

Report for the

**Internal Review of the
Department**

Department of Management Studies
Indian Institute of Technology Delhi

REPORT

PART A

Preface

Review is the process of periodical assessment of any organization or department. This not only provides information about the department's achievement but also set new milestones for next five years. In view of this, department of management studies, IIT Delhi prepare its five year review report on 11 points viz. *curriculum, teaching environment, research, research & design environment, outreach, governance, benchmarking, feedback system and research, vision for next 5 year, and information in public domain*. The review report of the department provides its journey so far, and major achievements and new initiatives. The review report is an executive summary of the data on 11 points mentioned above and the detailed data is provided as an attachment (Part B) with the summary report. The summary report is based on the five year data from 2008 to 2013 provided by the faculty members of the department.

1. Introduction to Department (Journey so far)

Post Graduate Management education began in IIT Delhi in 1976 and it was then the School of System and Management Studies was established. Through gradual process of evolution, it acquired the statutory status of 'Department of Management Studies' under IIT Delhi act. The formal appellation of Master of Business Administration (MBA) for PG program in management came in 1997. The Department of Management Studies, IIT Delhi was established in 1997 with the objective of providing world-class education in the field of management studies. Since then the department has come a long way not only in achieving this objective but also in expanding its course offerings, widening its faculty network, diversifying its student intake and expanding its reach across the globe.

The Faculty of the department put together this review of the department that provides a holistic view of the developments of DMS in the last five years. While this report was put together as procedural review activity, the department has gained the following from this review:

- Evaluating how effectively the department is achieving its educational goals
- Identifying the department's strengths and weaknesses
- Developing strategic plans and priorities for future directions of the department.

While this executive summary report of the department has proved beneficial for the department, the department hereby considers a peer review from outside the department, involving well known experts from academia and industry, based on how well this review is received and put to use.

2. Achievements and New Initiatives

The various sections of this report highlight various achievements and accolades the department has received over the years. The department has been proactive in implementing initiatives to give a boost to project and research work. Most of the initiatives have been implemented from the feedback received from various sources, as mentioned in the report. Highlights:

2.1 Achievements

- In a recent Stanford Study, DMS stood second, to IIM Bangalore, in terms of research in management in India. The study can be viewed by visiting the following link:
http://www.stanford.edu/~sharique/india_ranking_social_science.html
- Top Public MBA Colleges Ranking in India 2013
In a recent ranking given by career 360 degree department ranked at 4th best B-school among public management schools. Details can be seen from the link
<http://www.bschoo.careers360.com/top-public-mba-colleges-ranking-in-india-2013>
- Department has been ranked number one in research in a paper titled “Analysis of the Logistics Research in India–White Paper” by German institutes of repute.
- In the last five years, department received three best teacher awards for its quality teaching and outstanding feedback.
- In the last five years, department also received two Young Outstanding Faculty Fellowship award for high quality research outputs made b young faculty members.
- Department also received best teacher/professor awards given by well known agency such as Headlines Today,World Education Congress and CMO Asia, Amar Ujjalla, and Dewang Mehta B-School award.

2.2 New Initiatives

- The department aims to start a five-year dual B. Tech and MBA program to give students the opportunity to complete their MBA with their B.Tech degree program.
- In the Global field study initiative, the department plans to facilitate every MBA (both from the full-time as well as part-time program) student's visit to top B-school in the world to undergo around 2 weeks of training. A departmental faculty as well as foreign faculty will mentor the student.
- Department has submitted the new curriculum structure for MBA full time, MBA full time with focus on Telecommunication systems, and MBA Part time with a focus on Technology Management; programmes.
- Department has initiated a proposal to utilize the fund (a part of registration fees of the MBA program) in providing the computational and pedagogical tools to MBA students.

3. Educational Programs/ Curriculum

The Department currently runs a three MBA programs: two-year full-time MBA programmes with focus on ‘*Management Systems*’, a two-year full-time MBA programme with focus on ‘*Telecommunication Systems Management*’ under the aegis of Bharti School of Telecom Technology and Management and a three-year part-time MBA programme with focus on ‘*Technology Management*’.

3.1 MBA (Full Time) (focus on Management Systems)

Key Highlights

The full time MBA program of IIT Delhi is the first choice among MBA aspirants in all IITs. The program is highly successful in offering 100% placement. The program has its presence in entire country and even foreigners are registering for the MBA full time program. Courses offered in this program are in high demand among B.Tech students of IIT Delhi (pre-registration running into 200). More than 2500 applications having CAT score of at least 98 percentile are received by the department for admission to MBA full time programme.

Admission to the full-time MBA program is through the CAT conducted by IIMs. Total sanctioned strength for this program is 91 which include seats for reserved category. Till 2011, the candidates were admitted through the Joint Management Entrance Test (JMET) conducted by IITs. From the year 2012 onwards, candidates are admitted through CAT. In the year 2012, candidates with a CAT percentile of at least 98.85 were shortlisted for rigorous rounds of group discussions (GD) and personal interviews (PI). Similarly, in the year 2013 candidates securing CAT score of at least 98.05 were shortlisted for GD and PI. The department roped in prominent industry professionals to conduct personal interviews; thereby ensuring it met its objective of hiring candidates for the program who will, in two years, be ideal candidates for placements when these organizations come for campus placements.

