COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	BUSINESS SYSTEM ANALYSIS AND DESIGN
3.	**L-T-P structure**	3.0-0-0
4.	**Credits**	3.0
5.	**Course number**	SML717
6.	**Status** (*category* for *program*)	MBA Elective (Full Time General Management & Executive MBA)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	MBA Telecom, B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. MP Gupta and Dr. Arpan K Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: Systems analysis and design in a critical part of any information systems project. The course will expose the students with the requirement gathering approaches, validation, documentation, designing principles and approaches used for system analysis and design.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This course will have the following topics: System Analysis Fundamentals: Introducing SA&D for Systems Professionals, Analyzing the Business Case and Managing Systems Projects, Overview to Data Structure in Systems Modeling, Data Flow Diagrams and Modelling DFDs, Requirements Modelling and Systems Specification, User Driven Business Analysis, Role of the consultant, Object Oriented Modelling: Object Relationships, Hierarchies, Use Case Approaches to identify and model classes, Process Driven Approaches: Gane, Sarson and Yourdon techniques, Data Driven Approaches: Entity Relationship Diagrams, Designing the User Interface and Output, Verification

	& Validation of new systems.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Systems Analysis and Design Introducing SA&D for Systems Professionals, Analyzing the Business Case and Managing Systems Projects, Overview to Data Structure in Systems Modeling	10
2	Tools and Approaches Data Flow Diagrams and Modelling DFDs, Requirements Modelling and Systems Specification, User Driven Business Analysis, Role of the consultant, Object Oriented Modelling: Object Relationships, Hierarchies	8
3	Advanced tools for project delivery Use Case Approaches to identify and model classes, Process Driven Approaches and Data Driven Approaches, Verification & Validation of Business Systems Design, Designing the User Interface and Output, Advanced topics	10
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Development of case study for new system design	14
2	Review of methods and recent developments	14
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6		
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8		
9		
10		
COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

1. Shelly and Rosenblatt, “Systems Analysis and Design”, Shelley Cashman Series, Cengage Learning
2. Sandra, Donaldson and Dewitz, “Systems Analysis and Design and The Transition to Objects”, McGraw Hill International Editions, Management Information Systems series.

Readings

Blake, R. T., Massey, A. P., Bala, H., Cummings, J., & Zotos, A. (2010). Driving health IT implementation success: insights from The Christ Hospital. Business Horizons, 53(2), 131-138.

Walia, G. S., & Carver, J. C. (2009). A systematic literature review to identify and classify software requirement errors. Information and Software Technology, 51(7), 1087-1109.

Harris, A. L., Lang, M., Oates, B., & Siau, K. (2006). Systems analysis & design: An essential part of IS education. Journal of Information Systems Education, 17(3), 241.

Banerjee, J., Chou, H. T., Garza, J. F., Kim, W., Woelk, D., Ballou, N., & Kim, H. J. (1987). Data model issues for object-oriented applications. ACM Transactions on Information Systems (TOIS), 5(1), 3-26.

Breivold, H. P., Crnkovic, I., & Larsson, M. (2012). A systematic review of software architecture evolution research. Information and Software Technology, 54(1), 16-40.

Aguilar-Saven, R. S. (2004). Business process modelling: Review and framework. International Journal of production economics, 90(2), 129-149.

Chikofsky, E. J., & Rubenstein, B. L. (1988). CASE: reliability engineering for information systems. Software, IEEE, 5(2), 11-16.

Rossi, M., & Brinkkemper, S. (1996). Complexity metrics for systems development methods and techniques. Information Systems, 21(2), 209-227.

Chen, Y. L. (2009). Data Flow Diagram. In Modeling and Analysis of Enterprise and Information Systems (pp. 85-97). Springer Berlin Heidelberg.

Batini, C., Ceri, S., & Navathe, S. (1989). Entity Relationship Approach. Elsevier Science Publishers BV (North Holland).

Pangalos, G. J. (1993). Designing the user interface. Computers in industry, 22(2), 193-200.

Curtis, B., Kellner, M. I., & Over, J. (1992). Process modeling. Communications of the ACM, 35(9), 75-90.

Bochmann, G. V. (2004). High-level design for user and component interfaces. Knowledge-Based Systems, 17(7), 303-310.

Ekenberg, L., & Johannesson, P. (2004). A framework for determining design correctness. Knowledge-Based Systems, 17(7), 249-262.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	PROCUREMENT MANAGEMENT
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML804
6.	**Status** (*category* for *program*)	Elective Open for Operations Area

7.	**Pre-requisites** (course no./title)	Operations Management

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	M.Tech, M.Des, 1st Year MBA., MBA (Telecom.) & MBA(PT)

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. S.P. Singh	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** To provide indepth management issues related to procurment and managing inventory in the industry.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course will introduce students to purchasing and materials management by learning the planning production process, master scheduling, material requirements, and forecasting material demands and inventory levels. This course is designed to build on the student's knowledge of how effective material management improves supply chain performance.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Introduction to Materials Management	3
2	Developing MPS; Materials requirement planning: MRP process, Bill of materials	3
3	Capacity Management: Capacity planning, Capacity requirement planning (CRP), Capacity available, capacity required, Scheduling orders	3
4	Production activity control: load leveling, theory of constraints and drum-buffer rope	3
5	Purchasing: Selecting suppliers, Impact of materials requirements planning on purchasing; Aggregate materials management; supply and demand patterns	3
6	Order Quantities: Economic order quantity (EOQ), Variations in EOQ, Quantity discounts; Order quantity under uncertain demand and uncertain lead time	3
7	Lot sizing Rules: Fixed Order Quantity (FOQ), Lot-for-Lot (LFL), Fixed Period Requirement (FPR), Periodic Order Quantity (POQ), Least Unit Cost (LUC), Least Total Cost (LTC),	3
8	Optimizing Inventory cost through Part period balancing, Wagner-Whitin algorithm	3
9	Analysis of lot-sizing heuristics: Groff method, Silver Meal method, Freeland-Colley method	3
10	Materials Management Under Uncertainty	3
11	Supplier Selection	3
12	Multi Criteria ABC Analysis	3
COURSE TOTAL *(14 times 'L')*		36 Hour

16. Brief description of tutorial activities

Not Applicable

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Self Study Component	6
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COURSE TOTAL *(14 times 'P')*		6

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Introduction to Materials Management by Arnold, Pearson Ed., 2010.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	NO
19.2	Hardware	NO
19.3	Teaching aides (videos, etc.)	NO
19.4	Laboratory	NO
19.5	Equipment	NO
19.6	Classroom infrastructure	NO
19.7	Site visits	NO

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: 29 April 2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	SERVICES OPERATIONS MANAGEMENT
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML805
6.	**Status** (*category* for *program*)	Elective for Operations Area

7.	**Pre-requisites** (course no./title)	Operations Research, Operations Management

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	M.Tech, M.Des, 1st Year of MBA., MBA (Telecom.) & MBA (PT)

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. S.P. Singh	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: To provide indepth management aspect of services industry.

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. The main idea behind the course is: (1) To study "breakthrough" services in order to understand the operations of successful service firms that can be benchmarks for future management practice. (2) To develop an understanding of the "state of the art" of service management thinking. (3) To understand the dimensions of service growth both domestically and internationally.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	The Role of Services in an Economy	3
2	THE NATURE OF SERVICES	3
3	Service Quality and Continuous Improvement	3
4	The supporting Facility	3
5	Service Facility Location	3
6	Forecasting Demands for Services	3
7	Managing Capacity and Demand	3
8	Managing Waiting Lines	3
9	Capacity Planning and Queuing Models	3
10	Service Supply Relationship & Vehicle Routing	3
11	Managing Facilitating Goods and Linear Programming Models in Services	6
12	Self-study component	0
COURSE TOTAL *(14 times 'L')*		36 Hour

16. Brief description of tutorial activities

Not Applicable

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Sefl Study Component	6
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COURSE TOTAL *(14 times 'P')*		6

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 5 th Ed., Irwin/McGraw-Hill, 2006. (Fitz)

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	SOLVER/ LINGO
19.2	Hardware	COMPUTER
19.3	Teaching aides (videos, etc.)	NO
19.4	Laboratory	NO
19.5	Equipment	NO

19.6	Classroom infrastructure	NO
19.7	Site visits	NO

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: 29 April 2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	MERGERS AND ACQUISITIONS
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML806
6.	**Status** (*category* for *program*)	Elective (E) for MBA, MBA(Telecom) and MBA (Technology Management)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	

9.	**Not allowed for** (indicate program names)	N.A.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. (Dr.) Sushil and Prof. (Dr.) Sanjay Dhir	
12.	**Will the course require any visiting faculty?**	Yes (Industry)

13.	**Course objective** *(about 50 words)***:** On completion of this course the student will be able to : i. develop a strategic framework for implementing the Mergers & Acquisitions ii. prepare a valuation plan for assessing the value creation by Mergers & Acquisitions iii. appreciate the managerial issues of post merger integration
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** i. Valuation & Financial framework of M&A ii. The strategic perspective of M&A iii. The managerial perspective of M&A

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Module 1: Principles of valuation	3
2	Methods of valuation	6
3	Financial Framework for M&A –I	3
4	Financial Framework for M&A –II	6
5	Module 2: Early Merger Movements, Recent Mergers, International M&A	3
6	Mergers Types and Characteristics	3
7	Merger Strategy, Inorganic Growth Strategy, M&A and Global Strategy	3
8	Takeover Tactics	3
9	Module 3: Timing of Merger Activity, International Mergers and Reconstructing	3
10	Corporate Control Mechanisms	3
11	Takeover Defences	3
12	Corporate Governance and M&A	3
COURSE TOTAL *(14 times 'L')*		42

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Dash A.P., Mergers and Acquisitions, I.K. International Pub., New Delhi, 2010.

2. Gauhan P.A., Mergers, Acquisitions and Corporate Restructurings, John Wiley & Sons, Hoboken, 2007.

3. Khan M.Y. and Jain P.K., Financial Management: Text, Problems and Cases, Fifth Edition, Tata McGraw-Hill Publishing Company, New Delhi, 2007

4. Ramanujam S., Mergers et al: Issues, Implications and Case Laws in Corporate Restructuring, Tata McGraw-Hill Publishing Company, New Delhi, 2000.

5. Weston J.F., Wang k., Chung S. and Hoag S.E. Mergers, Restructuring, and Corporate

Control, Prentice-Hall of India, New Delhi, 1996.

6. Sudarshanam, S. Creating Value from Mergers and Acquisitions: The Challenges. (2d ed.). Pearson Education , 2011

7. Weston, F. J., Mitchell, L. M., Muiherin, H. J., Takeovers, Restructuring, and Corporate Governance (5th ed.). Pearson Education, 2006.

8. Mergers & Acquisitions Report, ProQuest

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	No
19.2	Hardware	No
19.3	Teaching aides (videos, etc.)	Videos, Presentations, Cases
19.4	Laboratory	No
19.5	Equipment	No
19.6	Classroom infrastructure	Yes
19.7	Site visits	Yes

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	20
20.2	Open-ended problems	40
20.3	Project-type activity	40
20.4	Open-ended laboratory work	0
20.5	Others (please specify)	

Date: 10-04-2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	SELECTED TOPICS IN STRATEGIC MANAGEMENT
3.	**L-T-P structure**	1-0-0 (Open Slot)
4.	**Credits**	1 (Open Slot)
5.	**Course number**	SML807
6.	**Status** (*category* for *program*)	Elective (E) for MBA, MBA(Telecom) and MBA (Technology Management)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	

9.	**Not allowed for** (indicate program names)	N.A.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☐Either sem

11.	**Faculty who will teach the course** Prof. (Dr.) Sushil and Prof.(Dr.) Sanjay Dhir	
12.	**Will the course require any visiting faculty?**	Yes(Industry)

13.	**Course objective** *(about 50 words)***:** Open Slot Course (To be decided when the course is floated)
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** Open Slot Course (To be decided when the course is floated)

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Open Slot Course (To be decided when the course is floated)	
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COURSE TOTAL *(14 times 'L')*		14

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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2		
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Open Slot Course (To be decided when the course is floated)

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	No
19.2	Hardware	No
19.3	Teaching aides (videos, etc.)	Videos, Presentaions, Cases
19.4	Laboratory	No

19.5	Equipment	No
19.6	Classroom infrastructure	Yes
19.7	Site visits	Yes

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	Open Slot Course (To be decided when the course is floated)
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: 01-09-2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	SYSTEMS THINKING
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML808
6.	**Status** (*category* for *program*)	Elective (E) for MBA, MBA(Telecom) and MBA (Technology Management)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	SMV 795

9.	**Not allowed for** (indicate program names)	N.A.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. (Dr.) Sushil + Prof. Sanjay	
12.	**Will the course require any visiting faculty?**	Yes (Industry)

13.	**Course objective** *(about 50 words)*: This objective of the course is to provide students a fair understanding of systems thinking in management. Moreover, it will enable them to understand and apply basic systems concepts and principles in management. The course will introduce systems concepts and theories that can be used to make sense of complex situation. It will further equip students with the skills to design and carry out systemic inquiries
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: Module I Systems thinking in management; Hard and soft systems thinking; open systems thinking; Analytical and systems approaches; System concepts, principles and metaphors; General systems theory and cubernetics Module II

	Theory building with causal loop diagrams; Feedback loop structures; Linking fedback, stock and flow structures; Tutorial on Stella; Case Studies on system dynamics modelling Module III Soft systems methodology; Flexible systems thinking; Management of continuity and change; Interpretive systems model

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Module 1: Systems thinking in evolution of management thought	3
2	Hard and soft systems thinking, open system thinking	3
3	Socio-technical systems, Analytic and systems approaches	6
4	Systems concepts, principles and metaphors	3
5	Module 2: General systems theory, and principles of cybernetics	3
6	Building theory with causal loop diagrams, Feedback loop structures	6
7	Linking feedback with stock and flow structures, Tutorial on Stella	3
8	Case studies on system dynamics modelling	3
9	Module 3: Soft systems methodology	3
10	Flexible systems thinking	3
11	Management of continuity and change	3
12	Interpretive systems methods	3
COURSE TOTAL *(14 times 'L')*		42

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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10		
COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Checkland P.B., Systems Thinking, Systems Practice, John Wiley and Sons, New York, 1981
2. Sushil, Fexibility in Management, Vikas Publishing House, New Delhi, 1999
3. Jackson M.C. Systems Approach to Management, Kluwer Academic Plenium Publishers, New York, 2000
4. Burnes, B., Managing Change - A strategic Approach to Organizational Dynamics, Pittman Publishing, London, 1996

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Stella, Vensim

19.2	Hardware	No
19.3	Teaching aides (videos, etc.)	Videos, Presentations, Cases
19.4	Laboratory	No
19.5	Equipment	Yes
19.6	Classroom infrastructure	Yes
19.7	Site visits	Yes

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	20
20.2	Open-ended problems	40
20.3	Project-type activity	40
20.4	Open-ended laboratory work	0
20.5	Others (please specify)	

Date: 08-05-2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	CYBER SECURITY: MANAGING RISKS
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML809
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. MP Gupta	
12.	**Will the course require any visiting faculty?**	

13.	**Course objective** *(about 50 words)*: This course provides a holistic stepping stone for understanding different perspective within the domain of cyber security. It introduces students to the interdisciplinary field of cybersecurity by discussing cybersecurity theory, and the relationship of cybersecurity to nations, businesses, society, and people.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This course introduces students to the interdisciplinary field of cybersecurity by discussing the following: cybersecurity theory, and the relationship of cybersecurity to nations, businesses, society, and people, cybersecurity technologies, processes, and procedures, analyzing threats, vulnerabilities and risks present in these environments, and develop appropriate strategies to mitigate potential cybersecurity problems, advanced policy related topics would also be covered through which these risks may be mitigated. Other relevant advanced topics may be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Cyber Security Discipline Introduction to Cybersecurity, Cyber Warfare, Global Cyber Capabilities and Technological Trends,	15
2	Information Risk Information Assurance and Risk Management, Network security concerns, Technological threats and malware analysis, Cryptography and information security	12
3	Policy & Challenges Cyber Security Policies - National Cyber Security Policy, US, UK, EU; Security vs Privacy; International Cooperation - treaties, norms, conventions; Internet Governance and Policies; Advanced topics	15
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12		
COURSE TOTAL *(14 times 'L')*		42

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1		
2		
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books
James Scott (2013). The CEO's Manual on Cyber Security. New Renaissance Corporation
Dhillon, G. Enterprise Cyber Security : Principles and Practice. Createspace Publishers.

