DMS CURRICULUM REVIEW – CONCEPT NOTE

Introduction

The MBA programme was initiated in the Institute in 1993, with a unique curriculum, which has served the purpose, till now. Owing to changes in management education and the industry, a review of the existing curriculum is in order. The curriculum review exercise provides a systematic method for acquiring broad-based internal and external feedback/perspective regarding the relevancy and organization of a programme's curriculum. It provides evidence for appropriate and significant change within a programme. Needless to say, it acquires immense importance for the MBA programme offered by Department of Management Studies (DMS), Indian Institute of Technology – Delhi (IIT Delhi), in the effort to provide cutting-edge and state of the art management education.

Objectives of the Review

The broad ***objectives*** of the curriculum review were:

1. To review the existing MBA programmes of the department for the design, delivery and pedagogy of the curriculum.
2. To propose a revised curriculum, in line with the benchmark institutions as well as the requirements of the stakeholders.

Methodology

Practices of benchmark institutions (in India and abroad) and stakeholder perceptions provided substantial inputs which were used for identifying the generic principles and operational details of the curriculum. The review was conducted using multiple data from multiple sources:

- Data from benchmark institutes on curriculum content, design and pedagogy. (Top 20 business schools in the world (Forbes list), IIM-A, B and C and Management schools/departments of other IITs like IIT Kharagpur and IIT Bombay, were taken as benchmarks).
- Recommendations of the internal expert Curriculum Review Committee.
- Alumni and student opinions (collected through two rounds of questionnaire surveys).
- Outputs of 'Vision Development' (held on October 16, 2013) and 'Curriculum Review' (held on September 20, 2014) workshops.
- Detailed deliberations among the internal faculty.

Principles Underlying the Revised Curriculum

Based on the inputs from various sources, the following general principles guided the design of MBA programs.

1. People management and analytical skills for the bedrock of management skills.
2. For effective management of the corporate, real life experience of both the social and industry sectors is important .
3. In general MBA focuses on preparing generalists, who have a wide breadth of knowledge of different areas.

These principles have been incorporated in the curriculum through a) two stream of analytical and people management skills, b) incorporating a social sector internship and a corporate internship; and c) More smaller credit (1.5) courses (what, of late, is being termed as fractal curriculum).

Details of the proposed curriculum follow.

PROPOSED CURRICULUM

1. **MBA – Programme Code: SMG**
2. **MBA (Telecom Management) – Programme Code: SMT**
3. **MBA (Technology Management – Programme Code: SMN**

1. Master of Business Administration (MBA)

Department of Management Studies **Programme Code: SMG**

Objective of the programme: To develop responsible business leaders through flexible, values-based management education, interpersonal and quantitative management skills.

The overall credits structure
Programme Core (PC)

Category	Programme Core **PC** **(Total 36 Credits)**		Streamed Electives **SE** **(Total 12 Credits)**		Non-credit Core **NC**	Programme Electives **PE**	**Total**
	Common Core **CC**	Unique Core **UC**	Analytical Skills Stream **AS**	People Skills Stream **PS**			
Credits	30	6	6	6	3	24	72

Programme Core consists of Common Core (CC) courses and Unique Core (UC) courses. The total credits of Programme Core would be 36.

	L-T-P	**Credits**
*SML705 HRM Systems	1.5-0-0	1.5
**SML706 Business Laws	2-0-2	3
*SML707 Management Accounting	3-0-0	3
*SML708 Financial Management	3-0-0	3
*SML709 Business Research Methods	1.5-0-0	1.5
*SML711 Strategic Management	3-0-0	3
*SML712 Ethics & Value Based Leadership	1.5-0-0	1.5
*SML713 Information Systems Management	2-0-2	3
*SML720 Macroeconomic Environment of Business	3-0-0	3
SML745 Operations Management	3-0-0	3
SML760 Marketing Management	2-0-2	3
*SML780 Managerial Economics	1.5-0-0	1.5
SMD890 Major Project (Unique Core)	0-0-12	6

Notes:
The UC will include the major project which would focus on a research driven application of skills acquired in a particular functional area, through the programme.
** These are new courses which have been designed and/or modified as a part of the curriculum review.*
*** SML706 was initially an elective, SML887. This course's content is the same, only the number has been changed to now reflect a core course.*

Total PC	**27-0-18**	**36**

Streamed Electives (SE)

Streamed Electives consist of Analytical Skills (AS) Stream and People Skills (PS) Stream. The total credits of Streamed Electives would be 12 – 6 from AS and 6 from PS.

a) Analytical Skills (AS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above the required credits would be counted towards the Programme Electives.

