	A study of customer buying behaviour towards private label brands v s national brands in organized retailing	Gera, Navneet	2016	2017
9	An analytical study of strategic initiatives for business IT alignment in select real estate organizations	Gupta, Kirti	2016	2017
10	A study of the human resource management practices for housekeeping employees in select luxury hotels in Pune	Gupta, Kirti	2016	2017
11	A study of challenges faced by women employees in their career progression in the hospitality industry	Gupta, Kirti	2016	2017
12	Impact of service offerings on customer satisfaction in Telecom sector	Gupta, Kirti	2014	2017

13	A study of relationship between corporate social responsibility initiatives and its disclosure and corporate financial performance of select companies in automotive sector in india	Gupta, N K	2016	2017
14	A study of dividend practices in automobile industries	Gupta, N K	2015	2017
15	Empirical study of agile methods in software development in Indian context	Jamsandekar, Pallavi	2014	2017
16	Study of the challenges in the management of quality and quantity in the fast growing higher education sector in India	Joshi, Ashok	2015	2017
17	A study of stores management practices in select electronic industries	Keskar, Anil	2014	2017
18	A study of innovative hr practices in automobile sector with special reference to select multinational companies	Lal, Neelam	2015	2017
19	Study of work life balance and its impact on professional couples	Lal, Neelam	2016	2017
20	Knowledge discovery from student result repository through hybrid system	Mahajan, Nilesh	2016	2017
21	Design and evaluation of ontology based tool for document comparison	More, Ajith	2015	2017
22	The study of investment patterns of small investors in Pune region and developing a framework for a diversified portfolio	More, Ajith	2016	2017
23	A study of determinants of cyber entrepreneurship and their influence on motivation and intentions	Nath, Vikas	2016	2017
24	Evaluation of government financial schemes with reference to promotion of women entrepreneurship in Pune	Nayak, Nitin	2015	2017
25	An empirical study on the adoption and use of information and communication technology and its impact on business performance in hotel industry of Delhi NCR	Nayak, Nitin and Gaur Ashutosh	2016	2017

26	An analytical study on impact of core banking solutions in public sector banks	Patil D Y	2014	2017
27	Application of knowledge management to curriculum development processes	Prasad, M S	2016	2017
28	Feasibility of mobile ad hoc networks for M Governance in India	Prasad, M S	2015	2017
29	A study of vocational skill development by upgraded industrial training institutes through public private partnership in state of Maharashtra w r t selected industries	Ranade, Ashok	2017	2017
30	Study of mapping innovation practices in medium scale manufacturing enterprises with special reference to pimpri chinchwad midc area	Ranade, Ashok	2014	2017
31	A study of effectiveness of training and development programmes for functional heads in hospitals	Ranade, Ashok	2016	2017
32	A study of green marketing of FMCG products in relation to semi urban consumers	Ranade, Ashok	2016	2017
33	A study of slum improvement clearance and redevelopment a case study of slum areas in Pune city	Rao, A B	2015	2017
34	A study on the current status of tourism in Maharashtra and its future potential	Rose, Anthony	2015	2017
35	Study of difficulties in adopting ict for teaching and measures thereby with specific reference to select higher education institutions in Pune	Rose, Anthony	2014	2017
36	A study of public bus transport system with special reference to tehran Iran and Pune India	Shitole, Mahesh	2014	2017
37	An empirical study of job expectations and perceptions of managers in automobile sector	Subramainan, Venkata	2016	2017
38	Competency analysis of hotel management students joining luxury hotels in Pune	Vernekar, Sachin	2016	2017

39	A study of employee engagement practices in residential sector of real estate industry in Mumbai	Vernekar, Sachin	2016	2017
40	To design and develop capacity assessment method for airports infrastructure in India	Vernekar, Sachin	2014	2017
41	Quality management in healthcare services with special references to selected hospitals in Pune	Vernekar, Sachin	2016	2017
42	Study of leading remediation models adopted by the industry for addressing skill gap in IT sector	Vernekar, Sachin	2015	2017
43	A study of factors influencing investors wealth management behavior in Delhi national capital region	Vernekar, Sachin	2015	2017
44	A study of impact of innovative value added services on consumer buying behavior in the telecom industry in Pune	Vernekar, Sachin	2015	2017
45	A critical study of international trade settlement methods in post globalization era	Abhyankar, H. G.	2017	2018
46	A study of development of business tourism in Pune	Gupta, Kirti	2016	2018
47	A study of use of information technology for marketing of educational books by publishing houses in India	Ingawale, Vinod	2017	2018
48	Design and evaluation of knowledge management system framework for rural public administration	Jamsandekar, Pallavi	2017	2018
49	An analytical study of evolution practice and efficacy of sorting algorithms	Kadam, Sachin	2017	2018
50	A study of human resource information systems processes and performance to identify effectiveness of it in large scale organizations in Western India	Mahajan, Nilesh and More Ajit	2016	2018
51	The organisation and management of franchisees in the preschool education with special emphasis on marketing	Nayak, Nitin	2017	2018