Readings

Liu, J., Xiao, Y., Li, S., Liang, W., & Chen, C. L. (2012). Cyber security and privacy issues in smart grids. Communications Surveys & Tutorials, IEEE, 14(4), 981-997.

Dutta, A., & McCrohan, K. (2002). Management's role in information security in a cyber economy. California Management Review, 45(1), 67-87.

Ralston, P. A. S., Graham, J. H., & Hieb, J. L. (2007). Cyber security risk assessment for SCADA and DCS networks. ISA transactions, 46(4), 583-594.

Conklin, A., & White, G. B. (2006, January). E-government and cyber security: the role of cyber security exercises. In System Sciences, 2006. HICSS'06. Proceedings of the 39th Annual Hawaii International Conference on (Vol. 4, pp. 79b-79b). IEEE.

Chen, Y. S., Chong, P. P., & Zhang, B. (2004). Cyber security management and e-government. Electronic Government, an International Journal, 1(3), 316-327.

Igure, V. M., Laughter, S. A., & Williams, R. D. (2006). Security issues in SCADA networks. Computers & Security, 25(7), 498-506.

Baumeister, T. (2010). Literature review on smart grid cyber security. University of Hawaii at Manoa, Tech. Rep.

Miyazaki, A. D., & Fernandez, A. (2001). Consumer perceptions of privacy and security risks for online shopping. Journal of Consumer Affairs, 35(1), 27-44.

Jaeger, P. T., Lin, J., & Grimes, J. M. (2008). Cloud computing and information policy: Computing in a policy cloud?. Journal of Information Technology & Politics, 5(3), 269-283.

Takabi, H., Joshi, J. B., & Ahn, G. J. (2010). Security and Privacy Challenges in Cloud Computing Environments. IEEE Security & Privacy, 8(6), 24-31.

Xue, S. (2005). Internet policy and diffusion in China, Malaysia and Singapore. Journal of Information Science, 31(3), 238-250.

Clark, D., Lehr, W., & Bauer, S. (2011, September). Interconnection in the Internet: the policy challenge. In Research Conference on Communication, Information and Internet Policy.

Flavián, C., & Guinalíu, M. (2006). Consumer trust, perceived security and privacy policy: three basic elements of loyalty to a web site. Industrial Management & Data Systems, 106(5), 601-620.

Karat, C. M., Brodie, C., & Karat, J. (2006). Usable privacy and security for personal information management. Communications of the ACM, 49(1), 56-57.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	None
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ADVANCED DATA MINING FOR BUSINESS DECISIONS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML810
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar and Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** The course will expose the participants with the different theories and methods of data mining which may be used for meeting different business needs. How these methods and tools may be used to derive intelligence and provide actionable insights will also be explored.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course will expose the participants to the following topics within this domain: Understanding advanced models of data mining, advanced unsupervised mining methods and approaches, Decision Support Systems, Group Decision Support Systems, Consensus based systems, Multi-criteria decision systems, Knowledge management systems, knowledge management methods, Intelligent systems, Hybrid data mining methods, Advanced and emergent topics and applications.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Understanding data mining and business intelligence, Advanced Decision Support Systems, Group Decision Support Systems and consensus based systems	9
2	Multi-criteria decision systems, Intelligent systems and agent technology, Heuristics and search mechanisms, Hybrid data mining methods and their applications, Advanced and emergent topics.	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Cios, K.J., Pedrycyz, W., Swiniarski, R.W. and Kurgan, L.A., (2007). Data Mining - A knowledge Discovery approach. Springer Verlag.

Han, J., & Kamber, M. (2006). Data Mining, Southeast Asia Edition: Concepts and Techniques. Morgan kaufmann.

Readings

Research articles from Wiley, IEEE, Elsevier, Springer and Taylor and Francis.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	DATA VISUALIZATION
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML814
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either sem

11.	**Faculty who will teach the course** Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13. Course objective *(about 50 words)*:

Exponential advances in technology have provided us with ubiquitous means for creating, recording and mobilising incredible amounts of data and information assets. Where once data was scarce, now it is captured in abundance. The course provides a detailed understanding of the different approaches for data and information visualisation.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

This course would have the following: It would train the participants to use visual imagery to present complex information and the trends associated with extensive data. Visualization provides a solution to address information overload, through a well-designed visual encoding to aid comprehension, memory, and decision making. Furthermore, visual representations may help engage more diverse audiences in the process of analytic thinking. Topics like data and image models, heat maps, infographics, multidimensional data visualization and representation, graphical perceptions, mapping &

	cartography and text visualization may be covered. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview to Data Visualization: Introduction to Data Visualization, Data and image models, Multidimensional data visualization and analysis.	9
2	Data Visualization Approaches: Heat maps, sliders and infographics, Data representation with colors and graphical perceptions, Information mapping and cartography, Text visualization theories and methods	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1		
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Steele Iliinsky. (2011). Designing Data Visualizations. O'Reilly Media

Scott Murray. (2013). Interactive Data Visualization for the Web. O'Reilly Media

Ward, M., Grinstein, G., & Keim, D. (2010). Interactive data visualization: foundations, techniques, and applications. AK Peters, Ltd..

Readings

Buja, A., McDonald, J. A., Michalak, J., & Stuetzle, W. (1991, October). Interactive data visualization using focusing and linking. In Visualization, 1991.

Healey, C. G. (1996, October). Choosing effective colours for data visualization. In Visualization'96. Proceedings. (pp. 263-270). IEEE. Visualization'91, Proceedings., IEEE Conference on (pp. 156-163). IEEE.

Buja, A., Cook, D., & Swayne, D. F. (1996). Interactive high-dimensional data visualization. Journal of Computational and Graphical Statistics, 5(1), 78-99.

Eick, S. G. (1994, November). Data visualization sliders. In Proceedings of the 7th annual ACM symposium on User interface software and technology (pp. 119-120). ACM.

Vesanto, J. (1999). SOM-based data visualization methods. Intelligent data analysis, 3(2), 111-126.

Haining, R. P. (2003). Spatial data analysis (pp. 67-72). Cambridge: Cambridge University Press.

Keller, P. R., & Keller, M. M. (1993). Visual cues: practical data visualization (p. 6). Los Alamitos, CA: IEEE Computer Society Press.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	STRATEGY EXECUTION EXCELLENCE
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML821
6.	**Status** (*category* for *program*)	Elective (E) for MBA, MBA(Telecom) and MBA (Technology Management)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	N.A.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☐Either sem

11.	**Faculty who will teach the course** Prof. (Dr.) Sushil and Prof.(Dr.) Sanjay Dhir	
12.	**Will the course require any visiting faculty?**	Yes(Industry)

13.	**Course objective** *(about 50 words)***:** On completion of this course the student will be able to gain insight into the concepts and frameworks of execution excellence. The course also contributes to aligning strategies to operations. Thr objective of this course is to effectively participate in exercises and consultancy projects to manage the internal organization and leadership for effective strategy execution.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** Maximize your leadership potential by expanding your management skills through this one-year graduate certificate management program. This comprehensive program offers you the opportunity to broaden your perspective on salient management responsibilities and skills in key sectors such as health care, not-for-profit, community services, and technology and trades. Students must also participate in two weekend residency (virtual or on-campus) activities. This program enables you to leverage your existing career and educational experiences to move into management positions. You will

	take a series of carefully selected business courses that will build and enhance your skills in critical areas of management such as finance, marketing, human resources, and leRealizing the Power of Balanced Scorecardadership. In addition, you will have the option to select courses from specific industry streams-health care, community services, not-for-profit, and trades/technology. These courses are designed to provide industry-specific perspectives that will enhance your employability and career advancement.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Module 1: Strategy Execution: Need and the Building Blocks	3
2	The Core Processes of Execution	3
3	Management System for integrating Strategy Planning and Operational Execution	3
4	Execution Excellence Model	6
5	Module 2: Balanced Scorecard aligned at various Levels	3
6	Align Strategy and Operations – Processes, Technology	3
7	Automation of Plans, Processes and Performance Management Systems	3
8	Leadership, Rewards and Motivations	3
9	Module 3: Reflection – Action Cycle	3
10	Strategic Adaptation as per changing Situation and Emergence	6
11	Emerging Frameworks of Execution Excellence	3
12	Retail Execution Excellence	3
COURSE TOTAL *(14 times 'L')*		42

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Larry Bossidy and Ram Charan, Execution: The Discipline of Getting Things Done, Random House Business Books, London, 2002.
2. Robert S. Kaplan and David P. Norton, The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Harvard Business press, Boston, 2008.
3. Harvard Business Essentials: Strategy: Create and Implement the Best Strategy for your Business, Harvard Business School Press Books, 2005
4. Arthur A. Thompson Jr. and A.J. Strickland III, Strategic Management: Concepts and Cases, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	No
19.2	Hardware	No
19.3	Teaching aides (videos, etc.)	Videos, Presentaions, Cases
19.4	Laboratory	No
19.5	Equipment	No
19.6	Classroom infrastructure	Yes
19.7	Site visits	Yes

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	20
20.2	Open-ended problems	40
20.3	Project-type activity	40
20.4	Open-ended laboratory work	0
20.5	Others (please specify)	

Date: 01-09-2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	MANAGING DIVERSITY AT WORKPLACE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML834
6.	**Status** (*category* for *program*)	Elective for all three MBA

7.	**Pre-requisites** (course no./title)	NONE

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	
8.2	Overlap with any UG/PG course of other Dept./Centre	
8.3	Supercedes any existing course	

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Shuchi Sinha, Kanika T. Bhal	
12.	**Will the course require any visiting faculty?**	NO

13.	**Course objective** *(about 50 words)***:** The course is designed to sensitize students to the relevance of diversity and challenges associated with diversity management (DM). It aims to create an undersanding of the different organizational approaches/initiatives towards diversity management and factors affecting the success of these initiatives.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The course introduces students to the relational framework towards diversity management by discussing the macro, meso and micro factors influencing DM. Through analysis of the different organizational approaches and initiatives towards diversity management, it highlights ways in which inclusive workplaces can be created and diversity leveraged for business performance

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	A. Nature and relevance of diversity management (DM) -- introduction to diversity and DM -- key concepts of DM -- challenges towards DM -- from positive discrimination to positive action	5
2	A. Factors affecting DM - a relational perspective 1a. Macro-national level factors affecting DM --- legal structures --- institutional structures --- socio-cultural structures 1b. Case study analysis and small group discussion 2a.Meso-organizational level factors affecting DM --- organizational approaches towards DM --- organizational structures and processes 2b. Case study analysis and small group discussion 3a. Micro-individual level factors affecting DM --- identity --- agency and subjective experience 3b. Case study analysis, small group discussion, individual & group exercises.	9
3	A. Managing diversity effectively -- leveraging diversity to improve business performance - organizational initiatives towards DM. -- creating and managing an inclusive workplace -- leadership and diversity -- communicating to manage diversity B. Case study analysis for the different organizational approaches towards DM and inclusive workplaces	7
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COURSE TOTAL *(14 times 'L')*		21 HOURS

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Amoroso, L. M., Loyd, D. L. and Hoobler, J. M. (2009). 'The Diversity Education Dilemma: Exposing Status Hierarchies without reinforcing them', Journal of Management Education, 34(6): 795–822.
2. Ariss, A. A., Vassilopoulou, J., Özbilgin, M. F. & Game, A. (2013) 'Understanding career experiences of skilled minority ethnic workers in France and Germany', The International Journal of Human Resource Management, 24 (6): 1236–1256.
3. Ashcraft, K. L. and Allen, B. J. (2003). The racial foundation of organizational communication. Communication Theory, 13 (1): 5-38.
4. Beamer, L., & Varner, I. I. (2001). Intercultural communication in the global workplace. New York: McGraw-Hill.
5. Bell, M. P. (2007) Diversity in Organizations. Mason, OH: South-Western Cengage Learning.
6. Brynin, M. and Güveli, A. (2012). 'Understanding the ethnic pay gap in Britain', Work, Employment & Society, 26 (4): 574-587
7. Syed, J. and Özbilgin, M. (2009). 'A relational framework for international transfer of diversity management practices', The International Journal of Human Resource Management, 20 (12): 2435-2453.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Case Studies, Group exercises, Power point, video analysis, Observation.
19.4	Laboratory	
19.5	Equipment	Projector for powerpoint presentation, internet access, white board and marker pens
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	Term papers, group presentations and exercises.
20.4	Open-ended laboratory work	
20.5	Others (please specify)	Small group discussions, role plays, case studies and reflective writing.