	L-T-P	Credits
*SML719 Statistics for Management	2-1-0	3
*SML721 Econometrics	2-1-0	3
SML740 Quantitative Methods in Management	3-0-0	3
MAL732 Financial Mathematics	3-1-0	4

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

b) People Skills (PS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above required credits would be counted towards the Programme Electives.

	L-T-P	Credits
SML710 Creative Problem Solving	2-0-2	3
*SML724 Communication Skills	1-0-1	1.5
*SML725 Negotiation Skills & Strategies	1-0-1	1.5
*SML727 Interpersonal Behavior & Team Dynamics	1-0-1	1.5
*SML729 Individual Behavior in Organization	1.5-0-0	1.5
*SML730 Managing With Power	1.5-0-0	1.5
*SML731 Developing Self Awareness	1-0-1	1.5

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

Non-credit Core (NC)	**L-T-P**	**Credits**
SMT893 Corporate Sector Attachment	0-0-4	2
*SMT894 Social Sector Attachment	0-0-2	1

** This is a new course which has been designed as a part of the curriculum review.*

Programme Electives (PE)

A student must fulfill the requirement of 24 credits. Electives can be chosen, depending on the interest of the student, from a basket of courses, viz.,

	L-T-P	Credits
SML716 Fundamentals of Management Systems	3-0-0	3
*SML717 Business Systems Analysis & Design	2-0-2	3
SML811 Management Control Systems	3-0-0	3

SML802 Management of Intellectual Property Rights	3-0-0	3

	L-T-P	Credits
SML835 Labor Legislation and Industrial Relations	2-0-2	3
SML704 Science & Technology Policy Systems	3-0-0	3
SML801 Technology Forecasting & Assessment	2-0-2	3
SML803 Technical Entrepreneurship	3-0-0	3
*SML806 Mergers & Acquisitions	3-0-0	3
*SML807 Selected Topics in Strategic Management	1-0-0	1
*SML808 Systems Thinking	3-0-0	3
SML812 Flexible Systems Management	2-0-2	3
SML813 Systems Methodology for Management	2-0-2	3
SML817 Systems Waste & Sustainability	2-0-2	3
SML819 Business Process Re-engineering	2-0-2	3
SML820 Global Business Environment	3-0-0	3
*SML821 Strategy Execution Excellence	3-0-0	3
SML 822 International Business	3-0-0	3
SML823 Strategic Change & Flexibility	2-0-2	3
SML 824 Policy Dynamics & Learning Organization	2-0-2	3
SML 825 Strategies in Functional Management	3-0-0	3
SML826 Business Ethics	3-0-0	3
SML827 International Competitiveness	3-0-0	3
SML828 Global Strategic Management	2-0-2	3
SML829 Current & Emerging Issues in Strategic Management	3-0-0	3
*SML851 Strategic Alliance	1.5-0-0	1.5
SML714 Organizational Dynamics and Environment	3-0-0	3
SML830 Organizational Structure and Processes	3-0-0	3
SML831 Management of Change	2-0-2	3
SML832 Managing Innovation for Organizational Effectiveness	3-0-0	3
SML833 Organizational Development	3-0-0	3
*SML834 Managing Diversity at Workplace	1.5-0-0	1.5
*SML836 International Human Resources Management	1.5-0-0	1.5
*SML837 Organization Theory	1.5-0-0	1.5
SML839 Current & Emerging Issues in Organizational Management	3-0-0	3
*SML804 Procurement Management	3-0-0	3
*SML805 Services Operations Management	3-0-0	3
SML715 Quality and Environment Management Systems	2-0-2	3
SML816 Total Quality Management	2-0-2	3
SML818 Industrial Waste Management	2-0-2	3
SML840 Manufacturing Strategy	3-0-0	3
*SML841 Supply Chain Analytics	3-0-0	3
*SML842 Supply Chain Modeling	3-0-0	3
SML843 Supply Chain Logistics Management	3-0-0	3
SML844 Systems Reliability, Safety and Maintenance Management	3-0-0	3
SML845 Total Project Systems Management	2-0-2	3
SML846 Total Productivity Management	3-0-0	3
*SML848 Applied Operations Research	3-0-0	3