As far as curriculum requirement for this program is concerned, students have to complete total 72 credits in two years. This is in addition to the winter and

industrial training during summer break after their 1st year of the program. The overall credit structure of this program is provided in a table 1 below. For more details on various courses offered, section 1.3 (c) of the part (B) report can be referred.

Programme Code: **SMF**

Master of Business Administration (Focus on Management Systems)
Department of Management Studies

The overall credits structure

Category	Programme core PC	Compulsory Audit* CA	Non-credit core NC	Cross Focus elective FE	Specialization elective SE	Non-credit elective NE	Open elective OE	Total
Credits	45	6.5*	0	3	12	0	12	72

CORE COURSES

Programme Core (PC)

SMD890	Major Project		0-0-12	6
SML710	Creative Problem Solving		2-0-2	2
SML713	Information Systems Management		2-0-2	2
SML715	Quality and Environment Management		2-0-2	2
SML716	Fundamentals of Management Systems		3-0-0	3
SML717	Business Systems Analysis and Design		2-0-2	2
SML720	Business Environment and Corporate Strategy		2-0-2	2
SML730	Organization Management		3-0-0	3
SML731	Human Resource Management		3-0-0	3
SML740	Quantitative Methods in Management		2-0-2	2
SML745	Operations Management		3-0-0	3
SML760	Marketing Management		2-0-2	2
SML770	Managerial Accounting and Financial Management		2-0-2	2
SML780	Managerial Economics		3-0-2	3
Total PC			30-0-30	45

Compulsory Bridge Core Courses (credits not to be counted for SQM/CDM calculation)

SMP791	Computer Laboratory		0-0-2	1
SMN793	Statistics for Management		1-0-0	1
SMN794	Communication Skills		1-0-1	1.5
SMN795	Systems Thinking		1-0-0	1
SMN895	Management Research Methodology		1-0-0	1
SMN896	Human Values in Management		1-0-0	1
Total Compulsory Audit			6-0-3	6.5

Non-credit core (NC)

SMT893	Industrial Training		-	NC
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ELECTIVE COURSES

Cross Focus Elective (FE)

A student must take one of these three courses:

SML700	Fundamentals of Management of Technology	3-0-0	3
SML722	Telecommunications Systems Management	3-0-0	3
SML852	Management of Intellectual Property Rights	3-0-0	3

Specialization Elective (SE)

A student must specialize in one stream; the specialization streams are: Strategic Management, Organization Management, Manufacturing Management, Information Technology Management, Marketing, Finance, Public Sector Management, and Consultancy Management. The courses under each stream are listed on page no. 80.

Students specializing in one particular stream should take 12 credits from that stream; and she/he is allowed to take at most 3 credits from any other stream as open electives. Electives outside the specialization streams also form part of the open electives.

Non-credit Elective (NE)

SMCB91	Strategic Leadership Practice	0-0-2	NC
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Open Elective (OE)

SML714	Organizational Dynamics and Environment	3-0-0	3
SML734	Management of Small Scale Industrial Enterprises	3-0-0	3
SMP793	Management Laboratory	0-0-6	3
SML810	Total Quality Management	2-0-2	3
SML817	Management of System Waste	2-0-2	3
SML818	Industrial Waste Management	2-0-2	3
SML819	Business Process Reengineering	2-0-2	3
SML880	Selected Topics in Management	2-0-2	3
SML887	Business Law	2-0-2	3

Note: Also see the stipulation under Specialization Elective above.

M.B.A. (Focus on Management Systems)

Sem.	Courses (Number, abbreviated title, L-T-P, credits)								Contact H/week				Credits	
	Lecture Courses	L	T	P	Total									
I	SML710 Creative Prob. Solving (2-0-2)3	SML730 Organization Mgmt (3-0-0)3	SML740 Quant Meth in Mgmt (2-0-2)3	SML760 Marketing Mgmt (2-0-2)3	SML770 Mngt Achng & Finan Mgmt (2-0-2)3	SML780 Managerial Economics (2-0-2)3	SMP791 Computer Laboratory (0-0-2)1	SMN795 Systems Thinking (1-0-0)1	6	14	0	12	26	18
II	SML713 Info Systems Management (2-0-2)3	SML716 Fund of Mgmt Systems (3-0-0)3	SML717 Bus Sys Anly & Design (2-0-2)3	SML720 Bus Envtln & Corp Strategy (2-0-2)3	SML731 Human Res Management (3-0-0)3	SML745 Operations Management (3-0-0)3	SMN793 Statistics for Management (1-0-0)1	SMN794 Comm Skills (1-0-1)1.5	6	17	0	7.5	24.5	
Summer	SMT893 Industrial Training								0					
III	SML715 Quality & Env Management (2-0-2)3	SMN895 Mgmt Resrch Methodology (1-0-0)1		FE Cross Focus Elective (3-0-0)3	SE-1 Specialization Elective (3-0-0)3	SE-2 Specialization Elective (3-0-0)3	OE-1 (3-0-0)3	OE-2 (3-0-0)3	6	18	0	2	20	18
IV	SMD890 Major Project (0-0-12)6	SMN896 Human Values in (1-0-0)1	SMCB91 Strat Leader Practice (0-0-2)1		SE-3 Specialization Elective (3-0-0)3	SE-4 Specialization Elective (3-0-0)3	OE-3 (3-0-0)3	OE-4 (3-0-0)3	4	13	0	14	27	18

Underlined = Compulsory audit; FE = Cross focus elective; SE=Specialization elective; OE=Open elective

TOTAL =72

Table 1: Overall credit structure of MBA (Full Time) with focus on Management System

3.2 MBA (Full Time) (focus on Telecommunication Systems Management)

Admission to this full-time MBA program is through the CAT. Total sanctioned strength for this program is 24 which include seats for reserved category. Till the 2011, the candidates were admitted through the JMET. In the year 2012 and 2013, candidates secured a CAT percentile of at least 98.85 and 97.59 were shortlisted for GD & PI. Here, the department roped in prominent telecomm industry professionals to conduct GD and PI to ensure the fulfillment of its objective of hiring candidates for this specialized program. The overall credit structure of this program is provided in table 2 below.