Date: 30.10. 2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML836
6.	**Status** (*category* for *program*)	Elective for all three MBA programmes

7.	**Pre-requisites** (course no./title)	NONE

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	
8.2	Overlap with any UG/PG course of other Dept./Centre	
8.3	Supercedes any existing course	

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Shuchi Sinha, Kanika T. Bhal,	
12.	**Will the course require any visiting faculty?**	NO

13.	**Course objective** *(about 50 words)***:** The course is designed to equip the students with specialist knowledge about international HRM. It would expose students to the contextual influences on HRM and cross-cultural issues facing global organizations.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The course would cover issues pertaining to selecting, managing and developing international workforce. It would sensitize students to the cross-cultural issues faced by global organizations and emerging issues within international HRM. Lectures, small group discussions and case study analysis would be the primary teaching methods adopted in this course.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Contextualizing HRM in a global world -- understanding the global context -- contextual influences on HRM -- approaches to international HRM	3
2	Global workforce planning and forecasting	2
3	Global workforce staffing	3
4	Training and developing a global workforce	2
5	Compensation and benefits in the global context	3
6	Managing a global workforce -- understanding workforce diversity -- leveraging diversity to enhance business performance	3
7	Ethics and labour laws in a global context	3
8	Managing knowledge in a global context	2
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COURSE TOTAL *(14 times 'L')*		21 HOURS

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Bartlett, C. A., & Ghoshal, S. (2003). What is a global manager?. Harvard business review, 81(8), 101-8.
2. Bender, S., & Fish, A. (2000). The transfer of knowledge and the retention of expertise: the continuing need for global assignments. Journal of knowledge management, 4(2), 125-137.
3. Collings, D. G., Scullion, H., & Morley, M. J. (2007). Changing patterns of global staffing in the multinational enterprise: challenges to the conventional expatriate assignment and

emerging alternatives. Journal of World Business,42(2), 198-213.
4. Harvey, M. (1993). Empirical evidence of recurring international compensation problems. Journal of International Business Studies, 785-799.
5. Haslberger, A., & Brewster, C. (2008). The expatriate family: an international perspective. Journal of Managerial Psychology, 23(3), 324-346.
6. Locke, R., Kochan, T., & Piore, M. (1995). Reconceptualizing comparative industrial relations: lessons from international research. Int'l Lab. Rev., 134, 139.
7. Petison, P., & Johri, L. M. (2007). Developing local talent in international subsidiaries: the importance of trust and respect in Toyota. Development and learning in organizations, 21(3), 10-13.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Videos, Case Studies, Exercises, Group discussions, Power point.
19.4	Laboratory	
19.5	Equipment	Projector, White board and Marker pens
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	Term papers, group presentations and exercises.
20.4	Open-ended laboratory work	
20.5	Others (please specify)	Small group discussions, role plays and case studies

Date: 28.10. 2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Management Studies
2.	**Course Title** *(< 45 characters)*	ORGANIZATION THEORY
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML837
6.	**Status** (*category* for *program*)	Elective for all the 3 MBA Programs

7.	**Pre-requisites** (course no./title)	

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	
8.2	Overlap with any UG/PG course of other Dept./Centre	
8.3	Supercedes any existing course	SML730--Organization Management

9.	**Not allowed for** (indicate program names)	
10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☐Either sem
11.	**Faculty who will teach the course** Kanika T. Bhal, Shuchi Sinha	
12.	**Will the course require any visiting faculty?**	No
13.	**Course objective** *(about 50 words)*:	
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*:	

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Introduction to Organizations—Multidisciplinary perspective	3.0
2	Stakeholder Perspective on Organizations	2.0
3	Issues in Organisational Structure and Design	3.0
4	Organisational Culture	3.0
5	Organizational Environment and Strategies for Dealing with the Environment	2.0
6	Organizational Strategy, Structure and Culture	2.0
7	Technology, Structure and Culture	2.0
8	Organizational Issues at birth, growth and decline	2.0
9	Managing Change in Organizations	2.0
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12		
COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1		
2		
3		
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

TEXT

Daft, R.L. (2012). Organization Theory & Design (11th Edition). South-Western College Publishing

READINGS

Able, R. A. (2007). The Importance of Leadership and Culture to M&A Success. Human Capital Institute, 1-6.

Anand, N. & Daft, R. L. (2007). What is the Right Organization Design? Organizational Dynamics, 36 (4), 329-344.

Downes, L. & Nunes, P. F. (2013). Big Bang Disruption. Harvard Buiness Review, 44-56.

Hrebiniak, L. G. (2006). Obstacles to Effective Strategy Implementation.Organizational Dynamics, 35 (1), 12-31.

Jarnagin, C. & Slocum, J. W. (2007). Creating Corporate Cultures Through Mythopoetic Leadership. Organizational Dynamics, 36 (3), 288-302.

Joyce, W. F. (2005). What Really Works: Building the 4+2 Organization. Organizational Dynamics, 34 (2), 118-129.

Kim, W. C. & Mauborgne, R. (2009). How strategy shapes structure. Harvard Business Review, 72-80.

Lawler III, E. E. &Finegold, D. (2006). Who's in the Boardroom and Does It Matter: The Impact of having Non – director Executives Attend Board Meetings. Organizational Dynamics, 35 (1), 106-115.

Ma, H. & Karri, R. (2005). Leaders Beware: Some Sure Ways to lose Your Competitive Advantage. Organizational Dynamics, 34 (1), 63-76.

Marks, M. L. (2006). Workplace Recovery after Mergers, Acquisitions, and Downsizing: Facilitating Individual Adaption to Major Organizational Transitions. Organizational Dynamics, 35 (4), 384-399.

Pfeffer, J. (2009). Shareholders First? Not So Fast. Harvard Business Review,90-91.

Salter, M. S. & Weinhold, W. A. (1981). Choosing Compatible Acquisitions. Harvard Business Review, 117-127.

Seo, M. & Hill, N.S. (2005). Understanding the Human Side of Merger and Acquisition: An Integrative Framework. The Journal of Applied Behavioral Science, 41 (4), 422-443.

Yasuda, H. (2005). Formation of strategic alliances in high- technology industries: comparative study of the resource- based theory and the transaction- cost theory. Technovation, 763-770.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	SUPPLY CHAIN ANALYTICS
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML841
6.	**Status** (*category* for *program*)	Electives

7.	**Pre-requisites** (course no./title)	Operation Management(SML745),Supply Chain Management(SML843)

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	M.Des and 1st Year of MBA Prog.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. RAVI SHANKAR	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** To provide indepth management issues related to analytcs as used in supply chain management

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course will introduce students to supply chain analytics by learning the three aspects of supply chain planning and design. The first one is Descriptive Analytics of supply chain, which focuses on fundamental tools and methods on data analysis and statistics, visual representations of data and data modeling. The second major focus is on Predictive Analytics of supply chain, which develops approaches for building and analyzing predictive models, applying regression, forecasting techniques, simulation and risk analysis, etc. The third major focus is on Prescriptive Analytics of supply chain, which aims at arriving at optimal decisions for the different future scenarios in the supply chain.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Introduction to Supply chain, complexity in modeling supply chain decisions, role of uncertainty in such decision making	2
2	Introduction and concepts in Supply Chain Analytics, importance of descriptive, predictive and prescriptive analytics in supply chain	4
3	Descriptive analytics in supply chain: fundamental tools and methods of data analysis and statistics, focusing on visual representations of supply chain data, descriptive statistical measures, probability distributions and data modeling and statistical inference.	6
4	Predictive Analytics in supply chains: approaches for building and analyzing predictive models, applying regression and forecasting techniques, simulation and risk analysis, applications of data mining in predictive analytics of supply chains.	6
5	Prescriptive Analytics in supply chain: Supply chain decision making under uncertainty, multicriteria-decision problems of supply chain, role of optimization and simulation approaches, supply chain analytics in inbound and outbound logistics, Fuzzy-based models in supply chain management.	10
6	Performance management of supply chains, Benchmarking supply chain performance,	4
7	Application of Analytics in supply chain coordination	4
8	Business applications of supply chain analytics	6
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COURSE TOTAL *(14 times 'L')*		42 Hours

16. Brief description of tutorial activities

Not Applicable

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition), McGraw-Hill Publishing Company Ltd, New Delhi. (2008)

Richard B. Chase, Ravi Shankar, and F. Robert Jacobs, Operations & Supply Chain Management (14th Edition), McGraw-Hill Publishing Company Ltd, New Delhi. (2014)

James, R. Evans, Business Analytics: Methods, models and decisions, Pearson, Boston (2013)

Gerhard J. Plenert, (2014): Supply chain optimization through segmentation and analytics, CRC Press, NY (2014)

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	NO
19.2	Hardware	NO
19.3	Teaching aides (videos, etc.)	NO
19.4	Laboratory	NO
19.5	Equipment	NO
19.6	Classroom infrastructure	NO
19.7	Site visits	NO

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	SUPPLY CHAIN MODELING
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML842
6.	**Status** (*category* for *program*)	Electives

7.	**Pre-requisites** (course no./title)	Operation Management(SML745)

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	M.Des and 1st Year of MBA Prog.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. RAVI SHANKAR	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** To provide indepth management issues related to modeling of supply chain management problems

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course primarily deals with understanding and analyzing problems underlying the design, planning and operation of supply chains, with a special emphasis on the logistical and other issues related to the material and the information flow in these systems. The main objective of the course is to introduce methodological description of the various issues in supply chain related to design, planning and control problems. Mathematical models and techniques are used to support the analysis of the identified issues. It also develops understanding of some basic tools that can support the functioning of the analytical methodologies.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply chain (SC) Decisions that require mathematical or interpretative modeling	2
2	Understanding of Developmental supply chain (DSC), Decisions involved in DSC, Modeling DSC, Modeling strategic capacity in a supply chain, Outsourcing decisions in a supply chain	6
3	Modeling inbound decision making problems, Vendor Selection Problem (VSP), Use of AHP/ANP and other techniques for VSP	6
4	Vendor quota allocation problems, Vendor rating and modeling using multi criteria decision making, Vendor development	6
5	Optimization techniques and heuristics for supply chain network planning and design	6
6	Modeling decisions related to Coordination in facility locations, risk pooling, and contract management; Concept and mitigation of Bullwhip effect, models for supply chain coordinations	2
7	Advance inventory models, Multi echelon inventory model	4
8	Modeling variables of leagile supply chain; Application of Interpretative Structural Modeing	4
9	Simulation modeling in supply chain	4
10	Cases and applications in supply chain modeling	2
11		
12		
COURSE TOTAL *(14 times 'L')*		42 Hours

16. Brief description of tutorial activities

Not Applicable

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition),

McGraw-Hill Publishing Company Ltd, New Delhi. (2008)
Richard B. Chase, Ravi Shankar, and F. Robert Jacobs, Operations & Supply Chain Management (14th Edition), McGraw-Hill Publishing Company Ltd, New Delhi. (2014)
Jermy Shapiro, Modeling supply chain, Cengage Learning. (2008)
[Ronald H. Ballou and Samir K. Srivastava, Business logistics: Supply chain management, Pearson (2007)
[G Shrinivasan, Quantitative methods in operations and supply chain management, PHI Learning (2010)

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	NO
19.2	Hardware	NO
19.3	Teaching aides (videos, etc.)	NO
19.4	Laboratory	NO
19.5	Equipment	NO
19.6	Classroom infrastructure	NO
19.7	Site visits	NO

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	APPLIED OPERATIONS RESEARCH
3.	**L-T-P structure**	3-0-0
4.	**Credits**	3
5.	**Course number**	SML848
6.	**Status** (*category* for *program*)	Elective open for Operations Area Only

7.	**Pre-requisites** (course no./title)	Operations Research

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	M.Tech, M.Des, 1st Year of MBA., MBA (Telecom.) & MBA (PT)

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. S.P. Singh	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** To provide indepth understaning to the students about the application of O.R. in various functional areas of management.

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The objective of the course is to provide the students about the application of Operations Research (OR) in various functional areas of business such as operation, supply chain management, materials management, marketing, finance, and human resource. The entire course is a case based where the participants will be given a case. Participants will be asked to tackle the case problem without using OR using their own experience or any other logical method and then they will be asked to tackle the same situation applying OR. At the end of the course they will appreciate how OR can help the decision makers in an efficient decision making process.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Application of OR in Factory planning (Strategy)	3
2	Application of OR in Aggregate Production Planning (Production Management)	3
3	Application of OR in Distribution (Logistics)	3
4	Application of OR in Inventory Management (Supply Chain Management)	3
5	Application of OR in Manpower Management (HRM)	3
6	Application of OR in Finance (Finance)	3
7	Application of OR in Marketing (Marketing)	3
8	Application of OR in Buyer-Supplier Selection (Supply Chain Management)	3
9	Application of OR in Facility Layout Design (Strategy)	3
10	Application of OR in New Facility Location (Strategy)	3
11	Application of OR in Farm Planning and Health Care Management	6
12		
COURSE TOTAL *(14 times 'L')*		36 Hour

16. Brief description of tutorial activities

Not Applicable

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Self-study component	06
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COURSE TOTAL *(14 times 'P')*		06

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Only cases in the respective area. Course study pack of Dr. S.P. Singh

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	SOLVER/ LINGO
19.2	Hardware	COMPUTER
19.3	Teaching aides (videos, etc.)	NO
19.4	Laboratory	NO

19.5	Equipment	NO
19.6	Classroom infrastructure	NO
19.7	Site visits	NO

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: 29 April 2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies
2.	**Course Title** *(< 45 characters)*	STRATEGIC ALLIANCES
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML851
6.	**Status** (*category* for *program*)	Elective (E) for MBA, MBA(Telecom) and MBA (Technology Management)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	N.A.

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☐Either sem

11.	**Faculty who will teach the course** Prof. (Dr.) Sushil and Prof.(Dr.) Sanjay Dhir	
12.	**Will the course require any visiting faculty?**	Yes(Industry)

13.	**Course objective** *(about 50 words)***:** The objective is for each student to develop a personal synthesis and approaches for identifying and solving the key challenges of managing or participating in international inter-firm relationships.To learn how to achieve strategic objectives through alliances built on best practice and best process principles. Course allows gain an alliance "architecture of success," including critical concepts, best practice blueprints, metrics and systems frameworks.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This is an advanced strategy course that focuses on the role of strategic alliances and inter-firm networks in the overall strategic adaptation process of the firm. Inter-firm networks and strategic alliances have emerged as important strategic options for navigating survival and creating competitive advantage in times of high velocity turbulent environments characterized by pressures to master rapid technological developments, counteract new competitors and the never ending need to acquire and master new capabilities (technical and

	managerial). The course explores crucial success factors that distinguish successful from failing strategic alliances. The course utilizes case discussions supplemented with readings, lectures, and conceptual discussions.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Module 1: Key factors for success, and the impact of best practices	1.5
2	External and internal driving forces	1.5
3	Partner selection, critical metrics and rewards	1.5
4	Module 2: Co-creative negotiations	1.5
5	Designing scope	1.5
6	Building trust and developing expectations	3
7	Operational planning	1.5
8	integration and management	1.5
9	Module 3: Alliance and operational pitfalls	3
10	Customer support and add-on business	1.5
11	Structuring the alliance: critical risks and contingency planning, finance, governance and legal structure	1.5
12	Life cycle management: alliance restructuring, repair, and wrap-up	1.5
COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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10		
COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. REUER, J, OLK, P., ARINO, A. (2010), Entrepreneurial Alliances, Prentice Hall.
2. BAMFORD, J. & ERNST, D. (2002) Measuring Alliance Performance. The McKinsey Quarterly. McKinsey
3. BAMFORD, J. D., GOMES-CASSERES, B. & ROBINSON, M. S. (2003) Mastering alliance strategy: a comprehensive guide to design, management and organization, John Wiley & Sons, Inc.
4. CHILD, J. & FAULKNER, D. (1998) Strategies of Cooperation, Oxford University Press.
5. DE ROND, M. (2003) Strategic Alliances as Social Facts, Cambridge, Cambridge University Press.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	No
19.2	Hardware	No
19.3	Teaching aides (videos, etc.)	Videos, Presentaions, Cases
19.4	Laboratory	No
19.5	Equipment	No
19.6	Classroom infrastructure	Yes
19.7	Site visits	Yes

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	20
20.2	Open-ended problems	40
20.3	Project-type activity	40
20.4	Open-ended laboratory work	0
20.5	Others (please specify)	

Date: 01-09-2014 (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	SOFTWARE PROJECT MANAGEMENT
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3
5.	**Course number**	SML895
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	None

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. M.P. Gupta and Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** This course will expose the students to the different management challenges and theories/models which are available for the effective management of software projects. This course will have a mix of quantitative models for project management and qualitative understanding of software project maanagement challenges and approaches.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Software development approaches and paradigms, Effort estimation and time estimation, Software Requirement Analysis, Activity planning approaches, Activity expediting, Resource allocation and mapping, Risk management in software projects, Managing contracts and teams, Monitoring and control, software project audits and quality assurance, software metrics

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Initiating Software Development Software development approaches and paradigms, New age software development models, Effort estimation and time estimation models, Software Requirement Analysis	10
2	Planning Software Development: Activity planning approaches, Resource allocation and mapping, Software Project Crashing, Risk management in software projects,	8
3	Managing the Software Development: Managing contracts, Monitoring and control, Managing teams, Software project audits and quality assurance, Software metrics, Advanced topics.	10
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Review of developments in Software Project Management	14
2	Development of case studies	14
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COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Software Project Management (5e), Bob Hughes and Mike Cotterell, McGraw-Hill 2009 (Text Book)

Information Technology Project Management (6 ed) by Kathy Schwalbe. Published by Cengage Learning. (Reference)

Readings

Yilmaz, M. R., & Chatterjee, S. (1997). Deming and the quality of software development. Business Horizons, 40(6), 51-58.