SML849 Current & Emerging Issues in Manufacturing Management	3-0-0	3

	L-T-P	**Credits**
*SML809 Cyber Security: Managing Risks	3-0-0	3
*SML810 Advanced Data Mining for Business Decisions	1.5-0-0	1.5
*SML814 Data Visualization	1.5-0-0	1.5
SML815 Decision Support and Expert Systems	2-0-2	3
SML850 Management of Information Technology	3-0-0	3
SML852 Network System: Applications and Management	3-0-0	3
*SML853 Software Project Management	2-0-2	3
*SML854 Big Data Analytics & Data Science	1.5-0-0	1.5
*SML855 Electronic Commerce	2-0-2	3
SML856 Business Intelligence	3-0-0	3
*SML858 Business Process Management with IT	1.5-0-0	1.5
SML859 Current and Emerging Issues in IT Management	3-0-0	3
*SML868 Digital Research Methods	1.5-0-0	1.5
*SML876 Economics of Digital Business	1.5-0-0	1.5
*SML877 Electronic Government	1.5-0-0	1.5
*SML878 Electronic Payments	1.5-0-0	1.5
*SML882 Enterprise Cloud Computing	1.5-0-0	1.5
*SML883 ICT's, Development and Business	1.5-0-0	1.5
*SML884 Information System Strategy	1.5-0-0	1.5
*SML885 Digital Marketing-Analytics & Optimization	2-0-2	3
*SML886 IT Consulting & Practice	1.5-0-0	1.5
*SML887 Mobile Commerce	2-0-2	3
*SML888 Data Warehousing for Business Decisions	1.5-0-0	1.5
*SML891 Data Analytics using SPSS	1.5-0-0	1.5
*SML892 Predictive Analytics	1.5-0-0	1.5
*SML893 Public Policy Issues in the Information Age	1.5-0-0	1.5
*SML894 Social Media & Business Practices	1.5-0-0	1.5
SML861 Market Research	2-0-2	3
SML862 Product Management	3-0-0	3
SML863 Advertising and Sales Promotion Management	3-0-0	3
*SML864 Corporate Communication	2-0-2	3
SML865 Sales Management	2-0-2	3
SML866 International Marketing	3-0-0	3
SML867 Industrial Marketing Management	3-0-0	3
SML869 Current & Emerging Issues in Marketing	3-0-0	3
*SML870 Corporate Governance	1.5-0-0	1.5
*SML871 Banking and Financial Services	1.5-0-0	1.5
SML872 Working Capital Management	3-0-0	3
SML873 Security Analysis & Portfolio Management	3-0-0	3
*SML874 Indian Financial System	1.5-0-0	1.5
SML875 International Financial Management	3-0-0	3
SML879 Current & Emerging Issues in Finance	3-0-0	3
SML734 Management of Small & Medium Scale Industrial Enterprises	3-0-0	3
SML847 Advanced Methods for Management Research	2-0-2	3

	L-T-P	Credits
SML880 Selected Topics in Management Methodology	2-0-2	3
SML881 Management of Public Sector Enterprises in India	3-0-0	3
SML889 Current & Emerging Issues in Public Sector management	3-0-0	3
SML897 Consultancy Process & Skills	3-0-0	3
SML898 Consultancy Professional Practice	3-0-0	3
SML899 Current & Emerging Issues in Consultancy Management	3-0-0	3
*SML896 International Economic Policy	2-1-0	3

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

MBA (Master of Business Administration) (SMG)

Sem.	Courses (Number, Abbreviated title, L-T-P, Credits)								Lecture Courses	Contact h/week				
										L	T	P	Total	Credits
1	SML707 Management Accounting (3-0-0) 3	SML720 Macroeconomic Environment Of Business (3-0-0) 3	SML760 Marketing Management (2-0-2) 3	SML713 Information Systems Management (2-0-2) 3	SML709 Business Research Methods (1.5-0-0) 1.5	SML712 Ethics & Values Based Leadership (1.5-0-0) 1.5	SE PS -1 SML724 Communication Skills (1-0-1) 1.5	SE AS-1 SML740 Quantitative Methods in Management (3-0-0) 3	8	17	0	5	22	19.5
2	SML708 Financial Management (3-0-0) 3	SML780 Managerial Economics (1.5-0-0) 1.5	SML705 HRM Systems (1.5-0-0) 1.5	SML745 Operations Management (3-0-0) 3	SML711 Strategic Management (3-0-0) 3	PE (3-0-0) 3	SE PS-2 (1.5-0-0) 1.5	SE AS-2 SML719 Statistics for Management (2-1-0) 3	8	18.5	1	0	19.5	19
Summer	SMT893 Corporate Sector Attachment													
3	SE PS-3 (1.5-0-0) 1.5	SE PS-4 (1.5-0-0) 1.5	SML706 Business Laws (2-0-2) 3	PE (Credits 9-12)										15-18
Winter	SMT894 Social Sector Attachment													
4	SMD890 Major project (0-0-12) 6	PE (Credits 9-12)												15-18

SE = Streamed Electives, AS = Analytical Skills Stream, PS = People Skills Stream, PE = Programme Electives

TOTAL=72

2. Master of Business Administration (Telecom Management)

Department of Management Studies **Programme Code: SMT**

Objective of the programme: To develop responsible business leaders in the field of telecom management, through flexible, values-based management education, interpersonal and quantitative management skills.