Programme Code: **SMT**

Master of Business Administration in Telecommunication Systems Management
Department of Management Studies

The overall credits structure

Category	Programme core PC	Compulsory Audit CA	Non-credit core NC	Cross Focus elective FE	Specialization elective SE	Non-credit elective NE	Open elective OE _c	Total
Credits	45	8.8*	0	3	12	0	12	72

CORE COURSES

Programme Core (PC)

SME890	Major Project	0-0-12	0
SML710	Creative Problem Solving	2-0-2	3
SML730	Business Environment and Corporate Strategy	2-0-2	3
SML733	Telecommunication System Planning and Design	3-0-0	3
SML738	Telecom Systems Analysis	3-0-0	3
SML728	International Telecommunication Management	3-0-0	3
SML730	Organization Management	3-0-0	3
SML731	Human Resource Management	3-0-0	3
SML740	Quantitative Methods in Management	2-0-2	3
SML740	Operations Management	3-0-0	3
SML760	Marketing Management	2-0-2	3
SML770	Managerial Accounting and Financial Management	2-0-2	3
SML780	Managerial Economics	2-0-2	3
EEL767	Telecom Systems Management	3-0-0	3
Total PC		27-0-24	48

Compulsory Bridge Core Courses (credits not to be counted for SGPA/CGPA calculation)

SMT771	Computer Laboratory	0-0-2	1
SMT793	Statistics for Management	1-0-0	1
SMT794	Communication Skills	1-0-1	1.5
SMT795	Systems Thinking	1-0-0	1
SMT800	Management Research Methodology	1-0-0	1
SMT805	Human Values in Management	1-0-0	1
Total Compulsory Audit		5-0-3	8.5

Non-credit core (NC)

SMT893	Industrial Training	-	NC
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ELECTIVE COURSES

Cross Focus Elective (FE)

A student must take one of these three courses:

SML730	Fundamentals of Management of Technology	3-0-0	3
SML710	Quality and Environment Management	2-0-2	3
SML802	Management of Intellectual Property Rights	3-0-0	3

Specialization Elective (SE)

A student must specialize in one stream; the specialization streams are: Strategic Management, Organization Management, Manufacturing Management, Information Technology Management, Marketing, Finance, R&D Sector Management, and Consultancy Management. The courses under each stream are listed on the page No. 80.

Students specializing in one particular stream should take 12 credits from that stream; and she/he is allowed to take at most 9 credits from any other particular stream as open electives. Electives outside the specialization streams also form part of the open electives.

Non-credit Elective (NE)

SMT801	Strategic Leadership Practice	0-0-2	NC
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Open Elective (OE)

SML714	Organizational Dynamics and Environment	3-0-0	3
SML734	Management of Small & Medium Scale Industrial Enterprises	3-0-0	3
SMT793	Management Laboratory	0-0-8	3
SML816	Total Quality Management	2-0-2	3
SML817	Management of System Waste	2-0-2	3
SML818	Industrial Waste Management	2-0-2	3
SML819	Business Process Reengineering	2-0-2	3
SML847	Advanced Methods for Management Research	2-0-2	3
SML880	Selected Topics in Management	2-0-2	3
SML887	Business Law	2-0-2	3

Note: Also see the stipulation under Specialization Elective above.

M.B.A. (Telecommunication Systems Management) SMT

Sem.	Courses (Number, abbreviated title, L-T-P, credits)								Lecture Contact	Contact h/week				Credits
	L	T	P	Total	L	T	P	Total						
I	EEL767 Telecom Syst Management (3-0-0) 3	SML730 Organization Mgmt (2-0-0) 3	SML740 Quant Meth in Mgmt (2-0-2) 3	SML760 Marketing Mgmt (2-0-2) 3	SML770 Mgmt Acqy & Finan Mgmt (2-0-2) 3	SML780 Managerial Economics (2-0-2) 3	SMP791 Computer Laboratory (0-0-2) 1	SMN795 Systems Thinking (1-0-0) 1	6	15	0	10	25	18
II	SML720 Bus Environl Corp Strategy (2-0-2) 3	SML723 Telecommu- Systems (3-0-0) 3	SML726 Tele Syst Avy Plan & Des (3-0-0) 3	SML728 International Tele Mgmt (3-0-0) 3	SML731 Human Reso Management (3-0-0) 3	SML745 Operations Management (3-0-0) 3	SMN793 Statistics for Management (1-0-0) 1	SMN794 Comm Skills (1-0-1) 1.5	6	19	0	3	22	18
Summer	SMT893 Industrial Training								0					
III	SML710 Creative Pro- blem Solving (2-0-2) 3	SMN895 Mgmt Resrch Methodology (1-0-0) 1	FE Cross Focus Elective (3-0-0) 3	SE-1 Specialization Elective (3-0-0) 3	SE-2 Specialization Elective (3-0-0) 3	OE-1 (3-0-0) 3	OE-2 (3-0-0) 3	6	19	0	3	20	18	
IV	SMD890 Major Project (0-0-12) 6	SMN896 Human Values in (1-0-0) 1	SMC891 Stat Leader Practice (0-0-2) 1	SE-3 Specialization Elective (3-0-0) 3	SE-4 Specialization Elective (3-0-0) 3	OE-3 (3-0-0) 3	OE-4 (3-0-0) 3	4	10	0	14	27	18	