Pinto, J. K. (2013). Lies, damned lies, and project plans: Recurring human errors that can ruin the project planning process. Business Horizons, 56(5), 643-653.

Hoegl, M. (2005). Smaller teams–better teamwork: How to keep project teams small. Business Horizons, 48(3), 209-214.

Keil, M. (1995). Pulling the plug: software project management and the problem of project escalation. MIS quarterly, 421-447.

Jurison, J. (1999). Software project management: the manager's view. Communications of the AIS, 2(3es), 2.

Mockus, A., & Herbsleb, J. (2001). Challenges of global software development. In Software Metrics Symposium, 2001. METRICS 2001. Proceedings. Seventh International (pp. 182-184). IEEE.

Nerur, S., Mahapatra, R., & Mangalaraj, G. (2005). Challenges of migrating to agile methodologies. Communications of the ACM, 48(5), 72-78.

Kan, S. H. (2002). Metrics and models in software quality engineering. Addison-Wesley Longman Publishing Co., Inc..

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	BIG DATA ANALYTICS AND DATA SCIENCE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML854
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. M.P. Gupta and Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** This course will take an indepth view of the different theories and methods which are prevalent in data science. It will expose the participants on the different application of these theories in business contexts. Further cases will be used to understand potential applications in functional contexts and how they provide value to the business.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the student to the following themes within the discipline: Introduction to Data Science and Data Scientists, Introduction to Big Data, Theories in Data Science, Big data technologies, Large query data sets and associated theories, Exploring the Hadoop Ecosystem, Information management in Big Data and Emerging Issues.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Big Data & Data Science Introduction to Data Science and Role of Data Scientists, Introduction to Big Data and potential business applications, Theories in Data Science, Big data technologies for business applications.	12
2	Using Big Data Technologies Large query data sets and associated theories, Exploring the Hadoop Ecosystem, Information asset management in Big Data, Emerging business issues in Big Data.	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1		
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Big Data, Big Analytics by Michael Minnelli, Michelle Chambers and Ambiga Dhiraj

Readings

Manyika, J., Chui, M., Brown, B., Bughin, J., Dobbs, R., Roxburgh, C., & Byers, A. H. (2011).

Big data: The next frontier for innovation, competition, and productivity.
Zikopoulos, P., & Eaton, C. (2011). Understanding big data: Analytics for enterprise class hadoop and streaming data. McGraw-Hill Osborne Media.
Crawford, K. (2011). Six provocations for big data.
McAfee, A., Brynjolfsson, E., Davenport, T. H., Patil, D. J., & Barton, D. (2012). Big Data. The management revolution. Harvard Bus Rev, 90(10), 61-67.
LaValle, S., Lesser, E., Shockley, R., Hopkins, M. S., & Kruschwitz, N. (2013). Big data, analytics and the path from insights to value. MIT Sloan Management Review, 21.
Chen, H., Chiang, R. H., & Storey, V. C. (2012). Business Intelligence and Analytics: From Big Data to Big Impact. MIS quarterly, 36(4), 1165-1188.
Kambatla, K., Kollias, G., Kumar, V., & Grama, A. (2014). Trends in big data analytics. Journal of Parallel and Distributed Computing, 74(7), 2561-2573.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source software
19.2	Hardware	Normal desktop
19.3	Teaching aides (videos, etc.)	Normal desktop/presentation
19.4	Laboratory	No
19.5	Equipment	No
19.6	Classroom infrastructure	Normal desktop, presentation
19.7	Site visits	No

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ELECTRONIC COMMERCE
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3
5.	**Course number**	SML855
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. M.P. Gupta, Dr. P. Vigneswara Ilavarasan, Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** This course will expose the participants with the different models of electronic commerce, its advanced theories and how web enablement is revolutionizing the world of digitized retailing. Further functional processes which will enable electronic commerce and organization proceeses which may support it, may be explored.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Introduction to e-commerce, B2B E-commerce models,B2C E-Commerce models, Mercantile processes, E-Commerce Infrastructure and Capacity Planning, Web Portals & Services, Trading, Pricing, Auctions, Bartering & Negotiations, Advanced and emergent topics in E-Commerce, Inter-organization information systems, e-procurement systems, e-fulfillment systems, e-SCM, Risk management in E-commerce. Hands on training may also be provided.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of E-Commerce Introduction to e-commerce, B2B E-commerce models, B2C E-Commerce models, E-Commerce Infrastructure and Capacity Planning, Trading, Pricing, Auctions, Bartering and Negotiations.	14
2	Advanced E-Commerce Models Web Portals & Services, Interorganization information Systems, E-SCM, E-Procurement, E-Fulfillment, Logistics Management, Risk Management in E-Commerce, Advanced Topics	14
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Designing of E-Commerce Portals with open source CMS	14
2	Field study for case development	14
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COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Kalakota, R. and Whinston, A.B. "Frontiers of Electronic Commerce", Pearson.

Westland, J.C., and Theodore H.K.C. "Global Electronic Commerce: Theory and Case Studies". The MIT Press, 1999.

Readings

Singh, T., Jayashankar, J. V., & Singh, J. (2001). E-commerce in the US and Europe—is Europe ready to complete?. Business Horizons, 44(2), 6-16.

Delone, W. H., & Mclean, E. R. (2004). Measuring e-commerce success: Applying the DeLone & McLean information systems success model. International Journal of Electronic Commerce, 9(1), 31-47.

Liu, C., & Arnett, K. P. (2000). Exploring the factors associated with Web site success in the context of electronic commerce. Information & management, 38(1), 23-33.

Mahadevan, B. (2000). Business models for Internet based E Commerce: Ananatomy. California management review, 42(4), 55-69.

Strader, T. J., & Shaw, M. J. (1997). Characteristics of electronic markets. Decision Support Systems, 21(3), 185-198.

Ranganathan, C., & Ganapathy, S. (2002). Key dimensions of business-to-consumer web sites. Information & Management, 39(6), 457-465.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source / Online hosting space with C-Panel
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	BUSINESS INTELLIGENCE
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3
5.	**Course number**	SML856
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar & Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: The course will expose the students to the different facets of Business Intelligence methods and techniques. The objective would be to enable them to understand how to use business intelligence for effective management of the information assets of an enterprise.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: The course will consist of the following: Introduction to data mining, types of data mining systems, data preprocessing and data warehouses (OLAP/OLTP), Data Cube Computation and Data Generalization, Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, time series and sequence data analysis, Graph Mining, Social Network Analysis, and Multirelational Data Mining, Mining Object, Spatial, Multimedia, Text, and Web Data, Applications and trends

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview to Data Management and Mining Introduction to data management and mining, Types of data mining systems, Data preprocessing and OLAP/OLTP, Data Cube Computation and Data Generalization	10
2	Data Mining Approaches Mining frequent patterns, associations, Correlation, Classification, Predictions, Clustering and discriminant analysis, Time series analysis and sequence mining, Graph Mining and Network mining	10
3	Domain Specific Applications Multi-relational data mining applications, Mining Object, Spatial, Multimedia, Text, and Web Data, Applications and trends in Business Intelligence, Domain specific cases	8
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Development of case study on use of analytics in business setting	14
2	Review of development in data mining methods	14
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COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Han, J., & Kamber, M. (2006). Data Mining, Southeast Asia Edition: Concepts and Techniques. Morgan kaufmann.

Liautaud, B., & Hammond, M. (2000). e-Business intelligence: turning information

into knowledge into profit. McGraw-Hill, Inc.

Readings

Berry, M. J., & Linoff, G. (1997). Data mining techniques: for marketing, sales, and customer support. John Wiley & Sons, Inc.

Agrawal, R., & Srikant, R. (2000). Privacy-preserving data mining. ACM Sigmod Record, 29(2), 439-450.

Power, D. J. (2007). A brief history of decision support systems. DSSResources. COM, World Wide Web, http://DSSResources. COM/history/dsshistory. html, version, 4.

Thelen, S., Mottner, S., & Berman, B. (2004). Data mining: On the trail to marketing gold. Business Horizons, 47(6), 25-32.

Eom, S. B., Lee, S. M., Kim, E. B., & Somarajan, C. (1998). A survey of decision support system applications (1988-1994). Journal of the Operational Research Society, 109-120.

Liao, S. H., Chu, P. H., & Hsiao, P. Y. (2012). Data mining techniques and applications–A decade review from 2000 to 2011. Expert Systems with Applications, 39(12), 11303-11311.

Little, J. D. (1979). Decision support systems for marketing managers. The Journal of Marketing, 9-26.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	SaaS Enterprise Miner
19.2	Hardware	Desktops
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop with presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	BUSINESS PROCESS MANAGEMENT WITH IT
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML858
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either sem

11.	**Faculty who will teach the course** Prof. MP Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** BPM is a holistic approach for aligning an organization's business processes through structured modelling methodologies. The course focuses on the key concepts, terms, methodologies, techniques, and technologies in BPM. It also exposes the students to what a process is, what process modelling, analysis and design are, and what process management is, while using BPM tools.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Concepts of process and business process, Processes and workflow management systems, Concepts and evolution of BPM technologies, Impact of IT in BPM and its road map, BPM Cycle, Process deployment, Process monitoring, Process optimization using IT tools, Flowcharting and business process mapping and emergent issues in BPM/BPR technologies. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Business Process Management Systems: Concepts of process and business process, Processes and workflow management systems, Concepts and evolution of BPM technologies, Impact of IT in BPM and its road map	12
2	BPM Tools and Methods: BPM Cycle, Process deployment, Process monitoring, Process optimization using IT tools, Flowcharting and business process mapping, Emerging BPM frameworks / platforms	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Hui-liang Tsai, Information Technology and Business Process Reengineering: New Perspectives and Strategies, Greenwood Pub Group Inc

Readings

Pearce II, J. A., & Robbins, D. K. (2008). Strategic transformation as the essential

last step in the process of business turnaround. Business Horizons, 51(2), 121-130.
Jelinek, R. (2013). All pain, no gain? Why adopting sales force automation tools is insufficient for performance improvement. Business Horizons, 56(5), 635-642.
Van Der Aalst, W. M., Ter Hofstede, A. H., & Weske, M. (2003). Business process management: A survey. In Business process management (pp. 1-12). Springer Berlin Heidelberg.
Leymann, F., Roller, D., & Schmidt, M. T. (2002). Web services and business process management. IBM systems Journal, 41(2), 198-211.
Lee, R. G., & Dale, B. G. (1998). Business process management: a review and evaluation. Business process management journal, 4(3), 214-225.
Davenport, T. H., & Short, J. E. (1990). The new industrial engineering: information technology and business process redesign. Sloan management review, 31(4).
Ko, R. K., Lee, S. S., & Lee, E. W. (2009). Business process management (BPM) standards: a survey. Business Process Management Journal, 15(5), 744-791.
Attaran, M. (2004). Exploring the relationship between information technology and business process reengineering. Information & Management, 41(5), 585-596.
Gunasekaran, A., & Nath, B. (1997). The role of information technology in business process reengineering. International journal of production economics, 50(2), 91-104.
Jarrar, Y. F., Al-Mudimigh, A., & Zairi, M. (2000). ERP implementation critical success factors-the role and impact of business process management. In Management of Innovation and Technology, 2000. ICMIT 2000. Proceedings of the 2000 IEEE International Conference on (Vol. 1, pp. 122-127). IEEE.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Department of Management Studies, DMS
2.	**Course Title** *(< 45 characters)*	CORPORATE COMMUNICATIONS
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3
5.	**Course number**	SML864
6.	**Status** (*category* for *program*)	MBA-FT- 2nd Year MBA PT- 2nd Year

7.	**Pre-requisites** (course no./title)	Core Marketing Courses (SML760 and SML861)

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	Nil

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Harish Chaudhry and Dr. Mahim Sagar	
12.	**Will the course require any visiting faculty?**	No

13. Course objective *(about 50 words)*:

To form a basic comprehension of corporate communications, how its operates, where it originated, how it has evolved and where it is applicable today

To introduce students to the core activities with which corporate communications is involved in order to understand which activities are appropr iate in which circumstances

To generate an understanding of the differences between public relations, advertising and marketing

To provide students with the skill-set required to be able to construct communications planning tools and understand their relevance

To understand how identify the key issues for an organization facing a particular issue and be able to determine the action

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** Corporate communications is a strategic tool that is leveraged to gain strategic advantage. Organizations use it to lead, motivate, persuade and inform both employees and outside stakeholders. How organizations set objectives, define messages and reach their employees, extended audiences, the media and customers, and how the company or group articulates its vision and brings its values to life, will all be discussed. The course will familiarize students with some of the issues that specifically affect organisations and challenge the corporate communications function. Some of these issues include a change in CEO, mergers and acquisitions, imposition of government regulation and public pressure groups. Focus will be placed on crafting corporate messages for internal and external stakeholders. Specific subject

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Foundations of Corporate Communication	3
2	Strategic Planning and Communication	3
3	Media Relations and Research	3
4	Media Relations (Continued)	1.5
5	Social Media	3
6	Corporate Social Responsibility	1.5
7	Employee Relations/Internal Communication	2
8	Customer Communications	2
9	Corporate Governance	2
10	Crisis Communication and Issues Management	2
11	Review Session	1
12	Term Paper Presentations and Evaluations	4
COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Suggested Text

Cornelissen, Joep. Corporate Communication: A guide to theory and practice, third edition, Sage Publications Ltd., April 2011

Kitchen, Philip J. and Schultz, Don E., Raising the Corporate Umbrella: Corporate Communications in the 21st Century. Palgrave, 2001

Reference Materials

Thomas L. Baker, Adam Rapp, Tracy Meyer, Ryan Mullins. 2014. The role of brand communications on front line service employee beliefs, behaviors, and performance. Journal of the Academy of Marketing Science 42

Rossella C. Gambetti, Mattia Giovanardi. 2013. Re-visiting the supply chain: a communication perspective. Corporate Communications: An International Journal 18:4, 390-416.