The overall credits structure

Category	Programme Core **(PC)** **(Total 36 credits)**		Streamed Electives **PE** **(Total 12 credits)**		Focus Electives **FE**	Non-credit Core **NC**	Programme Electives **PE**	**Total**
	Common Core **CC**	Unique Core **UC**	Analytical Skills Stream **SS**	People Skills Stream **AS**				
Credits	30	6	6	6	6	3	18	72

Programme Core (PC)

Programme Core consists of Common Core (CC) courses and Unique Core (UC) courses. The total credits of Programme Core would be 36.

	L-T-P	**Credits**
*SML705 HRM Systems	1.5-0-0	1.5
**SML706 Business Laws	2-0-2	3
*SML707 Management Accounting	3-0-0	3
*SML708 Financial Management	3-0-0	3
*SML709 Business Research Methods	1.5-0-0	1.5
*SML711 Strategic Management	3-0-0	3
*SML712 Ethics & Value Based Leadership	1.5-0-0	1.5
*SML713 Information Systems Management	2-0-2	3
*SML720 Macroeconomic Environment of Business	3-0-0	3
SML745 Operations Management	3-0-0	3
SML760 Marketing Management	2-0-2	3
*SML780 Managerial Economics	1.5-0-0	1.5
SMD891 Major Project (Unique Core)	0-0-12	6

Notes:

The UC will include the major project which would focus on a research driven application of skills acquired in a particular functional area, through the programme.

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

*** SML706 was initially an elective, SML887. This course's content is the same, only the number has been changed to now reflect a core course.*

Total PC	**27-0-18**	**36**

Streamed Electives (SE)

Streamed Electives consist of Analytical Skills (AS) Stream and People Skills (PS) Stream. The total credits of Streamed Electives would be 12 – 6 from AS and 6 from PS.

a) Analytical Skills (AS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above the required credits would be counted towards the Programme Electives.

	L-T-P	Credits
*SML719 Statistics for Management	2-1-0	3
*SML721 Econometrics	2-1-0	3
SML740 Quantitative Methods in Management	3-0-0	3
MAL732 Financial Mathematics	3-1-0	4

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

b) People Skills (PS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above required credits would be counted towards the Programme Electives.

	L-T-P	Credits
SML710 Creative Problem Solving	2-0-2	3
*SML724 Communication Skills	1-0-1	1.5
*SML725 Negotiation Skills & Strategies	1-0-1	1.5
*SML727 Interpersonal Behavior & Team Dynamics	1-0-1	1.5
*SML729 Individual Behavior in Organization	1.5-0-0	1.5
*SML730 Managing With Power	1.5-0-0	1.5
*SML731 Developing Self Awareness	1-0-1	1.5

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

Focus Electives (FE)

A student must fulfill requirement of 6 credits i.e. he/she must take at least 2 of these courses. Any credits acquired over and above required credits would be counted towards the Programme Electives.

		L-T-P	Credits
SML723	Telecommunication Systems	3-0-0	3
SML726	Telecom System Analysis Planning & Design	3-0-0	3
SML728	International Telecommunication Management	3-0-0	3
EEL767	Telecom Systems	3-0-0	3

Non-credit Core (NC)	**L-T-P**	**Credits**
SMT893 Corporate Sector Attachment	0-0-4	2
*SMT894 Social Sector Attachment	0-0-2	1

** This is a new course which has been designed as a part of the curriculum review.*

Programme Electives (PE)

A student must fulfill the requirement of 24 credits. Electives can be chosen, depending on the interest of the student, from a basket of courses, viz.,

	L-T-P	Credits
SML716 Fundamentals of Management Systems	3-0-0	3
*SML717 Business Systems Analysis & Design	2-0-2	3
SML811 Management Control Systems	3-0-0	3
SML802 Management of Intellectual Property Rights	3-0-0	3
SML835 Labor Legislation and Industrial Relations	2-0-2	3
SML704 Science & Technology Policy Systems	3-0-0	3
SML801 Technology Forecasting & Assessment	2-0-2	3
SML803 Technical Entrepreneurship	3-0-0	3
*SML806 Mergers & Acquisitions	3-0-0	3
*SML807 Selected Topics in Strategic Management	1-0-0	1
*SML808 Systems Thinking	3-0-0	3
SML812 Flexible Systems Management	2-0-2	3
SML813 Systems Methodology for Management	2-0-2	3
SML817 Systems Waste & Sustainability	2-0-2	3
SML819 Business Process Re-engineering	2-0-2	3
SML820 Global Business Environment	3-0-0	3
*SML821 Strategy Execution Excellence	3-0-0	3
SML 822 International Business	3-0-0	3
SML823 Strategic Change & Flexibility	2-0-2	3
SML 824 Policy Dynamics & Learning Organization	2-0-2	3
SML 825 Strategies in Functional Management	3-0-0	3
SML826 Business Ethics	3-0-0	3
SML827 International Competitiveness	3-0-0	3
SML828 Global Strategic Management	2-0-2	3
SML829 Current & Emerging Issues in Strategic Management	3-0-0	3
*SML851 Strategic Alliance	1.5-0-0	1.5
SML714 Organizational Dynamics and Environment	3-0-0	3
SML830 Organizational Structure and Processes	3-0-0	3
SML831 Management of Change	2-0-2	3
SML832 Managing Innovation for Organizational Effectiveness	3-0-0	3
SML833 Organizational Development	3-0-0	3
*SML834 Managing Diversity at Workplace	1.5-0-0	1.5
*SML836 International Human Resources Management	1.5-0-0	1.5
*SML837 Organization Theory	1.5-0-0	1.5
SML839 Current & Emerging Issues in Organizational Management	3-0-0	3
*SML804 Procurement Management	3-0-0	3
*SML805 Services Operations Management	3-0-0	3
SML715 Quality and Environment Management Systems	2-0-2	3
SML816 Total Quality Management	2-0-2	3