Underlined = Compulsory audit; FE = Cross focus elective; SE = Specialization elective; OE = Open elective

TOTAL = 72

Table 2: Overall credit structure of MBA (Full Time) with focus on Telecommunication Management System

The current strength of the full-time MBA program with focus on Management Systems and with focus on Telecommunication Management Systems for the batch 2011-2013 and 2012-2014 is 56 and 65, respectively.

As mentioned earlier, since last three years (from the year 2012 onwards) department is selecting the students for the MBA full time programme through CAT score. Based on the statistics, for 115 seats (91 for MBA full time with focus on Management System and 24 for MBA full time with focus on Telecommunication Management System & Management) more than 2500 applications are received having CAT scores of at least 98 percentile. In the current year, 2529 applications have been received against 115 seats. Last three years data is provided below. The admission process is very rigorous as it can be seen from the below table. The current strength of MBA full time students is 56 and 65 in its second and first year of the program, respectively. This is due to the prime focus on quality of students being called for GD/PI and then various weightages given for grades in the UG degree, work experience, extracurricular activity, PI and etc. This makes tough entry even to candidates securing good CAT score. The detailed of the number of students applied to MBA programme is summarized in table 3 below.

Year	2012	2013	2014	Marks distribution
Batch	2012-14	2013-15	2014-16	
Total Applications received	5287	2590	2529	CAT = 50 (50% of CAT score) GD = 20 PI = 20 Work Ex = 5 Extra Cur. = 5
CAT score validated	2983	1177	98.7	
CAT percentile cut-off/Number of students called for GD/PI for MBA with Focus on Management System & with Focus on Telecommunication System & Management	98.85/612	98.05/917	98.7/942	
CAT percentile cut-off/Number of students called for GD/PI only for MBA (Focus on Telecommunication System & Management)		97.59/262	97.5/250	
Present strength	56	65	---	

Table 3: Detailed of the application received and the CAT percentile cut-off.

3.3 MBA (Part Time) (focus on Technology Management)

Key Highlights

For the Indian industry to gain global competitiveness, effective management of technology is crucial. This would mean using technology as a strategic variable to gain competitive advantage and would require an organization to critically understand processes of technology planning and strategy, management of technology transfer and absorption, and more. This program is aimed at fulfilling these requirements so as to enable the managers to effectively contribute in evolving core competencies in Indian industry.

Admissions to the 3 years part-time MBA program is through the EMET (Executive Management Entrance Test) conducted by the GATE Office of the Institute. Currently, there are 43, 32 and 53 students in the batch of 2011-2014, 2012-2015 and 2013-2016, respectively. In this programme, participants from corporate sectors such as Ernst and Young, WIPRO, Infosys, Maruti Udyog, DMRC, IOCL, BHEL, State Government, Central Government, Defence, Police services, Rail Vikas Nigam Limited, Bharat Petroleum, Mother dairy and many more organizations.

The overall credit requirement for this program is divided into three years and is of 72 credits. The credit structure is shown in the below table 4. For much detail on various courses offered under MBA part time programme, section 1.3 (c) of the part (B) report can be referred.

Programme Code: **SMN**

Master of Business Administration in Focus on Technology Management (Part Time)
Department of Management Studies

The overall credits structure

Category	Programme Core PC	Computory Audit* CA	Cross Focus Elective FE	Specialization Elective SE	Open elective OE	Non-credit Core NC	Non-credit Elective NE	Total
Credits	45	6.5*	3	12	12	0	0	72

CORE COURSES

Course	Credits
Programme Core (PC)	
SMD890 Major Project	0-0-12 6
SML700 Fundamentals of Management of Technology	3-0-0 3
SML701 Strategic Technology Management	2-0-2 3
SML702 Management of Innovation and R & D	2-0-2 3
SML703 Management of Technology Transfer and Absorption	2-0-2 3
SML710 Creative Problem Solving	2-0-2 3
SML720 Business Environment and Corporate Strategy	2-0-2 3
SML730 Organization Management	3-0-0 3
SML731 Human Resource Management	3-0-0 3
SML740 Quantitative Methods in Management	2-0-2 3
SML745 Operations Management	3-0-0 3
SML760 Marketing Management	2-0-2 3
SML770 Managerial Accounting and Financial Management	2-0-2 3
SML780 Managerial Economics	2-0-2 3
Total PC	30-0-30 45
Computory Bridge Core Courses (credits not to be counted for SGPA/CGPA calculation)	
SMP791 Computer Laboratory	0-0-2 1
SMN793 Statistics for Management	1-0-0 1
SMN794 Communication Skills	1-0-0 1
SMN795 Systems Thinking	1-0-0 1
SMN896 Management Research Methodology	1-0-0 1
SMN896 Human Values in Management	1-0-0 1
Total Computory Audit	5-0-2 6
Non-credit core (NC)	
SMC894 Seminar	0-0-2 NC