Michael Goodman, Saroj Koul. 2009. Communication structure of the public sector in

India: an empirical analysis. Corporate Communications: An International Journal 14:3, 320-332.
Michael B. Goodman, Trine Susanne Johansen, Sophie Esmann Andersen. 2012. Co-creating ONE: rethinking integration within communication. Corporate Communications: An International Journal 17:3, 272-288.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Dept. of Management Studies
2.	**Course Title** *(< 45 characters)*	DIGITAL RESEARCH METHODS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML868
6.	**Status** (*category* for *program*)	MBA Elective (Full time and Executive)

7.	**Pre-requisites** (course no./title)	NIL

8.	**Overlap of contents with any** *(give course number/title)*	
8.1	existing UG course(s) of the Department/Centre	Nil
8.2	proposed UG course(s) of the Department/Centre	Nil
8.3	approved PG course(s) of the Department/Centre	Nil
8.4	UG/PG course(s) from other Departments/Centers	Nil
8.5	Equivalent course(s) from existing UG course(s)	None

9.	**Not allowed for** (indicate program names)	B.Tech.

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either Semester

11.	**Faculty who will teach the course** P. Vigneswara Ilavarasan	
12.	**Will the course require any visiting faculty?**	1.5 hours of interaction with industry leaders.

13.	**Course objective** *(about 50 words)***:** The course will enable the students to adopt the basic management research methods in the digital space. The student shall learn various methods of collecting data from the digital space and get introduced to different ways of analyzing the data.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The course will have the following coverage: Internet as a research medium; Research design; Sampling methods; Online surveys; Nonreactive data collection; virtual ethnography; Online focus groups; secondary qualitative data analysis; blogs & videos as source of data; data analysis approaches; tools.

15. Lecture Outline *(with topics and number of lectures)*

Modules	Topic	No. of hours
1	Overview of Digital Research Methods: Introduction; differences with conventional research methods, Internet as a research medium, Research design for digital space, limitations.	9
2	Digital approaches: Sampling methods, Online surveys, Nonreactive data collection, Virtual ethnography, Online focus groups, Secondary qualitative data, Data analysis, Tools	12
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COURSE TOTAL		21

16. Brief description of tutorial activities

None

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
	N/A	

18. Suggested texts and reference materials

Boellstorff,T. Nardi, B., Pearce, C. and Taylo, T. L.(2012). Ethnography and Virtual Worlds: A Handbook of Method. Princeton University Press: Princeton

Fielding, N., Lee, R. M and Blank, G. (2008). Handbook of Online Research Methods. Los Angeles: Sage.

Poynter, R. (2010). The Handbook of online and social media research. West Sussex: Wiley.

Selected journal articles and case studies.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	yes

19.2	Hardware	yes
19.3	Teaching aides (videos, etc.)	Yes
19.4	Laboratory	Yes
19.5	Equipment	Yes
19.6	Classroom infrastructure	Yes
19.7	Site visits	No

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	20
20.3	Project-type activity	20
20.4	Open-ended laboratory work	10
20.5	Others (please specify)	20 (Case Analysis)

Date: (Signature of the Head of the Centre)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	CORPORATE GOVERNANCE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML870
6.	**Status** (*category* for *program*)	Elective for all 3 MBA programmes.

7.	**Pre-requisites** (course no./title)	NONE

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	Not any
8.2	Overlap with any UG/PG course of other Dept./Centre	Not any
8.3	Supercedes any existing course	NA

9.	**Not allowed for** (indicate program names)	

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** SHVETA SINGH	
12.	**Will the course require any visiting faculty?**	NO

13. Course objective *(about 50 words)*:

The overall objective of this course is to familiarize the students with the issues and practices of corporate governance, both in the global and in the Indian context.The aim of this course is to enable the students to understand how to govern—establish and manage—organizations to create value for their participants.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

The course would broadly be divided into three modules. Module 1 would provide a global perspective to the students on the concept of corporate governance. Module 2 would focus on India and present the framework of corporate governance for Indian organizations. Module 3 would focus on corporate social responsibility (CSR) and its manifestations. Apart from the regular lectures and assignments, there would be a course pack provided to the students containing international and national reports, articles, studies and

	cases to help them build an international perspective through the self-study component.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Corporate Governance – A Global Perspective. (i) Meaning and Theories of Corporate Governance (CG). (ii) Global Models of Corporate Governance; Focus on The Asian Experience; Evolution of CG practices in USA, Japan and Germany; Inter-comparison of International models. (iii) Major International Codes & Standards on Corporate Governance – Sir Adrian Cadbury Committee (UK), 1992; OECD Principles of Corporate Governance, 1999; Sarbanes-Oxley (SOX) Act, 2002 (USA); etc. (iv) Whistle-Blowers; Whistle-Blower Policy; Whistle-Blower Legislation across Countries. (v) Integrated Reporting; Global Reporting Initiatives; ISO 26000; Green Governance/ E-governance. (vii) Analysis of Major Corporate Governance Failures Across the World.	7
2	Corporate Governance Framework in India. (i) Evolution of Corporate Governance in India through Indian Case Studies. (ii) Clause 49 of Listing Agreement. (iii) Corporate Boards and their Powers, Responsibilities, Disqualifications, etc. (iv) Independent Directors. (v) Audit Independence. (vi) Board Committees and their Functions.	7
3	Corporate Social Responsibility (CSR). (i) Meaning; Corporate Philanthropy; CSR and Corporate Sustainability; CSR and Business Ethics. (ii) Environmental Aspect of CSR; CSR Models. (iii) CSR in India - Evolution and Impact. (iv) Amendment to Companies Act, 2013; Implications of Mandatory Clause on CSR. (v) Lessons from International Experiences - Insights for India.	7
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COURSE TOTAL *(14 times 'L')*		21 HOURS

16. Brief description of tutorial activities

-NA-

17. Brief description of laboratory activities

Module	Experiment description	No. of

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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Suggested Readings:

1. Course Pack (containing cases, articles, reports and legislations) - this is essential reading.
2. Mallin, Christine A., Corporate Governance (Indian Edition), 2013, Oxford University Press, New Delhi.
3. Blowfield, Michael and Murray, Alan, 2013, Corporate Responsibility, Oxford University Press, New Delhi.
4. Chatterji, Madhumita, 2013, Corporate Social Responsibility, Oxford University Press, New Delhi.
5. Garg, Kamal, 2013, Corporate Social Responsibility, Bharat Law House Publications, New Delhi.
6. Baxi, C. V. and Prasad, Ajit, 2013, Corporate Social Responsibility - concepts and cases, The Indian Experience, Excel Books, New Delhi.
7. Corporate Governance, Beyond Letters, The Institute of Company Secretaries of India, Taxmann Publications, New Delhi, 2013.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Lectures and presentations
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Case studies and videos (Harvard)
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	Winter internship with the social sector (NGO etc)

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	Self-study groups and term papers (a time nearly as much as the contact hours (21 hours) will be devoted by the student in the self-study mode)
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	BANKING AND FINANCIAL SERVICES
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML 871
6.	**Status** (*category* for *program*)	Elective for all 3 MBA programmes.

7.	**Pre-requisites** (course no./title)	NONE

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	NO
8.2	Overlap with any UG/PG course of other Dept./Centre	NO
8.3	Supercedes any existing course	NA

9.	**Not allowed for** (indicate program names)	B.TECH

10.	**Frequency of offering**	☒Every sem ☐1st sem ☐2nd sem ☐Either sem

11.	**Faculty who will teach the course** SMITA KASHIRAMKA	
12.	**Will the course require any visiting faculty?**	NO

13. Course objective *(about 50 words)*:

1. To acquiant the students with significance of the banking sector as it forms the backbone of financial systems across the globe.
2. To understand the functions of banks, particularly commercial banks and how banks perform their function of credit creation along with balancing act of risk manangement and social justice.
3. To gain insight into the emerging role of financial market services and how they contribute in the efficient functioning of the financial system at large.
4. To unlock the complex relationship between the different consitutents of the financial markets and how financial services tend to plug in the gaps and make the system robust and integrative.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

The course will comprise of two broad sections; banking and financial services.

	Banking portion will cover banking sector reforms, bank management, financial satements of banks, sources and uses of bank funds, credit monitoring and management by banks, bank capital and Basel norms. Financial services will encompass both fund based and fee based services that are an integral part of modern financial systems; it will include lease financing, hire purchase financing, consumer credit, factoring, housing finance, investment banking, credit rating, stock broking, depository and custodial services. The course work will encompass problem solving on relevant topics and inputs from real life cases to give a practical insight to the theorectical concepts.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Management of Banks : An Overall Perspective i. Banking in India: Introduction, evolution, functions, structure, categories, issues and challeges. ii.The regulatory environment: Monetary Policy, RBI and its role as a regulator iii. Payment and settlement system iv. Constituents and importance of Financial Statements of Banks	7
2	Management of Banks: An Overall Perspective v. Sources and Uses of bank funds: Deposits, Loans and Investments vi. Managing credit risk in banks: Concept, Measurement, Income Recognition, Asset Classification and Securitization vii. Bank Capital: Risk, Regulation, Adequacy and Basel Norms Financial Services i.Leasing, Hire Purchase Finance, Consumer Credit and Factoring: Conceptual, Regulatory and Accounting perspective ii.Housing Finance: National Housing Bank, Securitization and issues	7
3	Financial Services iii.Investment Banking and Merchant Banking: Functions, Intermediaries, and Regulations iv.Credit Rating:Regulatory Framework, agencies, Rating Methodology v. Stock Broking : Settlement and Broking services vi. Depositories and Custodians: Concept and Mechanism	7
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COURSE TOTAL *(14 times 'L')*		21 Hours

16. Brief description of tutorial activities

NA

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		*

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Suresh P. and Paul J.,Management of Banking and Financial Services, 2nd Edition, Pearson, 2010
2. Khan M.Y., Financial Services, 7th Edition, Mcgraw Hill Education, 2013
3.Muraleedharan D., Modern Banking- Theory and Practice, PHI learning Pvt. Ltd.,2009
4. Siddaiah T. Financial Services, 1st Edition, Pearson, 2011
5.Any leading financial daily (Economic Times, Financial Express/ Business Standard),

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Lectures and Presentations
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Case Studies
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	Self study groups, term papers and presentations
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	INDIAN FINANCIAL SYSTEM
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML874
6.	**Status** (*category* for *program*)	Elective for all 3 MBA programmes

7.	**Pre-requisites** (course no./title)	NONE

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	NO
8.2	Overlap with any UG/PG course of other Dept./Centre	NO
8.3	Supercedes any existing course	YES, SML874 of 3-0-0 format, which has been dropped in the revised curriculum.

9.	**Not allowed for** (indicate program names)	B.TECH

10.	**Frequency of offering**	☒Every sem ☐1st sem ☐2nd sem ☐Either sem

11.	**Faculty who will teach the course** Smita Kashiramka	
12.	**Will the course require any visiting faculty?**	no

13.	**Course objective** *(about 50 words)***:** The overall objective of this course is to give an insight into the Indian financial system and its components that includes understanding financial markets, financial instruments, institutional structure and their role with the financial market regulators governing the system.

14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course is an introduction to the Indian financial system and tends to appraise students with its components, functions and integration of its sub components with each other. It covers different types of financial institutions, financial markets and financial instruments and services through which the financial system operates. Also, the students would develop an understanding of the role played by the different financial intermediaries in developing a

	robust financial environment for any country. The course will also give insight into the role played by financial market regulators and the challenges being faced by them in the modern internationally integrated economies.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	i. Financial System - Functions and Structure ii. Relation between the financial system and economic growth Theoretical and Empirical evidence iii. Reforms in the Indian Financial System iv.Structure and constituents of Indian Financial System a.Financial Markets: Money Market, Capital Market, Primary and Secondary Market, Derivatives Market, Debt market, Disinvestment of Public Sector undertakings.	7
2	iv. Structure and constituents of Indian Financial System b. Financial Instruments c. Financial Institutions: Banking and Non-banking, Development financial institutions, Intermediary and non-intermediary institutions v. An overview of Financial Services	7
3	vi. Financial Market Regulation: Securities and Exchange Board of India (SEBI), Reserve bank of India (RBI), Insurance Regulatoy and Development Authority (IRDA), and relevant provisions of Companies Act, 2013, Competition Act, 2002, Income Tax Act, 1961. vii. Financial market scams and regulatory response viii. Changing face of Indian Financial System and interlinkages with global financial system. ix. Global financial crisis, impact on India and key learnings	7
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COURSE TOTAL *(14 times 'L')*		21 Hours

16. Brief description of tutorial activities

NA

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

1. Khan M.Y., Indian Financial System, 8th edition, Tata Mcgraw Hill, 2013.
2. Pathak B.V, Indian Financial System , 3rd edition, Pearson, 2011
3. Mishkin F.S. and Eakins S.G., Financial Markets and Institutions, 6th edition, Pearson, 2009
3. Bhole L.M. and Mahakud J., Financial Institutions and Markets: Structure, Growth and Innovations, 5th Edition
4. Any leading financial daily (Economic Times, Financial Express/ Business Standard)

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Lecture and Presentations
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Case studies
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	Term paper and presentations
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ECONOMICS OF DIGITAL BUSINESS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML876
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar and Dr. Vigneswara Ilavarasan	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** The course may expose the students with the different theories of economics which affect the move towards technology enablement in general and web enablement in particular. Topics of discussion will interface theories drawn from economics, information systems and related disciplines.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Impact of diffusion of ICTs in Business and People,Trade-offs & Network effects, Economics of Data communication including pricing, Firms, Networks, Centralization, Decentralization in 2 sided markets, Factors affecting organizational structure and size, Dynamics of Open Source and Open Innovation, Information, Search, Switching and Price dispersion, Information goods pricing and bundling. Other similar themes may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Economics of Digital Markets: Diffusion of ICTs in Business and People,Trade-offs & Network effects, Economics of Data communication including pricing, Firms, Networks, Centralization, Decentralization in 2 sided markets	12
2	Economics of Digital Firms: Factors affecting organizational structure and size, Dynamics of Open Source and Open Innovation, Information, Search, Switching and Price dispersion, Information goods pricing and bundling	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Shapiro, C., & Varian, H. R. (2013). Information rules: a strategic guide to the network economy. Harvard Business Press.