	L-T-P	Credits
SML818 Industrial Waste Management	2-0-2	3
SML840 Manufacturing Strategy	3-0-0	3
*SML841 Supply Chain Analytics	3-0-0	3
*SML842 Supply Chain Modeling	3-0-0	3
SML843 Supply Chain Logistics Management	3-0-0	3
SML844 Systems Reliability, Safety and Maintenance Management	3-0-0	3
SML845 Total Project Systems Management	2-0-2	3
SML846 Total Productivity Management	3-0-0	3
*SML848 Applied Operations Research	3-0-0	3
SML849 Current & Emerging Issues in Manufacturing Management	3-0-0	3
*SML809 Cyber Security: Managing Risks	3-0-0	3
*SML810 Advanced Data Mining for Business Decisions	1.5-0-0	1.5
*SML814 Data Visualization	1.5-0-0	1.5
SML815 Decision Support and Expert Systems	2-0-2	3
SML850 Management of Information Technology	3-0-0	3
SML852 Network System: Applications and Management	3-0-0	3
*SML853 Software Project Management	2-0-2	3
*SML854 Big Data Analytics & Data Science	1.5-0-0	1.5
*SML855 Electronic Commerce	2-0-2	3
SML856 Business Intelligence	3-0-0	3
*SML858 Business Process Management with IT	1.5-0-0	1.5
SML859 Current and Emerging Issues in IT Management	3-0-0	3
*SML868 Digital Research Methods	1.5-0-0	1.5
*SML876 Economics of Digital Business	1.5-0-0	1.5
*SML877 Electronic Government	1.5-0-0	1.5
*SML878 Electronic Payments	1.5-0-0	1.5
*SML882 Enterprise Cloud Computing	1.5-0-0	1.5
*SML883 ICT's, Development and Business	1.5-0-0	1.5
*SML884 Information System Strategy	1.5-0-0	1.5
*SML885 Digital Marketing-Analytics & Optimization	2-0-2	3
*SML886 IT Consulting & Practice	1.5-0-0	1.5
*SML887 Mobile Commerce	2-0-2	3
*SML888 Data Warehousing for Business Decisions	1.5-0-0	1.5
*SML891 Data Analytics using SPSS	1.5-0-0	1.5
*SML892 Predictive Analytics	1.5-0-0	1.5
*SML893 Public Policy Issues in the Information Age	1.5-0-0	1.5
*SML894 Social Media & Business Practices	1.5-0-0	1.5
SML861 Market Research	2-0-2	3
SML862 Product Management	3-0-0	3
SML863 Advertising and Sales Promotion Management	3-0-0	3
*SML864 Corporate Communication	2-0-2	3
SML865 Sales Management	2-0-2	3
SML866 International Marketing	3-0-0	3
SML867 Industrial Marketing Management	3-0-0	3

SML869 Current & Emerging Issues in Marketing	3-0-0	3

	L-T-P	Credits
*SML870 Corporate Governance	1.5-0-0	1.5
*SML871 Banking and Financial Services	1.5-0-0	1.5
SML872 Working Capital Management	3-0-0	3
SML873 Security Analysis & Portfolio Management	3-0-0	3
*SML874 Indian Financial System	1.5-0-0	1.5
SML875 International Financial Management	3-0-0	3
SML879 Current & Emerging Issues in Finance	3-0-0	3
SML734 Management of Small & Medium Scale Industrial Enterprises	3-0-0	3
SML847 Advanced Methods for Management Research	2-0-2	3
SML880 Selected Topics in Management Methodology	2-0-2	3
SML881 Management of Public Sector Enterprises in India	3-0-0	3
SML889 Current & Emerging Issues in Public Sector management	3-0-0	3
SML897 Consultancy Process & Skills	3-0-0	3
SML898 Consultancy Professional Practice	3-0-0	3
SML899 Current & Emerging Issues in Consultancy Management	3-0-0	3
*SML896 International Economic Policy	2-1-0	3