ELECTIVE COURSES

Course	Credits
Cross Focus Elective (FE)	
A student must take one of these three courses: *	
SML717 Business Systems Analysis and Design	2-0-2 3
SML723 Telecommunications Systems Management	3-0-0 3
SML802 Management of Intellectual Property Rights	3-0-0 3
Specialization Elective (SE)	
A student must specialize in one stream; the specialization streams are: Strategic Management, Organization Management, Manufacturing Management, Information Technology Management, Marketing, Finance, Public Sector Management, and Consultancy Management. The courses under each stream are listed on the page No. 80.	
Students specializing in one particular stream should take 12 credits from that stream, and she/he is allowed to take at most 9 credits from any other stream as open electives. Electives outside the specialization streams also form part of the open electives.	
Non-credit Elective (NE)	
SMC891 Strategic Leadership Practice	0-0-2 NC
Open Elective (OE)	
SML714 Organizational Dynamics and Environment	3-0-0 3
SML734 Management of Small Scale Industrial Enterprises	3-0-0 3
SMP783 Management Laboratory	0-0-6 3
SML816 Total Quality Management	2-0-2 3
SML817 Management of System Waste	2-0-2 3
SML818 Industrial Waste Management	2-0-2 3
SML819 Business Process Reengineering	2-0-2 3
SML880 Selected Topics in Management	2-0-2 3
SML887 Business Law	2-0-2 3

Note: Also see the stipulation under Specialization Elective above.

M.B.A. in Focus on Technology Management (Part Time)

SMN

Sem.	Courses (Number, abbreviated title, L-T-P, credits)						Lecture Courses	Contact h/week				Credits
	L	T	P	Total	L	T		P	Total			
I	SML710 Creative Prob Solg (2-0-2)3	SML730 Organization Mgmt (3-0-0)3	SML731 Hum Resrc Mgmt (3-0-0)3	SML740 Quant. Meth Mgmt (2-0-2)3	CA-1 (0-0-2)1	CA-2 (1-0-0)1	5	11	0	6	17	12
II	SML702 Mgmt Innov R&D (3-0-0)3	SML745 Operations Mgmt (3-0-0)3	SML770 Mgt Acc & FM (2-0-2)3	SMC894 Seminar (0-0-2)1	FE (3-0-0)3	CA-3 (1-0-0)1	5	12	0	4	16	12
III	SML700 Fund of Mgmt Tech (3-0-0)3	SML720 Busn Env & CS (2-0-2)3	SML760 Marketing Mgmt (2-0-2)3	SML780 Managerial Econo (2-0-2)3		CA-4 (1-0-0)1	5	11	0	6	17	12
IV	SML701 Strategic Tech Mgmt (2-0-2)3	SML703 Mgmt Tech T & A (2-0-2)3		SE-1 (3-0-0)3	CA-5 (1-0-0)1	OE-1 (3-0-0)3	5	11	0	4	15	12
Summer	SMD801 Major Project Part (SMN)											
V			SE-2 (3-0-0)3	SE-3 (3-0-0)3	OE-2 (3-0-0)3	OE-3 (3-0-0)3	4	12	0	0	12	12
VI	SMD890 Major Proj (SMN) (0-0-12)6		SE-4 (3-0-0)3	CA-6 (1-0-0)1	OE-4 (3-0-0)3		3	7	0	12	19	12
							79					TOTAL = 72

Table 4: Overall credit structure of MBA (Part Time) with focus on Technology Management.

3.4 PhD Programme

Key Highlights

Ph.D. programmes at Department of Management Studies is highly preferred research programme in the area of management. More than 500 applications are received in each sessions for around 6-12 seats both full time and part time. Ph.D. graduates, from the department, are serving top B-Schools in India such as IIM Lucknow, IIM Shillong, IIM Raipur, IIT Kharagpur, IIT Kanpur, IIT Delhi, NITIE Mumbai, and IIST Trivendrum. Ph.D. students publish high quality research papers

Ph.D. Programme in the Department is offered both in the Full-Time as well as Part-time modes. Admission to the Ph.D. programmes is on the basis of a written test and interview conducted by the each domain area of the department.

In order to overcome any deficiency in the breadth of fundamental training or proper foundation for advanced work, special foundation or pre-doctoral courses are given by the Department. Research in broad areas of Finance, Human Resource Management, Information Technology, Managerial Economics, Marketing, Operation, Organisation Behavior, Strategy, Technology Management, Entrepreneurship and IPR among several others is taken up in the Department.

As per the norm, PhD candidates are called for an interview in June and December i.e twice a year. To select the best of the best for the program, the department introduced a written test in December 2013 to assess the thought process as well as the written communication skills of the candidates.

The department currently offers PhD program under six domain areas of MBA that falls into four disciplines, namely: Accounting & Finance, Operations & Supply Chain Management, Economics, Marketing, Strategy, and Organizational Behavior & Human Resource.

Baring a few mandatory courses, PhD scholars can opt for courses significant to their filed of study from the basket of courses offered to MBA students or courses designed for Ph.D. students. The number of credit requirement depends on the background of the candidate; however, they are required to get minimum

9 credits.