Tomak, K. Advances in the Economics of Information Systems. Idea Group Publishing

Readings

Marschak, J. (1971). Economics of information systems. Journal of the American Statistical Association, 66(333), 192-219.

Evans, P. B., & Wurster, T. S. (1996). Strategy and the new economics of information. Harvard business review, 75(5), 70-82.

Stiglitz, J. E. (2000). The contributions of the economics of information to twentieth century economics. Quarterly Journal of economics, 1441-1478.

Jonscher, C. (1983). Information resources and economic productivity. Information Economics and Policy, 1(1), 13-35.

Stigler, G. J. (1961). The economics of information. The journal of political economy, 213-225.

Evans, P. B., & Wurster, T. S. (1996). Strategy and the new economics of information. Harvard business review, 75(5), 70-82.

MacKie-Mason, J. K., & Varian, H. R. (1994). Pricing the internet (No. 9401002). EconWPA.

Varian, H. R. (2000). Buying, sharing and renting information goods. The Journal of Industrial Economics, 48(4), 473-488.

Varian, H. R. (1995). Pricing information goods.1-8

MacKie-Mason, J. K., & Varian, H. R. (1996). Some economics of the Internet. 1-32

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ELECTRONIC GOVERNMENT
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML877
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. P Vigneswara Ilavarasan and Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: The course will expose the participants to the various theories and models surrounding electronic governance and how that is impacting public policy and economic development. Further, enablers and barriers in the success of electronic governance may also be explored.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This course may expose the participants to the following topics: Introduction to E-Governance, E-Governance models and frameworks, E-Governance infrastructure and stages in evolution, Information Management in Electronic Governance. Issues in Emerging and Developing Economies, Selective Case Studies in E-Governance, Emerging initiatives in electronic governance, Role of policy. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of E-Governance: Introduction to E-Governance, E-Governance models and frameworks, E-Governance infrastructure and stages in evolution	9
2	Issues and Challenges: Information Management in Electronic Governance, Issues in Developed, Emerging and Developing Economies, Selective Case Studies and Emerging initiatives in electronic governance	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

CSR Prabhu, E-Governance - Concepts and Case Studies, PHI Learning Private Limited

Readings

Janowski, T., Pardo, T. A., & Davies, J. (2012). Government Information Networks-

Mapping Electronic Governance cases through Public Administration concepts. Government Information Quarterly, 29, S1-S10.
Ojo, A., Janowski, T., & Estevez, E. (2011). Building theoretical foundations for electronic governance benchmarking. In Electronic Government (pp. 13-25). Springer Berlin Heidelberg.
Smitha, K. K., Thomas, T., & Chitharanjan, K. (2012). Cloud based e-governance system: A survey. Procedia Engineering, 38, 3816-3823.
Rao, TPR, Rao, VV, Bhatnagar, SC. E-Governance Assessment Frameworks (EAF Version 2.0), 2004.
Lee, G., & Kwak, Y. H. (2012). An Open Government Maturity Model for social media-based public engagement. Government Information Quarterly, 29(4), 492-503.
Shareef, M. A., Kumar, V., Kumar, U., & Dwivedi, Y. K. (2011). e-Government Adoption Model (GAM): Differing service maturity levels. Government Information Quarterly, 28(1), 17-35.
Dada, D. (2006). The failure of e-government in developing countries-A literature review, EJISDC, 26(7), 1-10.
Touray, A., Salminen, A., & Mursu, A. (2013). ICT barriers and critical success factors in developing countries. The Electronic Journal of Information Systems in Developing Countries, 56.
Bertot, JC, Jaeger, PT, McClure, CR. (2008). Citizen-centered E-Government Services: Benefits, Costs, and Research Needs. Proceedings of the 9th Annual International Digital Government Research Conference: 137-142

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ELECTRONIC PAYMENTS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML878
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. MP Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** This course exposes the participants with the different business models surrounding electronic payments, the ecosystems, the nature of transactions and major concerns and management strategies in electronic payments.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Different business models in electronic payments, Digital certificates and certificate chains, Automated clearing and settlement systems, Banking systems and foreign exchanges, Other players in the ecosystem, E-Payment and Card security, Micro-payments, P2P Payments, Electronic Cash, Challenges and role of policy. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Electronic Payments Different business models in electronic payments, Digital certificates and certificate chains, Automated Clearing and Settlement systems, Payment gateways	9
2	Advanced modules Banking systems and foreign exchanges, E-Payment and Card security, Micro Payments, P2P Payments, E-Cash, Digital Money, Challenges and role of policy.	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Mostafa Hashem Sherif, Sherif Hashem Sherif (2005). Protocols for Secure Electronic Commerce. CRC Press / Taylor and Francis.

Readings

Guthrie, P. D., Martinez, R. G., Crossman, K., & Mceachen, M. R. (2002). U.S. Patent No. 20,020,052,841. Washington, DC: U.S. Patent and Trademark Office.
Putland, P. A., Hill, J., & Tsapikidis, D. (1997). Electronic payment systems. BT Technology Journal, 15(2), 32-38.
Sadeghi, A. R., & Schneider, M. (2003). Electronic payment systems. In Digital Rights Management (pp. 113-137). Springer Berlin Heidelberg.
Rogers, C. R. (1999). U.S. Patent No. 5,870,456. Washington, DC: U.S. Patent and Trademark Office.
Barnhard Jr, J. L., Bowen, T. K., Geer, T. L., & Liebersbach, J. W. (1993). U.S. Patent No. 5,265,007. Washington, DC: U.S. Patent and Trademark Office.
Hendry, M. (2001). Smart card security and applications. Artech House, Inc..
Leslie, W. M. (1995). U.S. Patent No. 5,446,273. Washington, DC: U.S. Patent and Trademark Office.
Avraham, G. B., Shevchenko, V., & Tavor, O. (2000). U.S. Patent No. 6,070,154. Washington, DC: U.S. Patent and Trademark Office.
Okamoto, T., & Ohta, K. (1992, January). Universal electronic cash. In Advances in Cryptology—CRYPTO'91 (pp. 324-337). Springer Berlin Heidelberg.
Okamoto, T. (1995). An efficient divisible electronic cash scheme. In Advances in Cryptology—CRYPT0'95 (pp. 438-451). Springer Berlin Heidelberg.
Anderson, R., Manifavas, C., & Sutherland, C. (1997, January). NetCard—A practical electronic-cash system. In Security Protocols (pp. 49-57). Springer Berlin Heidelberg.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	ENTERPRISE CLOUD COMPUTING
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML881
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13. Course objective *(about 50 words)*:

Cloud computing is a new approach where scalable and elastic IT-related capabilities are provided as a service to external customers using Internet technologies. The course provides a holistic understanding of this emerging technology across three layers - software, platforms and infrastructure. On completion, course attendees will be able to evaluate as well as effectively deploy Cloud based computing environments and applications.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

This course will expose the participants to the following topics: Concepts of cloud computing and its impact, Technology Road Map to Cloud Computing, Virtualization, Practical usage of virtualization, Cloud Computing Frameworks and Deployment models. Cloud resource utilization and optimization, Cloud and Web Services, Service Model Architectures, SLA and QoS, Service Oriented Architecture and Cloud Computing

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Cloud Computing models: Concepts of cloud computing and its impact, Technology Road Map to Cloud Computing, Virtualization, Practical usage of virtualization, Cloud Computing Frameworks and Deployment models	9
2	Cloud Application Domains Cloud resource utilization and optimization, Cloud and Web Services, Service Model Architectures, SLA and QoS, Service Oriented Architectures, Cloud Information Management	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Broberg, J., Cloud Computing: Principles And Paradigms. Wiley
Sosinsky, B. Cloud Computing Bible. Wiley.

Readings

Armbrust, M., Fox, A., Griffith, R., Joseph, A. D., Katz, R., Konwinski, A., ... & Zaharia, M. (2010). A view of cloud computing. Communications of the ACM, 53(4), 50-58.

Buyya, R., Yeo, C. S., Venugopal, S., Broberg, J., & Brandic, I. (2009). Cloud computing and emerging IT platforms: Vision, hype, and reality for delivering computing as the 5th utility. Future Generation computer systems, 25(6), 599-616.

Qian, L., Luo, Z., Du, Y., & Guo, L. (2009). Cloud computing: An overview. In Cloud computing (pp. 626-631). Springer Berlin Heidelberg.

Zhang, Q., Cheng, L., & Boutaba, R. (2010). Cloud computing: state-of-the-art and research challenges. Journal of internet services and applications, 1(1), 7-18.

Grossman, R. L. (2009). The case for cloud computing. IT professional, 11(2), 23-27.

Wang, L., Von Laszewski, G., Younge, A., He, X., Kunze, M., Tao, J., & Fu, C. (2010). Cloud computing: a perspective study. New Generation Computing, 28(2), 137-146.

Marston, S., Li, Z., Bandyopadhyay, S., Zhang, J., & Ghalsasi, A. (2011). Cloud computing—The business perspective. Decision Support Systems, 51(1), 176-189.

Dillon, T., Wu, C., & Chang, E. (2010, April). Cloud computing: issues and challenges. In Advanced Information Networking and Applications (AINA), 2010 24th IEEE International Conference on (pp. 27-33). IEEE.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source, if needed.
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Dept. of Management Studies
2.	**Course Title** *(< 45 characters)*	ICTS, DEVELOPMENT AND BUSINESS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML883
6.	**Status** (*category* for *program*)	MBA Elective (Full time and Executive)

7.	**Pre-requisites** (course no./title)	NIL

8.	**Overlap of contents with any** *(give course number/title)*	
8.1	existing UG course(s) of the Department/Centre	Nil
8.2	proposed UG course(s) of the Department/Centre	Nil
8.3	approved PG course(s) of the Department/Centre	Nil
8.4	UG/PG course(s) from other Departments/Centers	Nil
8.5	Equivalent course(s) from existing UG course(s)	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either Semester

11.	**Faculty who will teach the course** P. Vigneswara Ilavarasan	
12.	**Will the course require any visiting faculty?**	1.5 hours of interaction with industry leaders.

13.	**Course objective** *(about 50 words)***:** The objectives of the course are: to introduce the concept of ICTD and its relationship to ICT businesses; to learn the theoretical foundations and its impact on the industry; to examine the applications of ICTs in development – education, health, enterprises, governance; and to know the differences between the developing and the developed worlds in the ICTD space.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The course will cover the following topics: Introduction, Development agendas and place of ICTs, ICTs as appropriate technologies, ICTs in education, health, industry & enterprises; ICT policy & regulations. Politics of open technology standards; ICT consulting for government; ICTs, Bottom of Pyramid & Business.

15. Lecture Outline *(with topics and number of lectures)*

Module	Topic	No. of hours
1	Overview of ICT4D: Introduction, Development agendas and place of ICTs, ICTs as appropriate technologies, limitations and challenges, ICTs, Bottom of Pyramid & Business	9
2	Domain specific applications: ICTs in education, health, industry & enterprises, ICT policy & regulations, Politics of open technology standards, ICT consulting for government, Context – Country, time, digital divide, Case Studies	12
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COURSE TOTAL		21

16. Brief description of tutorial activities

None

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
	N/A	

18. Suggested texts and reference materials

Unwin, T. (2009). ICTD. Cambridge: Cambridge Univeristy Press.
Heeks, R. (2006). Implementing and Managing eGovernment. New Delhi: Vistaar.
De, R. (2013). Managing Information Systems in Business, Government and Society. New Delhi: Wiley.
Case Studies from Harvard Business Publishing House, European Case Clearing House.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	yes
19.2	Hardware	yes
19.3	Teaching aides (videos, etc.)	Yes
19.4	Laboratory	Yes

19.5	Equipment	Yes
19.6	Classroom infrastructure	Yes
19.7	Site visits	No

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	20
20.3	Project-type activity	20
20.4	Open-ended laboratory work	10
20.5	Others (please specify)	20 (Case Analysis)

Date: (Signature of the Head of the Centre)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	INFORMATION SYSTEMS STRATEGY
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML853
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar & Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13. Course objective *(about 50 words)*:

This course will examine the relationship between business performance, information, information systems (IS) and information technology (IT). It will emphasize the need for the integration of information systems strategy with organizational strategy and development. It will describe suitable planning mechanisms and strategies.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

This course may expose the participants to the following topics: IT Evolution and its implications for business, IT Productivity Paradox - Issues and Implications, Impact of IS in the Networked Economy, Reasons for success and failure of IT projects, Disaster planning, Approaches to IS Development (e.g. Portfolio approaches), Technology Justification and Alignment Models, Strategic impact of IT / IS, Role of the CIO and challenges in business continuity.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	IT & Strategy: IT Evolution and its implications for business, IT Productivity Paradox - Issues and Implications, Impact of IS in the Networked Economy,	9
2	IT Challenges & Strategies: Reasons for success and failure of IT projects, Approaches to IS Development (e.g. Portfolio approaches), Technology Justification and Alignment Models, Strategic impact of IT / IS and role of the CIO	12
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Chew, E. K., & Gottschalk, P. (2009). Information Technology Strategy and Management: Best Practices. Information Science Reference.

Readings

Henderson, J. C., & Venkatraman, N. (1993). Strategic alignment: Leveraging

information technology for transforming organizations. IBM systems journal, 32(1), 4-16.
Reich, B. H., & Benbasat, I. (2000). Factors that influence the social dimension of alignment between business and information technology objectives. MIS quarterly, 81-113.
Tallon, P. P. (2007). A process-oriented perspective on the alignment of information technology and business strategy. Journal of Management Information Systems, 24(3), 227-268.
Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Review: Information technology and organizational performance: An integrative model of IT business value. MIS quarterly, 28(2), 283-322.
Tallon, P. P., Kraemer, K. L., & Gurbaxani, V. (2000). Executives' perceptions of the business value of information technology: a process-oriented approach. Journal of Management Information Systems, 145-173.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	DIGITAL MARKETING - ANALYTICS AND OPTIMIZATION
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3.0
5.	**Course number**	SML885
6.	**Status** (*category* for *program*)	MBA Elective (Full time and Executive)

7.	**Pre-requisites** (course no./title)	NIL

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	No
8.2	Overlap with any UG/PG course of other Dept./Centre	No
8.3	Supercedes any existing course	No

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** The course will teach the participants how to use the Internet effectively for marketing initiatives. This course will also expose the different participants to the various analytical tools and optimization techniques, which will facilitate the exploitation of the power of the web, to successfully promote any offering.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** The course may cover the following topics: Introduction and Perspectives in internet marketing, Online consumer behaviour and technology adoption theories, Managing the Word of Web, Mapping online communities & networks, Online pricing mechanisms, Social Network Analytics & Optimization, Web Analytics and Optimization, Traffic analytics, Online campaign and channel management, Managing the Web 2.0, Search Engine & Social Media Optimization, SMAC, Social CRMs, Metrics for E-Commerce Analytics, KPIs, Revenue Analytics

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Digital Marketing and Consumer Issues Introduction and Perspectives in internet marketing, Online consumer behaviour and technology adoption theories, Managing the Word of Web, mapping online communities & networks, Online pricing mechanisms for internet marketing	10
2	Analytics in Digital Marketing Social Network Analytics & Optimization, Web Analytics, Traffic Analytics and Optimization, Online campaign and channel management, Search Engine Optimization & Social Media Optimization	10
3	Domain Specific Applications Integration with Web 2.0 for marketing, Social, Mobile, Analytics, Cloud and Social CRMs, Metrics for E-Commerce Analytics, KPIs, Revenue Analytics, Advanced Topics	8
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Digital marketing exercise for a web based promotion	21
2	Self study component and presentations	7
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COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Text books

Richard Gay, Alan Charlesworth and Rita Esen, Online Marketing, Oxford University Press, 2012. (Main text book)

Jan Zimmerman and Doug Sahlin, Social Media Marketing, Wiley Indian Edition, 2012
Hanson, W., & Kalyanam, K. (2007). Principles of Internet marketing. South-Western College Publishing.
Mohammed, R., Fisher, R. J., Jaworski, B. J., & Paddison, G. (2003). Internet marketing: Building advantage in a networked economy. McGraw-Hill, Inc..