52	Impact of training and development on the employability of management students Study of NCR	Nayak, Nitin and Tyagi L K	2017	2018
53	A study of marketing practices with reference to professional ethics in selected corporate units in and around Pune	Rao, A B	2017	2018
54	Study of impact of telecom sector on e-commerce business	Sankaye, Bharatbhusan	2016	2018
55	Non resident deposits and India's balance of payment	Abhyankar, H. G.	2017	2019
56	An analytical study of effectiveness of financial inclusion measures in rural area of Sangli district	Dharmadhikari, Sonali	2017	2019
57	A study of implementation of six sigma in human resource practices in automobile industry in Pune	Kakade M. D.	2017	2019
58	A study of employee engagement practices in information technology industry	Lal, Neelam	2017	2019
59	A study of green banking practices of Indian banks to promote sustainable banking	Nath, Vikas	2017	2019
60	A study of factors influencing consumer intention to use mobile banking services	Nayak, Nitin	2017	2019
61	A critical study of ICT implementation in school education with special reference to selected schools of Satara district	Nikam, Anil	2017	2019
62	To frame and validate a model for performance evaluation of Indian mutual fund industry	Pandey, Anoop	2017	2019
63	An empirical study of consumers perceptions towards passenger airlines	Sankaye, B. U.	2017	2019
64	As study of factors influencing the career advancement of academicians in select higher educational institutions in Delhi NCR	Tyagi, L. K.	2017	2019

Annexure No. 4

Symbiosis International (Deemed University)

Sr.No.	Title of thesis	Research Guide	Year of award	Year of upload
1	Study of quality of life of employees after voluntary retirement	Chitale, C. M	2010	2013
2	Application of Total Quality Management in Maritime Education and Training	Dixit, Sharad G.	2009	2013
3	A study of significance of vocationalization of education and skill development in India: with special reference to the State of Maharashtra	Gandhe, Shashikant K.	2012	2013
4	Study of the World Trade Organization dispute settlement mechanism and its implications for trade policy	Gupte, Rajani	2013	2013
5	Evolution of organized retailing in India: a study of Apparel Industry	Hegde, D S	2010	2013
6	Assessing financial performance of Indian public sector companies engaged in the Business of Petroleum and Natural Gas during Pre and Post administered pricing mechanism system	Joshi, Ashok	2010	2013
7	Study of strategies of top 30 indian pharmaceutical companies by domestic turnover to succeed globally	Keskar, Anil	2010	2013
8	A study of shopper buying behaviour in terms of 'selection of retail outlets' and the 'impact of visual merchandising'	Keskar, Anil	2011	2013
9	Constructing a scale to measure the effectiveness of FMCG distribution channels in rural markets in Maharashtra	Nagendra, Asha	2010	2013
10	Study of organizational stress and HR interventions for its reduction	Nagendra, Asha	2010	2013
11	Green marketing: an attitudinal and behavioral analysis of consumers in Pune	Nagendra, Asha	2012	2013
12	A critical evaluation of customer satisfaction of cellular phone services in Pune	Shejwalkar, P.C.	2011	2013

13	A study of buying behaviour for micro insurance	Sonwaney, Vandana	2011	2013
14	A study of retail trade with special reference to Grocery trade in Kolhapur city	Deshmukh, Prasanna	2012	2014
15	Churn Management with reference to Customer Retention through retailer loyalty to Telecom Service Providers	Keskar, Anil	2012	2014
16	Green Marketing: an attitudinal and behavioral analysis of consumers in Pune	Rao, A. B.	2012	2014
17	Comparative study relating to training effectiveness of selected manufacturing and information technology industries in and around Pune	Rao, A. B.	2012	2014
18	Internationalization of Higher Education in India	Shejwalkar, P.C.	2012	2014
19	Building an integrated lean six sigma methodology for managing IT services	Ganapathy	2014	2015
20	Heuristic approaches for multi objective multi resource constrained project scheduling problem	Ganapathy, L.	2014	2015
21	Critical study of agri tourism industry in Maharashtra	Ingale, Manohar	2013	2015
22	Critical study of product placement in Indian films with special reference to Hindi films	Ingale, Manohar	2013	2015
23	Study of consumer buying behaviour towards cosmetics with special reference to women in Pune city	Keskar, Anil	2013	2015
24	An analysis of customer engagement management using the experiential marketing approach in the loyalty card industry	Mukerjee, Kaushik	2014	2015
25	Synchronous e-learning for human resource management	Nagendra, Asha	2013	2015
26	Role of knowledge in supporting sustainable family business	Naik, Asha	2013	2015
27	Structure, regulations and sustainability of ulips in India	Parchure, Rajas	2014	2015