There is a huge demand for students once they complete their PhD in top Indian institutes like the IIMs, IITs, NITs and other public and private B-Schools. PhD graduates are also able to find lucrative roles in foreign universities.

3.5 Courses for B.Tech Programme for Minor Area in Management

Department is also actively involved in offering courses for B.Tech students towards Minor Area in Management and also to educate them management education. All these courses have credits assigned to them and most have 3 modules within each course. To ensure students achieve their learning objectives, courses are delivered to include lectures, tutorials and practical. Courses like SML 391, SML 401, SML745, SML731, SML760 are offered to B. Tech students, which aid interaction of faculty, and students with other departments (e.g. participation in interdisciplinary programs).

The learning objectives of each course are clearly defined to help students make a choice in alignment with their career goals. The curriculum content is in tune with the learning objectives of the program and is constantly reviewed to keep it in line with the current industry requirements.

4. Teaching Environment

Key highlights:

The department currently has 16 full time faculty members, one emeritus professor, and one adjunct faculty. In the last five years, 10 faculty from the country and abroad visited the department. Each faculty contributes on an average 4 courses in a year in addition to guiding Ph.D. students. Department is equipped with specialized labs such as Strategy lab, Marketing Lab, and Optimization lab. In addition, department is having one computer lab especially for MBA students and is mainly used for demonstrating application of SPSS and other software related to their course and major project. In addition, department is also has its own library which has books and journals related to the Business Management. To conduct industry talks and special guest lecture department is having its own auditorium and five classrooms. One big hall named as Exhibition Hall to conduct smoothly all examinations. Each classroom is equipped with LCD projector and white board. Entire department is fully wi-fi enabled.

The department currently has student-teacher ratio of 21:1 (includes MBA full time and part time, and PhD students). Two more faculty members are expected to join soon and this will improve the student-teacher ratio.

Department has the policy to assign TA (Teaching Assistant) to each course where TA are responsible to take attendance and collect assignment and tutorials as and when given by the faculty. Mostly PhD students are assigned as TA and in the process they also learn the conduct of the classes.

The department has two full time technical staff on contract who look after the smooth operations of all labs and all electronics equipments such as LCD projector and computers installed in the computer lab.

The Department of Management Studies has 5 fully air conditioned and Wi-Fi enabled lecture theatres equipped with LCD projectors to ensure the best possible environment for learning. These classrooms are having seating capacity of 70

students. Department also has one exhibition hall with capacity of 90 students exclusively for conducting examination. The auditorium has a seating capacity of over 150 and hosts numerous guest lectures, seminars and other programmes. In addition to a large collection of management books, the departmental library houses one of the biggest collections of management-related fieldwork reports available in any institution.

The following laboratories facilitate learning and research: Research Lab, Computer Lab, Strategy and Competitiveness Lab, Optimization Lab, Marketing Lab, IPR Cell. Marketing and Optimization labs are new additions in the past 5 years. Software LINGO has been installed in the Optimization lab to facilitate the project/ research work of MBA/PhD students. This year, the department is in process to procure Bloomberg, a real time and historical financial market and economic database, covering all sectors worldwide. This database will be fully functional soon. Apart from these, the department also has other software, databases and online subscriptions such as: Crystal ball, Arena, Capital line. Also, online has subscription of the journals published by Springer, Taylor Francis, Elsevier, Wiley, IEE. The department has a well-stocked library with a vast array of reading and reference materials.

As highlighted in the beginning, every faculty member teaches 4 courses (12 credits) on an average in a year. This is in addition to other administrative responsibilities the faculty is assigned by the department. Every faculty maintains the course file and a course outline with reading material is provided to the students at the beginning of the semester. Reading material includes cases, handouts and video lecture, if any. Attendance policy is also announced at the beginning. The faculty of department gets very good teaching and course feedback. Course feedback is implemented online and every registered student has to provide the faculty and course feedback at the end of the semester. The faculty is also very particular in obtaining course related feedback from students upon the completion of the course. The feedback ranges upward of 4 points (on a 5 point scale). This feedback serves as input for refining course material for subsequent batches and modifying teaching pedagogy to make the course more interesting for students. Department has bagged three best teacher awards in the last five years. In general department gets course feedback of around 4.2 to 4.9 in the scale of 5.

The department works constantly at reviewing and renewing the courses and its contents, faculty at the department ensure they experiment with teaching pedagogy to facilitate learning and internalization of the course content. The faculty use case studies, group presentations, lectures, quizzes and assignments to ensure the active participation of students.

The faculty spends their time across various activities like: classroom sessions, meetings, project management, Ph.D. guidance, MBA Major Project Guidance, Minor project guidance, B.Tech and M.Tech project guidance.

The faculty members have autonomy in designing their course and developing the relevant course content.

Faculty does collective research work through jointly guiding PhD students. Also, faculty collectively research project and consulting assignments.

Professors also invite industry experts as part of the course for guest lectures and for greater student-industry interaction. Some experts that have visited the department include:

- Experts in WTO/ADB /GOI
- Officials from DRDO
- Supply chain experts specifically in practical design of systems
- Government officials: Ministry of Railways
- Regional Director, Nielsen India on Retail Audit;
- India Director, Westat Consultants
- Expert in emerging issues in Information Technology Management: Head-Social Media-Myntra India.

The faculty also organizes visits to factories, sites, industry exhibitions, field trips, etc. to enhance a student's industry exposure. As a part of every course, students are required to do an industry based project.