Practitioner publications (e.g.)
Steenburgh, T., Avery, J., & Dahod, N. (2009). HubSpot: Inbound Marketing and Web 2.0. HBS Case.
Jeffery, M., et al. (2009). Air France Internet Marketing: Optimization Google, Yahoo!, MSN, and Kayak Sponsored Search. HBS Case.
Kenny, D., & Marshall, J. F. (2000). Contextual marketing: the real business of the Internet. Harvard Business Review, 78(6), 119-125.
Hoffman, D. L., & Fodor, M. (2010). Can you measure the ROI of your social media marketing?. Sloan Management Review, 52(1), 1-8.
Singh, T., Veron-Jackson, L., & Cullinane, J. (2008). Blogging: A new play in your marketing game plan. Business Horizons, 51(4), 281-292.
Weinberg, B. D., Parise, S., & Guinan, P. J. (2007). Multichannel marketing: Mindset and program development. Business Horizons, 50(5), 385-394.
Kaplan, A. M., & Haenlein, M. (2011). Two hearts in three-quarter time: How to waltz the social media/viral marketing dance. Business Horizons, 54(3), 253-263.
Krishnamurthy, S. (2006). Introducing E-MARKPLAN: A practical methodology to plan e-marketing activities. Business Horizons, 49(1), 51-60.
Roy, A., & Chattopadhyay, S. P. (2010). Stealth marketing as a strategy. Business Horizons, 53(1), 69-79.
Kaplan, A. M. (2012). If you love something, let it go mobile: Mobile marketing and mobile social media 4x4. Business Horizons, 55(2), 129-139.
Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. Business horizons, 52(4), 357-365.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Online hosting services from a partner, with C-Panel, Domain name with multiple subdomains.
19.2	Hardware	
19.3	Teaching aides (videos, etc.)	Videos/Tutorials may be used in some lectures
19.4	Laboratory	No
19.5	Equipment	Student's laptops
19.6	Classroom infrastructure	Normal classroom with presentation/projector with Open Source Software for Windows
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	40%
20.2	Open-ended problems	30%
20.3	Project-type activity	25%
20.4	Open-ended laboratory work	5%
20.5	Others (please specify)	0%

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	IT CONSULTING AND PRACTICE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML886
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** This course may prepare the participants to develop domain specific competencies as IT Consultants. Consulting skills and approaches will be explored with an objective of honing the approaches and skillsets required to develop the acumen as an IT consultant.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Trends in the IT consulting industry, IT consulting issues and pain points, Critical IT issues and their organizational contexts, Marketing and selling IT consulting projects, Project Entry Strategies, Contracting, Proposal Writing and making the sales pitch, Frameworks for technology evaluation. Frameworks for consulting intervention, change management and project closure,Implementation Planning for IT Projects, Managing Consulting Firms and Knowledge Management. Other relevant topics may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of IT Consulting: Trends in the IT consulting industry, IT consulting issues and pain points, Critical IT issues and their organizational contexts, Marketing and selling IT consulting projects, Responding to RFPs/RFQs, Project Entry Strategies, Contracting and Proposal Writing.	12
2	Managing Consultancy Services: Project Entry Strategies and making the sales pitch, Frameworks for technology evaluation, Frameworks for consulting intervention, change management and project closure, Implementation Planning for IT Projects, Managing Consulting Firms and Knowledge Management	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Blokdijk, G. (2008). IT Management 100 Success Secrets-100 Most Asked Questions on Information Technology Services, Consulting and Management.

Emereo Pty Ltd.
Dubey, S.S. Management and IT Consultancy. Tata McGraw Hill.
Newman, N. (2006). Vault guide to the top twenty-five technology consulting firms. Vault Reports Inc.

Readings

Sturdy, A. (1997). The consultancy process—an insecure business?. Journal of Management Studies, 34(3), 389-413.
Moulaert, F., & Djellal, F. (1995). Information technology consultancy firms: economies of agglomeration from a wide-area perspective. Urban Studies, 32(1), 105-122.
Davenport, T. H., & Short, J. E. (1990). The new industrial engineering: information technology and business process redesign. Sloan management review, 31(4).
Joshi, K. D., & Kuhn, K. M. (2007). What it takes to succeed in information technology consulting: Exploring the gender typing of critical attributes. Information Technology & People, 20(4), 400-424.
Sosik, J. J., & Jung, D. I. (2003). Impression Management Strategies and Performance in Information Technology Consulting The Role of Self-Other Rating Agreement on Charismatic Leadership. Management Communication Quarterly, 17(2), 233-268.
Practitioner reading material from HBS / SMR / CMR.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	MOBILE COMMERCE
3.	**L-T-P structure**	2-0-2
4.	**Credits**	3
5.	**Course number**	SML887
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Vigneswara Ilavarasan and Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: This course is designed to familiarize students with the different mobile business models, value chains, services offered over a mobile network, enabling technologies and what future growth can be expected. The different dynamics of the m-commerce business models will be explored. Further the domain and ecosystem of Mobile Apps would also be focused on, specifically from the Business Models and Industry perspective.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This course may expose the participants to the following topics: Introduction to Ubiquitous computing, Mobile communication and emerging technologies, Ubiquitous business models and challenges, Security issues and information risk management in mobile commerce. Mobile services and location based services, Interface with Social Media and Cloud, Mobile banking and payment systems, Socio-economic development with m-Commerce, Mobile based services for e-governance. Introduction to mobile apps in the context of ICT

	ecosystem; explaining success of apps; app entrepreneurship; app economy, challenges of entrepreneurship and economy. Business models of app stores; mobile gaming; app customer segmentation; case studies.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Mobile Computing Technologies Introduction to Ubiquitous Computing and M-Commerce, Mobile communication and emerging technologies,Security issues and information risk management	10
2	Mobile Commerce Business Models: Ubiquitous business models and challenges, Mobile services and location based services, M-Commerce, Social Media and Cloud, Mobile banking and payment systems	8
3	Mobile Economy: Socio-economic Development with M-Commerce, Entrepreneurship in Mobile Apps, Mobile Apps and Ecosystems, Challenges in Mobile App Economy and Customer Segmentation, Case Studies and Advanced Applications	10
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COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1	Case study development	14
2	Field work	14
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COURSE TOTAL *(14 times 'P')*		28

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

M-Commerce, Technologies, Services and Business Models, by Norman Sadeh
Mobile Commerce and Wireless Computing Systems, by Geoffrey Elliott.

Readings

Barnes, S. J. (2002). The mobile commerce value chain: analysis and future developments. International Journal of Information Management, 22(2), 91-108.

Cuadrado, F., & Duenas, J. C. (2012, November). Mobile Application Stores: Success Factors, Existing Approaches, and Future Developments. IEEE Communications Magazine.

Dahlberg, T., Mallat, N., Ondrus, J., & Zmijewska, A. (2008). Past, present and future of mobile payments research: A literature review. Electronic Commerce Research and Applications, 7(2), 165-181.

Dolan, D. P. (2005). The Big Bumpy Shift: Digital Music via Mobile Internet (originally published in December 2000). First Monday , 5 (12).

Feijoo, C., Barroso, J. L., Aguado, J. M., & Ramos, S. (2012). Mobile gaming:Industry challenges and policy implications. Telecommunications Policy , 36, 212–221.

Gould, C., Jackson, M., Schyndel, R. V., & O'Donnell, J. (2006). Mapping the mobile landscape in Australia. First Monday , 11 (11).

Hamka, F., Bouwman, H., Reuver, M. D., & Kroesen, M. (2014). Mobile customer segmentation based on smartphone measurement. Telematics and Informatics , 31, 220–227.

Holzer, A., & Ondrus, J. (2011). Mobile application market: A developer's perspective. Telematics and Informatics , 28, 22–31.

Kaplan, A. M. (2012). If you love something, let it go mobile: Mobile marketing and mobile social media 4x4. Business Horizons , 55, 129—139.

Karhu, K., Tang, T., & Hamalainen, M. (2014). Analyzing competitive and collaborative differences among mobile ecosystems using abstracted strategy networks. Telematics and Informatics , 31, 319–333.

Lai, P. (2014). Utilizing the access value of customers. Business Horizons, 57(1), 61-71.

Locke, C. (2013). The Challenge of Sustaining App Entrepreneurs. In Innovations/Mobilizing Entrepreneurship (Vol. 7, pp. 21-26).

Mas, I., & Morawczynski, O. (2009). Designing Mobile Money Services. In Innovations (pp. 77-91).

Mendoza, A. (2013). Mobile App or Mobile Web: The Big Debate. In Mobile User Experience. Elsevier.

Muller, R. M., Kijl, B., & Martens, J. K. (2011). A Comparison of Inter-Organizational Business Models of Mobile App Stores: There is more than Open vs. Closed. Journal of Theoretical and Applied Electronic Commerce Research , 6 (2), 63-76.

Ngai, E. W., & Gunasekaran, A. (2007). A review for mobile commerce research and applications. Decision Support Systems, 43(1), 3-15.

Scharl, A., Dickinger, A., & Murphy, J. (2005). Diffusion and success factors of mobile marketing. Electronic commerce research and applications, 4(2), 159-173.

Shin, D. H. (2009). Towards an understanding of the consumer acceptance of mobile wallet. Computers in Human Behavior, 25(6), 1343-1354.

Siau, K., Lim, E. P., & Shen, Z. (2001). Mobile commerce: Promises, challenges and research agenda. Journal of Database Management (JDM), 12(3), 4-13.

Subho, R., & Bajaj, K. (2011). Evolution of mobile VAS in India. Analysys Mason & IAMAI.

Tarasewich, P. (2003). Designing mobile commerce applications. Communications

of the ACM, 46(12), 57-60.
Wei, P. S., & Lu, H. P. (2014). Why do people play mobile social games? An examination of network externalities and of uses and gratifications. Internet Research , 24 (3), 313-331.
West, J., & Mace, M. (2010). Browsing as the killer app: Explaining the rapid success of Apple's iPhone. Telecommunications Policy , 34, 270–286.
Zainudeen, A., Samarajiva, R., & Sivapragasam, N. (2011). CellBazaar: Enabling M-Commerce in Bangladesh. Mobile Telephony Special Issue , 7 (3), 61–76.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source if needed
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	DATA WAREHOUSING FOR BUSINESS DECISIONS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML888
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Prof. M.P. Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)*: This course will introduce the to the major technical and managerial activities involved in a data warehousing project. The class will begin with an in-depth review of data base management systems and baseline data warehouse principles. Once the basic principles have been established, the remainder of the class will be focussing on the advanced developments in the domain
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)*: This course may expose the participants to the following topics within this domain: Introduction to Database Management Systems, Hierarchical modelling, Multi-dimansional modeling of data, Design techniques and ETL, SQL. Data warehousing requirements for ETL; Data Warehousing Risks, OLAP and OLTP Management Issues, designing and supporting applications, Expanding a data warehouse. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Data Warehousing Overview: Introduction to DBMS, Hierarchical modelling of data, Multidimensional modelling of data, Design Techniques	12
2	Data Warehouse Management: ETL, SQL and data warehousing requirements, OLAP and OLTP management issues, Designing and supporting applications, Expanding a data warehouse.	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

"Data Warehousing: Fundamentals for IT Professionals" by Paulraj Ponniah

Readings

Chaudhuri, S., & Dayal, U. (1997). An overview of data warehousing and OLAP technology. ACM Sigmod record, 26(1), 65-74.

Widom, J. (1995, December). Research problems in data warehousing. In Proceedings of the fourth international conference on Information and knowledge management (pp. 25-30). ACM.
Jensen, C. S., Pedersen, T. B., & Thomsen, C. (2010). Multidimensional databases and data warehousing. Synthesis Lectures on Data Management, 2(1), 1-111.
Wixom, B. H., & Watson, H. J. (2001). An empirical investigation of the factors affecting data warehousing success. MIS quarterly, 17-41.
Anahory, S., & Murray, D. (1997). Data warehousing in the real world: a practical guide for building decision support systems. Addison-Wesley Longman Publishing Co., Inc..
Nelson, R. R., Todd, P. A., & Wixom, B. H. (2005). Antecedents of information and system quality: an empirical examination within the context of data warehousing. Journal of management information systems, 21(4), 199-235.
Thusoo, A., Shao, Z., Anthony, S., Borthakur, D., Jain, N., Sen Sarma, J., ... & Liu, H. (2010, June). Data warehousing and analytics infrastructure at facebook. In Proceedings of the 2010 ACM SIGMOD International Conference on Management of data (pp. 1013-1020). ACM.
Sen, A., Ramamurthy, K., & Sinha, A. P. (2012). A model of data warehousing process maturity. Software Engineering, IEEE Transactions on, 38(2), 336-353.
Triplet, T., & Butler, G. (2013). A review of genomic data warehousing systems. Briefings in bioinformatics, bbt031.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Dept. of Management Studies
2.	**Course Title** *(< 45 characters)*	DIGITAL ANALYTICS USING SPSS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML890
6.	**Status** (*category* for *program*)	MBA Elective (Full time & Executive)

7.	**Pre-requisites** (course no./title)	NIL

8.	**Overlap of contents with any** *(give course number/title)*	
8.1	existing UG course(s) of the Department/Centre	Nil
8.2	proposed UG course(s) of the Department/Centre	Nil
8.3	approved PG course(s) of the Department/Centre	Nil
8.4	UG/PG course(s) from other Departments/Centers	Nil
8.5	Equivalent course(s) from existing UG course(s)	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either Semester

11.	**Faculty who will teach the course** P. Vigneswara Ilavarasan	
12.	**Will the course require any visiting faculty?**	1.5 hours of interaction with industry leaders.

13.	**Course objective** *(about 50 words)***:** The course will enable the students to undertake quantitative data analysis using SPSS. It will expose the tool, SPSS for quantitative data analysis and various statistical methods used to analyze survey data.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** Approaches to quantitative data, data preparation for SPSS; descriptive statistics – central tendency; inferential statistics – correlation, regression and its various types. Comparing means, analysis of variance, covariance; non-parametric tests; report writing.

