

विभाग : प्रबन्ध अध्ययन
Dept.: MGMT. STUD.
चरण सं./Ref. No. 2014 BMS 353
दिनांक/Date 18/03/14

2/375

Department of Management Studies

March 14, 2014

This is with reference to the Note from office of Dean Academics, Note No. IITD/DACad/2013/ADAC-973 dated 25th September 2013. In view of this a Committee was approved by the Director to prepare a Concept Paper for the revised Curriculum for M.B.A. programmes.

The recommendations of the Committee are contained in the attached report.

Dean, Academics

Kanika T. Bhal
Kanika T. Bhal
Head, DMS

Copy to:

All Committee Members

Prof. T. C. Kandpal, CES

**Concept Paper
on the
Curriculum Review
for
Department of Management Studies**

Cover Note

The following concept paper has been prepared by the Curriculum Review Committee (formed and approved by the Director, IIT Delhi) to review and revise the curriculum for MBA programmes offered by DMS, IIT Delhi.

Committee membership


Prof. P. K. Jain
DMS


Dr. Seema Sharma
DMS


Prof. T. C. Kandpal
CES


Prof. Sanjeev Sanghi
App. Mech.


Dr. Shveta Singh
DMS


Prof. Kanika T. Bhal
Head, DMS & Convener


Prof. A. K. Jain
Civil Engg. & Chairman

Mandate of the committee

The mandate provided to the committee was to formulate an overall policy and a credit structure with its components (core, electives etc.) after taking inputs from various stakeholders (students, faculty, alumni, employer, etc.).

Methodology

The curriculum review exercise was based on the following methodology:-

- Step 1: Gathering of data/facts about curriculum of the top ranking b-schools (top 20 business schools in the world, IIM-A, B and C and IIT Kharagpur and IIT Bombay).
- Step 2: Study of existing curriculum and comparative analysis vis-a-vis benchmark institutions made on aspects like focus, structure, design, pedagogies etc.
- Step 3: Inviting opinions of current students as well as alumni as stakeholders.
- Step 4: Organizing 'Vision' workshop to garner the opinions/suggestions of other stakeholders and experts, viz., alumni, industry & academicians.
- Step 5: Discussions/deliberations with faculty members, both informally and through the DFB
- Step 6: Developing a concept note.

RECOMMENDATIONS

Overall policy

As a result of the above methodology adopted, the following overall policy and a credit structure (with its components) was recommended and finalized –

- a. It is recommended that the current full-time MBA with focus on Management Systems, be made a generic MBA without the focus. However, the two other MBA programmes, viz., MBA (Telecommunication Systems Management) and MBA (Technology Management) may continue as focused programmes.
- b. The overall credit structure is recommended to be a minimum of 72 credits for all the three programmes.

Curriculum structure with its components and their nomenclature

Generic MBA	MBA (Telecommunication Systems Management)	MBA (Technology Management)
Common Core (CC) = 30 credits	Common Core (CC) = 30 credits	Common Core (CC) = 30 credits
*Flexible Core (FC) = 12 credits	*Flexible Core (FC) = 18 credits	*Flexible Core (FC) = 18 credits
Unique Core (UC) = 6 credits	Unique Core (UC) = 6 credits	Unique Core (UC) = 6 credits
Electives (E) = 24 credits	Electives (E) = 18 credits	Electives (E) = 18 credits
Total credits = 72 credits	Total credits = 72 credits	Total credits = 72 credits
<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include –</i> <i>a. Corporate Sector Attachment - 2 credits</i> <i>b. Social Sector Attachment – 1 credit</i>	<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include –</i> <i>a. Corporate Sector Attachment - 2 credits</i> <i>b. Social Sector Attachment – 1 credit</i>	<i>Compulsory Audit (CA) = 3 credits (not counted against SGPA/CGPA calculation). This will include a -</i> <i>Seminar on Society / Organization Interface – 3 credits</i>
* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits	* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits c. Focus (F) basket – 6 credits (containing courses on the focus area)	* Flexible Core (FC) would be split into: a. Soft Skills (SS) basket – 6 credits b. Analytical Skills (AS) basket – 6 credits c. Focus (F) basket – 6 credits (containing courses on the focus area)

Based on this structure, the modified programme structures would be:

I. Programme Code: SMF
Master of Business Administration (Generic MBA)

Overall credits structure

Category	Common Core CC	Unique Core UC	Flexible Core FC (Total 12 credits)		Compulsory Audit CA	Electives E	Total
			Soft Skills SS	Analytical Skills AS			
Credits	30	6	6	6	3*	24	72

*** Compulsory Audit Courses (credits not to be counted for SGP/CCGPA calculation)**

	L-T-P	Credits
Corporate Sector Attachment	0-0-4	2
Social Sector Attachment	0-0-2	1