In addition to a world-class faculty, the department also has two very superior and well-trained technical staff who ensure an efficient functioning of the computer labs and the MBA admission process. One staff member is dedicated for store work and one for library work.

During the last five years, the MBA full time i.e. MBA (FT) and MBA part time i.e. MBA (PT) degree awarded is shown in figure 1 and figure 2, respectively.

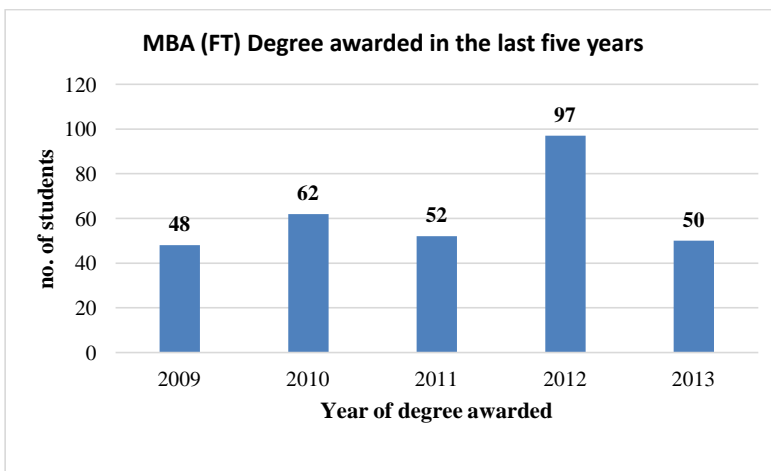


Figure 1: Distribution of MBA (FT) degree in last five years.

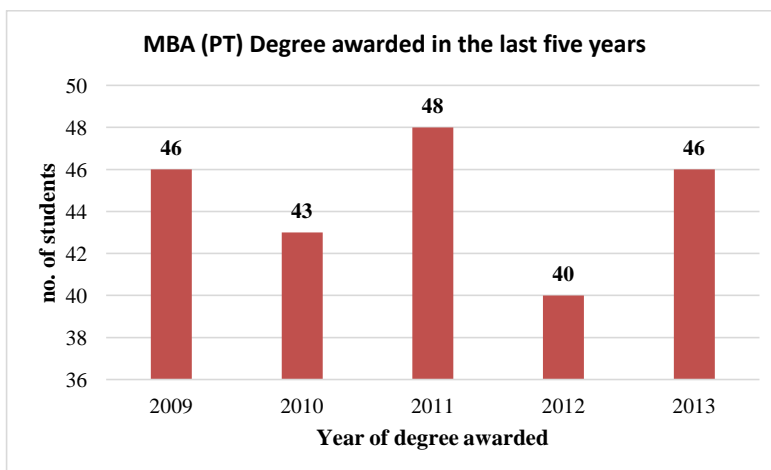


Figure 2: Distribution of MBA (PT) degree in last five years.

The profile distribution of the current (year 2014) and past two years i.e. 2013 and 2012 students of MBA full time program is shown in the following pie charts given from figure 3 to figure 5, respectively.

Batch Profile of Class of 2014

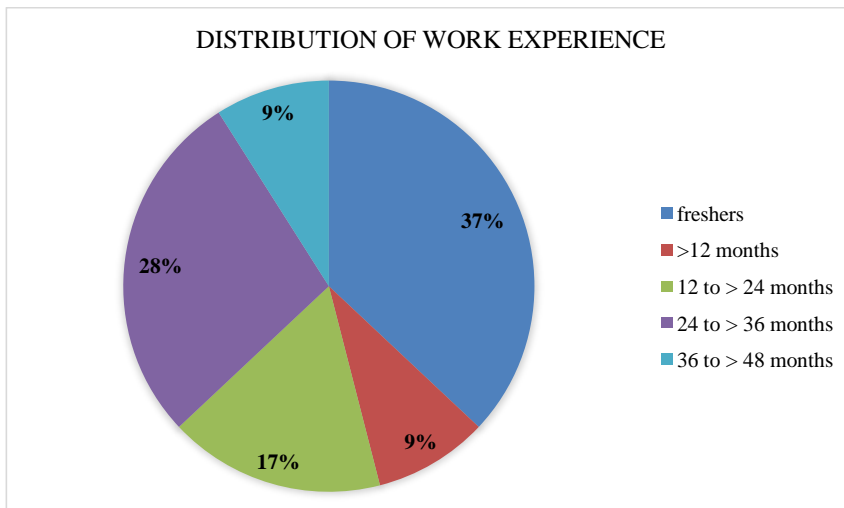


Figure 3 (a)