15. Lecture Outline *(with topics and number of lectures)*

Module	Topic	No. of hours
1	Overview of SPSS for Data Analytics: Approaches to quantitative data analysis, Data preparation for SPSS, Exploring data with graphs and assumptions, Correlation & Regression	9
2	Advanced Analytics Topics: Logistic regression, Comparing means – two & more, Analysis of covariance, Factorial ANOVA & MANOVA, Repeated-measures designs & mixed design ANOVA, Non parametric tests, Report writing & case studies	12
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COURSE TOTAL		21

16. Brief description of tutorial activities

None

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
	N/A	

18. Suggested texts and reference materials

Berkman, E and Reise, S. P. (2012). *A conceptual guide to statistics using SPSS*. Los Angeles, London, New Delhi and Washington DC: Sage.

Bryman, A. and Cramer, D. 92008). *Quantitative Data Analysis with SPSS 14, 15 and 16: A Guide for Social Scientists*, New York: Routledge.

Field, A. (2009). *Discovering statistics using SPSS*. Los Angeles, London, New Delhi and Washington DC: Sage.

Huizingh, E. (2007). *Applied Statistics with SPSS*. Los Angeles, London, New Delhi and Washington DC: Sage.

Leech, N. L., Barrett, K. C and Morgan, G. A. (2011). *IBM SPSS for intermediate statistics*. New York:

Routledge. Selected journal articles and case studies.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	yes
19.2	Hardware	yes
19.3	Teaching aides (videos, etc.)	Yes
19.4	Laboratory	Yes
19.5	Equipment	Yes
19.6	Classroom infrastructure	Yes
19.7	Site visits	No

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	20
20.2	Open-ended problems	20
20.3	Project-type activity	20
20.4	Open-ended laboratory work	10
20.5	Others (please specify)	20 (Case Analysis)

Date: (Signature of the Head of the Centre)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	PREDICTIVE ANALYTICS
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML892
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐Every sem ☐1st sem ☐2nd sem ☒Either sem

11.	**Faculty who will teach the course** Dr. Arpan Kumar Kar	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** The course may expose the students to different facets of predictive analytics and the different models / methods used in predictive analytics. Further domain specific applications and case studies will also be explored.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics: Introduction to the different predictive analytics models, using predictive analytics in decision making, types of predictive modeling, agent modeling, Case Based Reasoning and Predictive Expert Systems. Text mining, Social Network Analytics, Heuristics, Swarm algorithms, Hybrid Methods and algorithms. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Predictive Analytics Models Introduction to predictive analytics, Using predictive models in decision making, Types of predictive models (Linear model, Decision trees, ANN, SVM)	12
2	Advanced Applications: Hybrids expert systems for decision making, Heuristics for predictive analytics and search methods, Advanced text mining models and Social Network Analytics, Swarm intelligence, genetic algorithms, Cuckoo Search, Tabu Search, etc.	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Books

Maisel, L., & Cokins, G. (2013). Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance. John Wiley & Sons.

Finlay, S. (2014). Predictive Analytics, Data Mining and Big Data: Myths,

Misconceptions and Methods. Palgrave Macmillan.
Carlberg, C. (2012). Predictive Analytics: Microsoft Excel. Que Publishing.

Readings

Shmueli, G., & Koppius, O. R. (2011). Predictive analytics in information systems research. Mis Quarterly, 35(3), 553-572.
Guazzelli, A., Stathatos, K., & Zeller, M. (2009). Efficient deployment of predictive analytics through open standards and cloud computing. ACM SIGKDD Explorations Newsletter, 11(1), 32-38.
Hair Jr, J. F. (2007). Knowledge creation in marketing: the role of predictive analytics. European Business Review, 19(4), 303-315.
Acito, F., & Khatri, V. (2014). Business analytics: Why now and what next?. Business Horizons.
Chaudhuri, S., Dayal, U., & Narasayya, V. (2011). An overview of business intelligence technology. Communications of the ACM, 54(8), 88-98.
Davenport, T. H. (2006). Competing on analytics. harvard business review, 84(1), 98.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	PUBLIC POLICY ISSUES IN THE INFORMATION AGE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML893
6.	**Status** (*category* for *program*)	MBA Elective (Full Time & Executive)

7.	**Pre-requisites** (course no./title)	None

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	None
8.2	Overlap with any UG/PG course of other Dept./Centre	None
8.3	Supercedes any existing course	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either sem

11.	**Faculty who will teach the course** Prof MP Gupta	
12.	**Will the course require any visiting faculty?**	No

13.	**Course objective** *(about 50 words)***:** The course will expose the students to the critical public policy issues in the information age with the advent of digitisation. The focus would be interdisciplinary and would cut across domains.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** This course may expose the participants to the following topics within this domain: Cyber Security Policies - National Cyber Security Policy, US, UK, EU; Global cyber security norms; Cloud computing policies; ICT Supply Chain trustworthiness; Social Media, Internet freedom of expression; Security v/s Privacy - surveillance; Internet Governance; Encryption - national security v/s economic growth; International Cooperation - treaties, norms, conventions. Other relevant topics within the subject domain may also be explored.

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	Overview of Domain Specific Challenges Cyber Security Policies - National Cyber Security Policy, US, UK, EU, Global cyber security norms, Cloud computing policies, ICT Supply Chain trustworthiness, Social Media, Internet freedom of expression	12
2	Policy Level Responses: Security v/s Privacy - surveillance, Internet Governance, Encryption - national security v/s economic growth, International Cooperation - treaties, norms, conventions.	9
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COURSE TOTAL *(14 times 'L')*		21

16. Brief description of tutorial activities

This course will have a combination of lectures, case studies, discussions and paper presentations. There will be assignments and group projects also. A mixed pedagogical approach will be taken for the delivery of the course.

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
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COURSE TOTAL *(14 times 'P')*		0

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Readings

A mix of policy and research papers would be followed for this course.
example
Jaeger, P. T., Lin, J., & Grimes, J. M. (2008). Cloud computing and information

policy: Computing in a policy cloud?. Journal of Information Technology & Politics, 5(3), 269-283.
Takabi, H., Joshi, J. B., & Ahn, G. J. (2010). Security and Privacy Challenges in Cloud Computing Environments. IEEE Security & Privacy, 8(6), 24-31.
Xue, S. (2005). Internet policy and diffusion in China, Malaysia and Singapore. Journal of Information Science, 31(3), 238-250.
Clark, D., Lehr, W., & Bauer, S. (2011, September). Interconnection in the Internet: the policy challenge. In Research Conference on Communication, Information and Internet Policy.
Flavián, C., & Guinalíu, M. (2006). Consumer trust, perceived security and privacy policy: three basic elements of loyalty to a web site. Industrial Management & Data Systems, 106(5), 601-620.
Karat, C. M., Brodie, C., & Karat, J. (2006). Usable privacy and security for personal information management. Communications of the ACM, 49(1), 56-57.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	Open source
19.2	Hardware	None
19.3	Teaching aides (videos, etc.)	Regular class
19.4	Laboratory	None
19.5	Equipment	None
19.6	Classroom infrastructure	Normal desktop, presentation facilities
19.7	Site visits	None

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	30%
20.2	Open-ended problems	30%
20.3	Project-type activity	30%
20.4	Open-ended laboratory work	10%
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	Dept. of Management Studies
2.	**Course Title** *(< 45 characters)*	SOCIAL MEDIA & BUSINESS PRACTICE
3.	**L-T-P structure**	1.5-0-0
4.	**Credits**	1.5
5.	**Course number**	SML894
6.	**Status** (*category* for *program*)	MBA Elective (Full time & Executive)

7.	**Pre-requisites** (course no./title)	NIL

8.	**Overlap of contents with any** *(give course number/title)*	
8.1	existing UG course(s) of the Department/Centre	Nil
8.2	proposed UG course(s) of the Department/Centre	Nil
8.3	approved PG course(s) of the Department/Centre	Nil
8.4	UG/PG course(s) from other Departments/Centers	Nil
8.5	Equivalent course(s) from existing UG course(s)	None

9.	**Not allowed for** (indicate program names)	B.Tech

10.	**Frequency of offering**	☐ Every sem ☐ 1st sem ☐ 2nd sem ☒ Either Semester

11.	**Faculty who will teach the course** P. Vigneswara Ilavarasan	
12.	**Will the course require any visiting faculty?**	Three hours of interaction with industry leaders.

13. Course objective *(about 50 words)*:

The objectives of the course are: to introduce various types, forms & status of social media and the possible theoretical explanations, to learn about the credibility of information, privacy concerns and role of legislation, to know about various social media business models, to understand how social media is used and adopted by businesses and organizations, especially in the areas of viral marketing, brand management, customer relationship, human resources and competitors analysis, and to measure the ROI of social media by businesses.

14. Course contents *(about 100 words) (Include laboratory/design activities)*:

Introduction, Definition, Types, and Dimensions; Status in India & the World; Different Revenue & Business Models; Situating Social Media in Business; Adoption in Organizations; Social Media & Applications: Viral marketing; Tool for SMEs, Customer Relationship Management, Researching Competitors; Digital Brand Management; Social Media Program Management; ROI; Influencers Index; and Social Media Audit & Policy in Organizations.

15. Lecture Outline *(with topics and number of lectures)*

Topics	Topic	No. of hours
1	Social Media Usage and Challenges: Introduction to Social Media: Definition, Types, and Dimensions, Theoretical lens, Status of Social Media & users in India & the World, Social Media Revenue & Business Models, Credibility of information, privacy concerns and role of legislation.	9
2	Managing Social Media Usage: Situating Social Media in Business, Social Media Adoption in Organizations, Social Media & Applications: Viral marketing; Tool for SMEs, CRM, Researching firms; Brand management, Social Media Program Management, Implementation framework; ROI; Influencers Index; Social Media Audit & Policy in Organizations, Case Studies, Simulations, Experiments.	12
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COURSE TOTAL		21

16. Brief description of tutorial activities

None

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
	N/A	

18. Suggested texts and reference materials

Baird, C. H., & Parasnis, G. (2011). From social media to social customer relationship management, *Strategy & Leadership*, 39(5), 30-37.

Blanchard, O. (2012). *Social Media ROI: Managing and Measuring Social Media Efforts in your Organization*. Pearson: New Delhi

Brown, S. (2011). Social media for company research : A few of the best tools. *Business Information Review*, 28(3), 163–174.

Culnan, M. J., McHugh, P. J., & Zubillaga, J. I. (2010). How Large U.S. Companies Can Use Twitter and Other Social Media to Gain Business Value. *MIS Quarterly Executive*, 9(4), 243-260.

Dijck, J. V. (2012). Facebook and the engineering of connectivity: A multi-layered approach to

social media platforms. Convergence: *The International Journal of Research into New Media Technologies*, 19(2), 141-155
Holloman, C. (2012). *The Social Media MBA*. West Sussex: John Wiley & Sons.
Sánchez Abril, P., Levin, A. and Del Riego, A. (2012), Blurred Boundaries: Social Media Privacy and the Twenty-First-Century Employee. American Business Law Journal, 49: 63–124.
Safko, L. (2012). *The Social Media Bible: Tactics, Tools & Strategies for Business Success*. New Jersey: John Wiley & Sons
Other peer reviewed journal articles.
Case Studies from Harvard Business Publishing House, European Case Clearing House.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	yes
19.2	Hardware	yes
19.3	Teaching aides (videos, etc.)	Yes
19.4	Laboratory	Yes
19.5	Equipment	Yes
19.6	Classroom infrastructure	Yes
19.7	Site visits	No

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	20
20.3	Project-type activity	20
20.4	Open-ended laboratory work	10
20.5	Others (please specify)	20 (Case Analysis)

Date: (Signature of the Head of the Centre)

COURSE TEMPLATE

1.	**Department/Centre proposing the course**	DMS
2.	**Course Title** *(< 45 characters)*	INTERNATIONAL ECONOMIC POLICY
3.	**L-T-P structure**	2-1-0
4.	**Credits**	3
5.	**Course number**	SML896
6.	**Status** (*category* for *program*)	Elective for MBA, MBA (Technology Management), MBA (Telecom Management)

7.	**Pre-requisites** (course no./title)	

8.	**Status vis-à-vis other courses** *(give course number/title)*	
8.1	Overlap with any UG/PG course of the Dept./Centre	
8.2	Overlap with any UG/PG course of other Dept./Centre	
8.3	Supercedes any existing course	

9.	**Not allowed for** (indicate program names)	

10.	**Frequency of offering**	☐Every sem ☐1st sem ☒2nd sem ☐Either sem

11.	**Faculty who will teach the course** Amlendu Dubey	
12.	**Will the course require any visiting faculty?**	no

13.	**Course objective** *(about 50 words)***:** Nations are more closely linked today through trade in goods and services, through flow of money and through investment in each other's economy. Managers need to understand international economic environment to decipher impact of different events.
14.	**Course contents** *(about 100 words) (Include laboratory/design activities)***:** World trade;The standard trade model; economies of scale and international trade; international factor movements; instruments of trade policy; exchange rates and foreign exchange markets; money,interest rates and exchange rates; price, output and exchange rates, different exchange rate regimes and policy, optimum currency area; Global capital markets;Financial crisis and contagion, Transition economies: crisis and reform

15. Lecture Outline *(with topics and number of lectures)*

Module no.	Topic	No. of hours
1	World trade;The standard trade model;	2
2	economies of scale and international trade;	2
3	International factor movements; instruments of trade policy	3
4	Exchange rates and foreign exchange markets;	3
5	money,interest rates and exchange rates;	2
6	price, output and exchange rates,	2
7	different exchange rate regimes and policy,	3
8	optimum currency area;	3
9	Global capital markets;	3
10	Financial crisis and contagion,	3
11	Transition economies: crisis and reform	2
12		
COURSE TOTAL *(14 times 'L')*		28

16. Brief description of tutorial activities

Case assignments, presenattions and group discussions on international economic policy framework

17. Brief description of laboratory activities

Module no.	Experiment description	No. of hours
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
COURSE TOTAL *(14 times 'P')*		

18. Suggested texts and reference materials

STYLE: Author name and initials, Title, Edition, Publisher, Year.

Krugman, P. R. and M. Obstfeld (2009), International Economics: Theory and Policy, Pearson, New York

Salvatore, D. (2013) International Economics, 11th Edition, Wiley

Krugman, P (2012) International Economics, 9th Edition, Pearson.

19. Resources required for the course *(itemized & student access requirements, if any)*

19.1	Software	
19.2	Hardware	Multimedia
19.3	Teaching aides (videos, etc.)	
19.4	Laboratory	
19.5	Equipment	
19.6	Classroom infrastructure	
19.7	Site visits	

20. Design content of the course *(Percent of student time with examples, if possible)*

20.1	Design-type problems	
20.2	Open-ended problems	
20.3	Project-type activity	
20.4	Open-ended laboratory work	
20.5	Others (please specify)	

Date: (Signature of the Head of the Department)