<u>Common Core (CC)</u>	<u>L-T-P</u>	<u>Credits</u>
Human Resource Management	2-0-0	2 #
Managerial Economics	2-0-0	2 #
Management Accounting	3-0-0	3 #
SML 760 Marketing Management	2-0-2	3
Financial Management	3-0-0	3 #
SML 713 Information Systems Management	2-0-2	3
Legal Aspects of Business	2-0-0	2 #
Business Research Methods	2-0-0	2 #
SML 745 Operations Management	3-0-0	3
Macroeconomic Environment of Business	2-0-0	2 #
Strategic Management	3-0-0	3 #
Ethical Leadership & Values	2-0-0	2 #

Total CC

28-0-4

30

To be re-designed/developed

Unique Core (UC)
SMD 890 Major Project

L-T-P
0-0-12

Credits
6

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

Flexible Core (FC) – Flexible core consists of 2 baskets of courses, viz., Soft Skills (SS) basket and Analytical Skills (AS) basket. The students are required to take/fulfil the credit requirements from each basket.

a. Soft Skills (SS) Basket– Students would be required to do at least 6 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	<u>L-T-P</u>	<u>Credits</u>
Communication Skills	2-0-0	2 #
Negotiations	2-0-0	2 #
Interpersonal Behaviour & Teams	2-0-0	2 #
Managing with Power	2-0-0	2 #

To be re-designed/developed

b. Analytical Skills (AS) Basket – Students would be required to do at least 6 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 710 Creative Problem Solving	2-0-2	3
SML 740 Quantitative Methods in Management	2-0-2	3
Statistics for Management	3-0-0	3 #
Systems Thinking	3-0-0	3 #
# To be re-designed/developed		

Electives (E) – (Total credits = 24)

Students would be required to do at least 24 credits from the Electives offered. Electives would be offered through the following functional areas:

1. People & Organization Management
2. Finance
3. Marketing
4. Operations & Supply Chain Management
5. Strategy
6. IT

II. Programme Code: SMT

Master of Business Administration (Telecommunication Systems Management)

Overall credits structure

Category	Common Core	Flexible Core			Compulsory Audit	Electives	Total
	CC	(Total 24 credits)			CA	E	
		Soft Skills	Analytical Skills	Focus			
		SS	AS	F + UC			
Credits	30	6	6	6+6	3*	18	72

*** Compulsory Audit Courses (credits not to be counted for SGPA/CGPA calculation)**

	L-T-P	Credits
Corporate Sector Attachment	0-0-4	2
Social Sector Attachment	0-0-2	1

The Common Core (CC) will remain the same as in the generic MBA programme.

The Flexible Core (FC) will be split into Soft Skills (SS) Basket, Analytical Skills (AS) Basket and the Focus (F) Basket. The students are required to take/fulfil the credit requirements from each basket. The SS and AS baskets will remain the same as in the generic MBA programme. The Focus (F) basket will include the unique core (UC) and other focus courses as follows:

c. Focus (F) Basket - Students would be required to do at least 12 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 723 Telecommunication Systems	3-0-0	3
SML 726 Telecom Systems Analysis Planning & Design	3-0-0	3
SML 728 International Telecommunication Management	3-0-0	3
EEL 767 Telecommunication Systems	3-0-0	3

Unique Core (UC)

SMD 890 Major Project – Telecommunication Systems Management	0-0-12	6
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The UC will include the major project which would focus on a research driven application of skills acquired in telecommunication systems management, through the programme.

The Electives (E) will remain the same as in the generic MBA programme, except that the credit requirements would be 18.

III. Programme Code: SMN
Master of Business Administration (Technology Management) (Part Time)
Overall credits structure

Category	Common Core	Flexible Core			Compulsory Audit	Electives	Total
	CC	FC (Total 24 credits)			CA	E	
		Soft Skills	Analytical Skills	Focus			
		SS	AS	F + UC			
Credits	30	6	6+6	6	3*	18	72

**** Compulsory Audit Course (credits not to be counted for SGPA/CGPA calculation)**

Seminar on Society/Organization Interface	L-T-P 0-0-6	Credits 3
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The Common Core (CC) will remain the same as in the generic MBA programme.

The Flexible Core (FC) will be split into Soft Skills (SS) Basket, Analytical Skills (AS) Basket and the Focus (F) Basket. The SS and AS baskets will remain the same as in the generic MBA programme. The Focus (F) basket will include the unique core (UC) and other focus courses as follows:

Focus (F) Basket - Students would be required to do at least 12 credits. Any credits acquired over and above the required credits would be counted towards the Electives.

	L-T-P	Credits
SML 700 Fundamentals of Management of Technology	3-0-0	3
SML 701 Strategic Technology Management	2-0-2	3
SML 702 Management of Innovation and R&D	2-0-2	3
SML 703 Management of Technology	2-0-2	3

Unique Core (UC)
SMD 890 Major Project – Technology Management

0-0-12

6

The UC will include the major project which would focus on a research driven application of skills acquired in technology management, through the programme. The Electives (E) will remain the same as in the generic MBA programme, except that the credit requirements would be 18.

Current Status

The DFB has been entrusted with redesigning/redeveloping of the core courses and electives based on the above finalized structure.