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

MBA (Telecom Management) (SMT)

Sem.	Courses (Number, Abbreviated title, L-T-P, Credits)								Lecture Courses	Contact h/week				
										L	T	P	Total	Credits
1	SML707 Management Accounting (3-0-0) 3	SML720 Macroeconomic Environment Of Business (3-0-0) 3	SML760 Marketing Management (2-0-2) 3	SML713 Information Systems Management (2-0-2) 3	SML709 Business Research Methods (1.5-0-0) 1.5	SML712 Ethics & Values Based Leadership (1.5-0-0) 1.5	SE PS -1 SML724 Communication Skills (1-0-1) 1.5	SE AS-1 SML740 Quantitative Methods in Management (3-0-0) 3	8	17	0	5	22	19.5
2	SML708 Financial Management (3-0-0) 3	SML780 Managerial Economics (1.5-0-0) 1.5	SML705 HRM Systems (1.5-0-0) 1.5	SML745 Operations Management (3-0-0) 3	SML711 Strategic Management (3-0-0) 3	FE-1 (3-0-0) 3	SE PS-2 (1.5-0-0) 1.5	SE AS-2 SML719 Statistics for Management (2-1-0) 3	8	18.5	1	0	19.5	19
Summer	SMT893 Corporate Sector Attachment													
3	SE PS-3 (1.5-0-0) 1.5	SE PS-4 (1.5-0-0) 1.5	FE-2 (3-0-0) 3	SML706 Business Laws (2-0-2) 3	PE (Credits 6-9)									15-18
Winter	SMT894 Social Sector Attachment													
4	SMD891 Major project (0-0-12) 6	PE (Credits 9-12)												15-18

SE = Streamed Electives, AS = Analytical Skills Stream, PS = People Skills Stream, FE = Focus Electives, PE = Programme Electives

TOTAL=72

3. Master of Business Administration (Technology Management)

Department of Management Studies **Programme Code: SMN**

Objective of the programme: To develop responsible business leaders in the field of technology management through flexible, values-based management education, interpersonal and quantitative management skills.

The overall credits structure

Category	Programme Core **(PC)** **(Total 36 credits)**		Streamed Electives **SE** **(Total 12 credits)**		Focus Electives **FE**	Non-credit Core **NC**	Programme Electives **PE**	**Total**
	Common Core **CC**	Unique Core **UC**	Analytical Skills Stream **SS**	People Skills Stream **AS**				
Credits	30	6	6	6	6	3	18	72

Programme Core (PC)

Programme Core consists of Common Core (CC) courses and Unique Core (UC) courses. The total credits of Programme Core would be 36.

	L-T-P	**Credits**
*SML705 HRM Systems	1.5-0-0	1.5
**SML706 Business Laws	2-0-2	3
*SML707 Management Accounting	3-0-0	3
*SML708 Financial Management	3-0-0	3
*SML709 Business Research Methods	1.5-0-0	1.5
*SML711 Strategic Management	3-0-0	3
*SML712 Ethics & Value Based Leadership	1.5-0-0	1.5
*SML713 Information Systems Management	2-0-2	3
*SML720 Macroeconomic Environment of Business	3-0-0	3
SML745 Operations Management	3-0-0	3
SML760 Marketing Management	2-0-2	3
*SML780 Managerial Economics	1.5-0-0	1.5
SMD892 Major Project (Unique Core)	0-0-12	6

Notes:

The UC will include the major project which would focus on a research driven application of skills acquired in a particular functional area, through the programme.

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

*** SML706 was initially an elective, SML887. This course's content is the same, only the number has been changed to now reflect a core course.*

Total PC	**27-0-18**	**36**

Streamed Electives (SE)

Streamed Electives consist of Analytical Skills (AS) Stream and People Skills (PS) Stream. The total credits of Streamed Electives would be 12 – 6 from AS and 6 from PS.

a) Analytical Skills (AS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above the required credits would be counted towards the Programme Electives.

	L-T-P	Credits
*SML719 Statistics for Management	2-1-0	3
*SML721 Econometrics	2-1-0	3
SML740 Quantitative Methods in Management	3-0-0	3
MAL732 Financial Mathematics	3-1-0	4

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

b) People Skills (PS) Stream

A student must fulfill the requirement of 6 credits. Any credits acquired over and above required credits would be counted towards the Programme Electives.