28	A phase wise study of cross border acquisitions by firms in emerging markets	Sethi, Madhvi	2014	2015
29	Multi dimensional modeling for performance evaluation of Indian corporate organizations	Vaidya, Om Prkash	2014	2015
30	International transfer pricing through arms length price controversies in India: a critical study	Vaishampayan Y.S.	2013	2015
31	An exploratory study to assess the performance of Indian credit rating agencies 2005 2013	Venkatramani, Bhama	2014	2015
32	The impact of information technology on power management in India with special reference to KPCL	Viswanath, N. S.	2013	2015
33	Competency based e-learning systems: An analytical study of select corporate enterprises in Bangalore	Viswanath, N. S.	2012	2015
34	Recruitment practices of teaching faculty a study of business schools in Pune city Maharashtra India	Yadvadkar, Soniya	2014	2015
35	Impact of Gen Y work values on perceived organizational support and job attitudes	Gankar, Sayalee	2015	2016
36	Critical Study of Balanced Scorecard as a Performance Management System for Profit Maximization in Select Sectors	Joshi, Ashok	2014	2016
37	Study on the role of person organization fit in shaping employees job satisfaction and performance	Nagendra, Asha	2014	2016
38	Study of electronic Reverse Action eRA and its implications in the Indian Manufacturing and service organizations	Padmanabha, Aital	2016	2016
39	A Comparative Study of Lean Six Sigma and Theory of Constraints for Selection of Suitable Process Excellence Methodology for Indian Manufacturing Organizations	Padmanabha, Aital	2016	2016

40	Analytical Study Investigating Working Models and Business Impact of Outsourcing Infrastructure Management with Special Emphasis on Telecom Networks	Paranjothi,T	2014	2016
41	An Analytical Study of the Intrapreneurship Development Process in the Corporate Sector with Specific Reference to Maharashtra	Sane, Vivek	2015	2016
42	Study of Supply Chain Management Practices of Organized Retail	Shankar, Ravi	2011	2016
43	Pharmaceutical Marketing Analysis of Stakeholder Needs to Develop an Optimized Management Education Model	Sharma, Neha	2015	2016
44	ICT Adoption Building Financially Inclusive Sector in Rural India	Singh, Manju	2013	2016
45	The study of the differentiators in the growth of select manufacturing companies in Pune sector	Soman, Hrishikesh	2016	2016
46	Study of urban Child's influence on family purchase decisions in Pune	Sonwaney, Vandana	2012	2016
47	Study of Economic Impact of Movie Piracy of Hindi Films Produced in Mumbai	Bhama, Venkataramani	2015	2016
48	Impact of Organizational Structure on the Performance of Management Institutions in India	Bandopadhyay, Pallab	2012	2017
49	Impact of Knowledge Management on Performance of Medium Scale Information Technology IT Companies in Eastern India	Bandopadhyay, Prabir Kumar	2010	2017
50	An evaluation of the measures adopted for Retention of employees by select manufacturing units located in and around Pune	Chitale, C. M	2010	2017
51	A study of credit risk management practices and its impact on the Indian Banking industry: Post Basel II Implementation	Chitnis, Ravi	2015	2017

52	A Comparative Study of Human Resource Motivators in Manufacturing and Service Industry in India	Dixit, Sharad G.	2009	2017
53	A study of the competitiveness of the handloom Paithani saree industry	Gupte, Rajani	2015	2017
54	Impact of SEBi regulatory changes on behavior of mutual fund investors and distributors	Gupte, Rajani	2014	2017
55	Gender Sex Role Orientation and its Impact on Managerial Effectiveness and Emotional Intelligence among Indian Managers	Jose, M. F.	2015	2017
56	Role of Microfinance in Women Empowerment A Comparative Study of Rural and Urban Groups	Kalamkar, S. S.	2016	2017
57	Study of the buying decision process with reference to select consumer durables	Keskar, Anil	2014	2017
58	A perception study of self actualization and its impact on multinational companies based in Dubai	Mudbirdri, Arun	2009	2017
59	Impact of intellectual property on company performance in the information technology industry in India	Mudbiri, Arun	2013	2017
60	Study of the Factors Impacting the Commercialization of Professional Sport	Mukerjee, Kaushik	2015	2017
61	Develop Training Model to Impact Training Using Assistive Technology for Visually Impaired Students	Nagendra, Asha	2013	2017
62	A Comparative Analysis of Approaches for Reducing Attrition in IT Companies in Pune	Nagendra, Asha	2010	2017
63	Adopting high technology automation products to infrastructre construction industry with special performance to Pune to Mumbai	Phadtara, Milind	2013	2017
64	Multimode Talent Acquisition for retention	Prabhakar, K. V.	2010	2017
65	Study of the prospects of two wheelers market vis a vis car market in Pune district	Rao, A. B.	2015	2017