	L-T-P	Credits
SML710 Creative Problem Solving	2-0-2	3
*SML724 Communication Skills	1-0-1	1.5
*SML725 Negotiation Skills & Strategies	1-0-1	1.5
*SML727 Interpersonal Behavior & Team Dynamics	1-0-1	1.5
*SML729 Individual Behavior in Organization	1.5-0-0	1.5
*SML730 Managing With Power	1.5-0-0	1.5
*SML731 Developing Self Awareness	1-0-1	1.5

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

Focus Electives (FE)

A student must fulfill requirement of 6 credits i.e. he/she must take at least 2 of these courses. Any credits acquired over and above required credits would be counted towards the Programme Electives.

	L-T-P	Credits
SML700 Fundamentals of Management of Technology	3-0-0	3
SML701Strategic Technology Management	2-0-2	3
SML702 Management of Innovation and R&D	3-0-0	3
SML703 Management of Technology Transfer and Absorption	2-0-2	3

Non-credit Core (NC)	**L-T-P**	**Credits**
*SMC894 Seminar	0-0-6	3

** This is a new course which has been designed as a part of the curriculum review.*

Programme Electives (PE)

A student must fulfill the requirement of 24 credits. Electives can be chosen, depending on the interest of the student, from a basket of courses, viz.,

	L-T-P	Credits
SML716 Fundamentals of Management Systems	3-0-0	3
*SML717 Business Systems Analysis & Design	2-0-2	3
SML811 Management Control Systems	3-0-0	3
SML802 Management of Intellectual Property Rights	3-0-0	3
SML835 Labor Legislation and Industrial Relations	2-0-2	3
SML704 Science & Technology Policy Systems	3-0-0	3
SML801 Technology Forecasting & Assessment	2-0-2	3
SML803 Technical Entrepreneurship	3-0-0	3
*SML806 Mergers & Acquisitions	3-0-0	3
*SML807 Selected Topics in Strategic Management	1-0-0	1
*SML808 Systems Thinking	3-0-0	3
SML812 Flexible Systems Management	2-0-2	3
SML813 Systems Methodology for Management	2-0-2	3
SML817 Systems Waste & Sustainability	2-0-2	3
SML819 Business Process Re-engineering	2-0-2	3
SML820 Global Business Environment	3-0-0	3
*SML821 Strategy Execution Excellence	3-0-0	3
SML 822 International Business	3-0-0	3
SML823 Strategic Change & Flexibility	2-0-2	3
SML 824 Policy Dynamics & Learning Organization	2-0-2	3
SML 825 Strategies in Functional Management	3-0-0	3
SML826 Business Ethics	3-0-0	3
SML827 International Competitiveness	3-0-0	3
SML828 Global Strategic Management	2-0-2	3
SML829 Current & Emerging Issues in Strategic Management	3-0-0	3
*SML851 Strategic Alliance	1.5-0-0	1.5
SML714 Organizational Dynamics and Environment	3-0-0	3
SML830 Organizational Structure and Processes	3-0-0	3
SML831 Management of Change	2-0-2	3
SML832 Managing Innovation for Organizational Effectiveness	3-0-0	3
SML833 Organizational Development	3-0-0	3
*SML834 Managing Diversity at Workplace	1.5-0-0	1.5
*SML836 International Human Resources Management	1.5-0-0	1.5
*SML837 Organization Theory	1.5-0-0	1.5
SML839 Current & Emerging Issues in Organizational Management	3-0-0	3
*SML804 Procurement Management	3-0-0	3
*SML805 Services Operations Management	3-0-0	3
SML715 Quality and Environment Management Systems	2-0-2	3
SML816 Total Quality Management	2-0-2	3
SML818 Industrial Waste Management	2-0-2	3