66	Analytical study of the Indian Telecom Industry with specific reference to Regulation and Competition	Sane, Vivek	2015	2017
67	Analytical study of shopping motives of young customers for selected product categories with reference to organized retailing in metropolitan cities of Maharashtra	Sane, Vivek	2012	2017
68	Comparative Study of Branding and Promotions of Higher Educational Institutes in India	Sane, Vivek	2015	2017
69	Application of the Competency Modeling Approach with Special Reference to Select Private Sector Organizations in and around Pune	Shejwalkar, P.C.	2009	2017
70	A study of value based leadership and its application in National Governance to meet the challenges of globalization of 21st century	Shejwalkar, P.C.	2009	2017
71	Study of Organized Retailing and Its Impact on Unorganized Retailers in Select Areas around Pune with Special reference to FMCG Products	Sonawaney, Vandana	2012	2017
72	study of supply risk management practices in India	Vaidya, Om Prakash	2015	2017
73	A study of the constraints and prospects of human resource accounting with special reference to selected companies in India	Venkatramani, Bhama	2015	2017
74	Relationship between role stress and job satisfaction among nurses in India the moderating effect of workplace spirituality	Deshmukh, Mahesh	2017	2018
75	Dimensions of Brand Image An Exploratory Study	Dhar, Upinder	2017	2018
76	Big Data Influence on Understanding of Sustainable Business Development in Automobile Industries	Dubey, Rameshwar and Singh, Manju	2018	2018
77	Design development of Sustainable Supply Chain model with reference to Indian Auto component manufactures	Dubey, Rameshwar	2017	2018

78	Analysis of factors contributing to competitiveness of Indian auto component sector	Padmanabha, Aital	2017	2018
79	An Assessment of the Transition in Employment Policies of Indian Army towards Gender Inclusion	Pandey Suruchi	2018	2018
80	Exploration and Development of a Sustainable Agro based Industrial Ecosystem Model with special reference to Sugar Industry	Patil, Yogesh	2017	2018
81	Study on the impact of marketing communication media for reaching out to the rural poor with special reference to Uttar Pradesh	Raman, R,	2016	2018
82	Performance evaluation of mutual funds	Sethi, Madhvi	2018	2018
83	Study of Talent Management practices and its impact on employee engagement w.r.t selected IT Companies	Singh, Manju	2017	2018
84	Ushering change making higher education more beneficial for students in India through Image Management	Singh, Manju	2017	2018
85	Life Insurance Industry: A consumer value derivation study	Sonawaney, Vandana	2018	2018

Annexure No. 5

D. Y. Patil Viyapeeth

Sr.No.	Title of thesis	Research Guide	Year of award	Year of upload
1	A study of energy management at plant level utilities with special reference to selected industries	Balsaraf, D. D.	2014	2015
2	Marketing of welfare programmes by NGOs for improving the social and economic conditions of women	Balsaraf, D. D.	2014	2015
3	The effect of social networking sites on business practices of selected companies in Pune region	Balsaraf, D. D.	2014	2015
4	Corporate social responsibility as a sustainable measure by large	Dattagupta, Jaharkranti	2014	2015