	L-T-P	Credits
SML840 Manufacturing Strategy	3-0-0	3
*SML841 Supply Chain Analytics	3-0-0	3
*SML842 Supply Chain Modeling	3-0-0	3
SML843 Supply Chain Logistics Management	3-0-0	3
SML844 Systems Reliability, Safety and Maintenance Management	3-0-0	3
SML845 Total Project Systems Management	2-0-2	3
SML846 Total Productivity Management	3-0-0	3
*SML848 Applied Operations Research	3-0-0	3
SML849 Current & Emerging Issues in Manufacturing Management	3-0-0	3
*SML809 Cyber Security: Managing Risks	3-0-0	3
*SML810 Advanced Data Mining for Business Decisions	1.5-0-0	1.5
*SML814 Data Visualization	1.5-0-0	1.5
SML815 Decision Support and Expert Systems	2-0-2	3
SML850 Management of Information Technology	3-0-0	3
SML852 Network System: Applications and Management	3-0-0	3
*SML853 Software Project Management	2-0-2	3
*SML854 Big Data Analytics & Data Science	1.5-0-0	1.5
*SML855 Electronic Commerce	2-0-2	3
SML856 Business Intelligence	3-0-0	3
*SML858 Business Process Management with IT	1.5-0-0	1.5
SML859 Current and Emerging Issues in IT Management	3-0-0	3
*SML868 Digital Research Methods	1.5-0-0	1.5
*SML876 Economics of Digital Business	1.5-0-0	1.5
*SML877 Electronic Government	1.5-0-0	1.5
*SML878 Electronic Payments	1.5-0-0	1.5
*SML882 Enterprise Cloud Computing	1.5-0-0	1.5
*SML883 ICT's, Development and Business	1.5-0-0	1.5
*SML884 Information System Strategy	1.5-0-0	1.5
*SML885 Digital Marketing-Analytics & Optimization	2-0-2	3
*SML886 IT Consulting & Practice	1.5-0-0	1.5
*SML887 Mobile Commerce	2-0-2	3
*SML888 Data Warehousing for Business Decisions	1.5-0-0	1.5
*SML891 Data Analytics using SPSS	1.5-0-0	1.5
*SML892 Predictive Analytics	1.5-0-0	1.5
*SML893 Public Policy Issues in the Information Age	1.5-0-0	1.5
*SML894 Social Media & Business Practices	1.5-0-0	1.5
SML861 Market Research	2-0-2	3
SML862 Product Management	3-0-0	3
SML863 Advertising and Sales Promotion Management	3-0-0	3
*SML864 Corporate Communication	2-0-2	3
SML865 Sales Management	2-0-2	3
SML866 International Marketing	3-0-0	3
SML867 Industrial Marketing Management	3-0-0	3
SML869 Current & Emerging Issues in Marketing	3-0-0	3

	L-T-P	Credits
*SML870 Corporate Governance	1.5-0-0	1.5
*SML871 Banking and Financial Services	1.5-0-0	1.5
SML872 Working Capital Management	3-0-0	3
SML873 Security Analysis & Portfolio Management	3-0-0	3
*SML874 Indian Financial System	1.5-0-0	1.5
SML875 International Financial Management	3-0-0	3
SML879 Current & Emerging Issues in Finance	3-0-0	3
SML734 Management of Small & Medium Scale Industrial Enterprises	3-0-0	3
SML847 Advanced Methods for Management Research	2-0-2	3
SML880 Selected Topics in Management Methodology	2-0-2	3
SML881 Management of Public Sector Enterprises in India	3-0-0	3
SML889 Current & Emerging Issues in Public Sector management	3-0-0	3
SML897 Consultancy Process & Skills	3-0-0	3
SML898 Consultancy Professional Practice	3-0-0	3
SML899 Current & Emerging Issues in Consultancy Management	3-0-0	3
*SML896 International Economic Policy	2-1-0	3

** These are new courses which have been designed and/or modified as a part of the curriculum review.*

MBA (Technology Management)

Sem.	Courses (Number, Abbreviated title, L-T-P, Credits)						Lecture Courses	Contact h/week				Credits
								L	T	P	Total	
1	SML707 Management Accounting (3-0-0) 3	SML720 Macroeconomic Environment of Business (3-0-0) 3	SML760 Marketing Management (2-0-2) 3	SML709 Business Research Methods (1.5-0-0) 1.5	SML705 HRM Systems (1.5-0-0) 1.5	SML712 Ethics & Values Based Leadership (1.5-0-0) 1.5	6	12.5	0	2	14.5	13.5
2	SML708 Financial Management(3-0-0) 3	SML780 Managerial Economics (1.5-0-0) 1.5	SML713 Information Systems Management (2-0-2) 3	SE PS-1 SML724 Communication Skills (1-0-1) 1.5	SE PS-2 (1.5-0-0) 1.5	SE AS-1 SML740 Quantitative Methods in Management (3-0-0) 3	6	12	0	3	15	13.5
Summer												
3	SML745 Operations Management(3-0-0) 3	SML711 Strategic Management (3-0-0) 3	SE PS-3 (1.5-0-0) 1.5	FE -1 (3-0-0) 3	SE AS-2 SML719 Statistics for Management (2-1-0) 3		5	13.5	1	0	14.5	14
4	SML706 Business Laws (2-0-2) 3	SE PS-4 (1.5-0-0) 1.5	FE -2 (3-0-0) 3	PE (Credits 6-9)								13.5-16.5
Summer	SMC894 Seminar											
5	PE (Credits 15-18)											15-18
6	SMD892 Major project (0-0-12) 6	PE (Credits 6-9)										12-15

SE = Streamed Electives, AS = Analytical Skills Stream, PS = People Skills Stream, FE = Focus Electives, PE = Programme Electives

TOTAL=72