	enterprises			
5	Role of employee competency factors in enhancing financial performance of micro small and medium enterprises MSMEs	Dattagupta, Jaharkranti	2014	2015
6	A comparative study of employee training and development practices of selected public and private hospitals in PCMC	Kolekar, B. D.	2013	2015
7	A study of productivity and profitability of State Bank of India and its associate banks in India	Mohite, M D	2015	2015
8	A study of challenges and opportunities of e learning in selected education and training institutes in India	Razdan, P.N.	2015	2015
9	A critical study of selected HRM practices and its impact of attrition of experienced manpower in selected project engineering industrial units in Pune	Shriginwar, Shyamkant V.	2015	2015
10	A critical study of career development and retention of research employees in selected research institutes	Shriginwar, Shyamkant V.	2015	2015
11	Critical analysis and development of communication strategies for minimizing chewable tobacco gutkha abuse through social marketing	Shrikande, Rajan	2014	2015
12	A treatise on utilization of fisheries resources for sustainable growth	Shrikande, Rajan	2015	2015
13	Employee relations and its impact on talent management in information technology companies	Chandak, S R	2016	2016
14	Relevance of teachings and writings of selected Maharashtrian saints to modern professional life an evaluative and interpretative study with specific reference to HR practices of small and medium scale enterprises in Maharashtra	Manjeshwar, R.	2015	2016
15	An analysis of attributes and their impact on the purchase decision of CAD CAM products	Shrikande, Rajan	2015	2016

16	Cash flow management by selected Indian Engineering projects industry	Patankar, Sanjay V.	2016	2017
17	Comparative study of the branded budget hotels versus non branded budget hotels	Walvekar, Shubhangi P.	2016	2017
18	Prospects and problems of adopting cloud computing in automobile industry	Balsaraf, D. D.	2016	2018
19	Problems and challenges faced by women entrepreneurs in Delhi NCR	Bharadwaj, Broto	2018	2018
20	A relative study of unit linked insurance plans of top five life insurance companies in selected regions in Pune city	Bharadwaj, Puja	2014	2018
21	Adoption of e business for supply chain management by micro small and medium scale enterprises	Bhattacharya, Kunal	2016	2018
22	A study on participation behaviour in stock market based on financial literacy and attitudinal perspectives	Dam, Leena	2017	2018
23	Studies on quality standards of CBSE schools in Kollam district Kerala	Dattagupta, Jaharkranti	2014	2018
24	Relation of human resource ability factors on software development projects cost time and quality variance a study of software development companies in Pune	Dattagupta, Jaharkranti	2014	2018
25	An analysis of buying behavior of generation X and generation Y customers towards purchase of selected house hold electrical appliances a study of the selected sales outlets in Pune city	Dholakia, Rakesh	2014	2018
26	Role of technology in financial services of commercial banks in India	Ghosh, A. P.	2013	2018
27	A study of vocational rehabilitation of physically challenged	Judah, George	2016	2018
28	Employee wellness practices in selected organizations	Manjeshwar, R.	2018	2018
29	A study of risk management practices and its impact on the advances of selected banks in Pimpri Chinchwad area	Nare, Purandar	2016	2018

30	Study of ethical issues in use of children in marketing promotion by commercial organizations	Pande, Milind	2016	2018
31	Customer buying behaviour towards CPM software products and services in Mumbai region- An analytical study	Shriginwar, Shyamkant V.	2016	2018
32	The impact of e-business on organized retail sector	Bhattacharya, Kunal	2019	2019
33	Impact of e-commerce in managing B2B Customers in Automobile industry	Bhattacharya, Kunal	2018	2019
34	To evaluate strategic dimensions of incubators and venture capitalists: An empirical study	Bhattacharya, Kunal	2015	2019
35	Application of Altmans Z Score And Enyis Relative Solvency Ratio Models To Assess Financial Distress of Manufacturing Firms	Dam, Leena	2019	2019
36	An assessment of financial literacy and financial planning with respect to investment pattern of IT professionals	Dam, Leena	2018	2019
37	A study of investment pattern through portfolio management approach	Dam, Leena B.	2019	2019
38	A comparative study of the financial performance of State Bank of India and ICICI Bank for the period 2006-2015	Dam, Leena B.	2019	2019
39	An analysis of the application of servqual model to understand the service quality and international marketability of engineering education	Deshpande, Atul	2017	2019
40	Problems and prospects of women entrepreneurs in relation to bank finance and its impact on profitability	Gopinadhan S.	2015	2019
41	Critical study of effectiveness of lean manufacturing in automobile industry.	Keskar, Anil	2018	2019
42	Influence of motivating factors on sales employee retention in private life insurance companies	Kolekar, B. D.	2015	2019
43	A study on determinants and dimensions of online shopping	Maheshkar, Snehal	2018	2019

44	Carbon trading opportunities and challenges with special reference to sugar industries in Western Maharashtra	Nakhate, Vidya	2018	2019
45	Study of business continuity planning in banks with respect to information technology environment	Razdan, P.N.	2019	2019
46	An Analysis of Approaches For Reducing Attrition Among Women Employees In IT Companies In Pune	Tripathy, L. K.	2019	2019