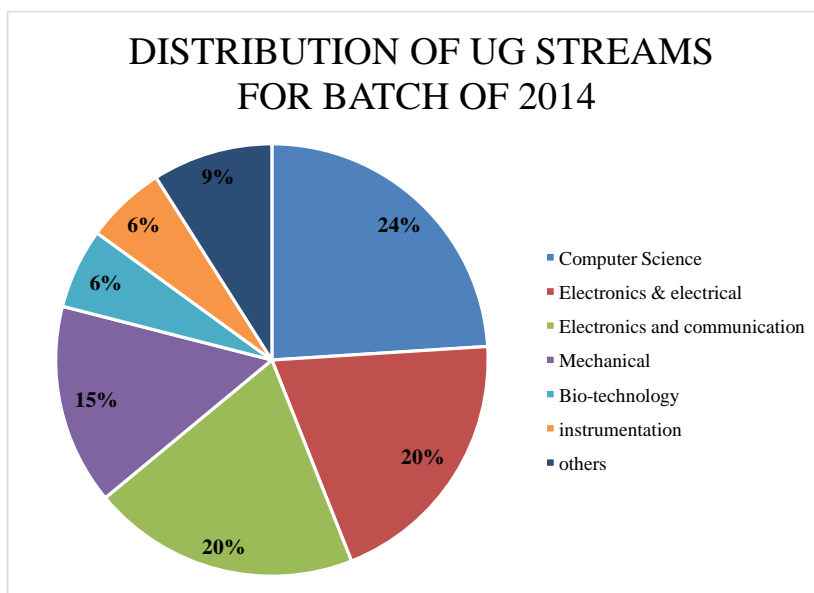


Figure 3 (b)

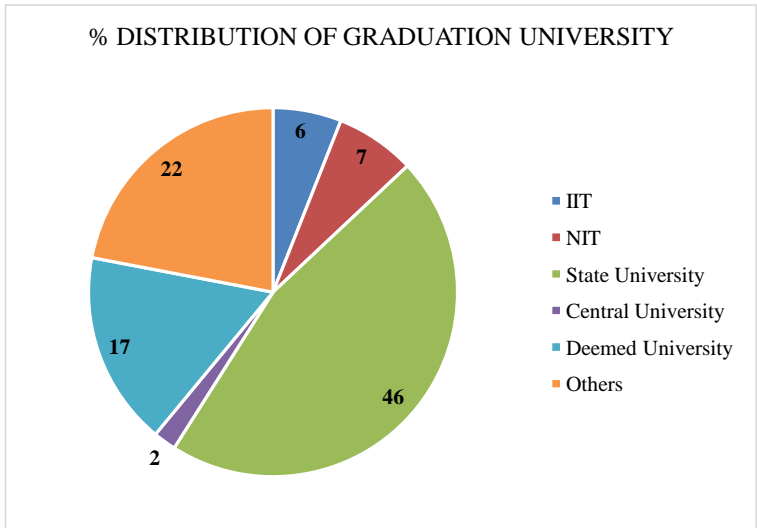


Figure 3 (c)

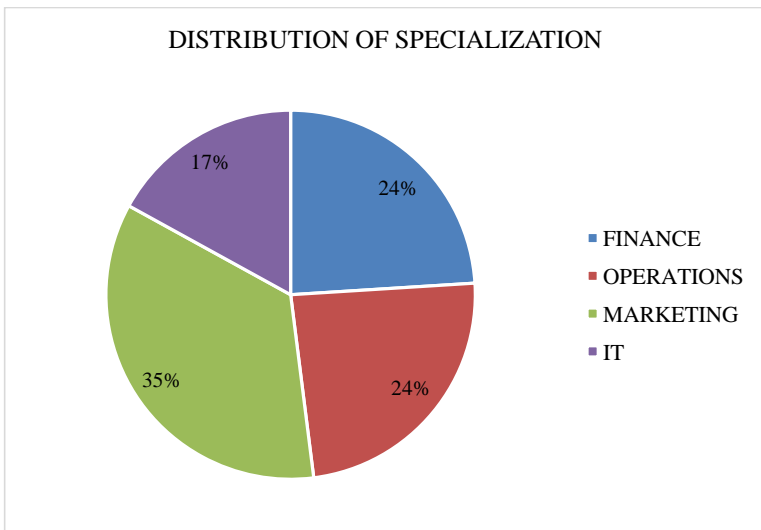


Figure 3 (d)

Figure 3: Batch profile distribution of class 2012.

Batch Profile of Class of 2013

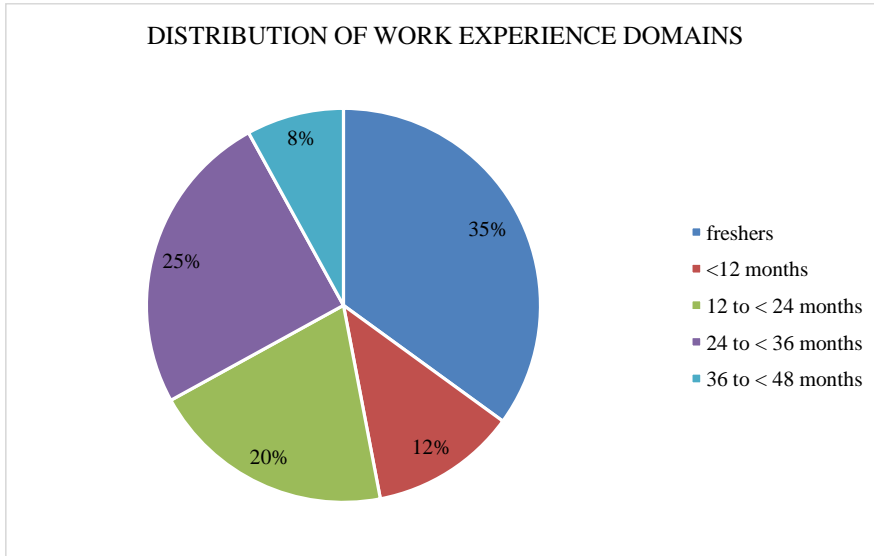


Figure 4 (a)

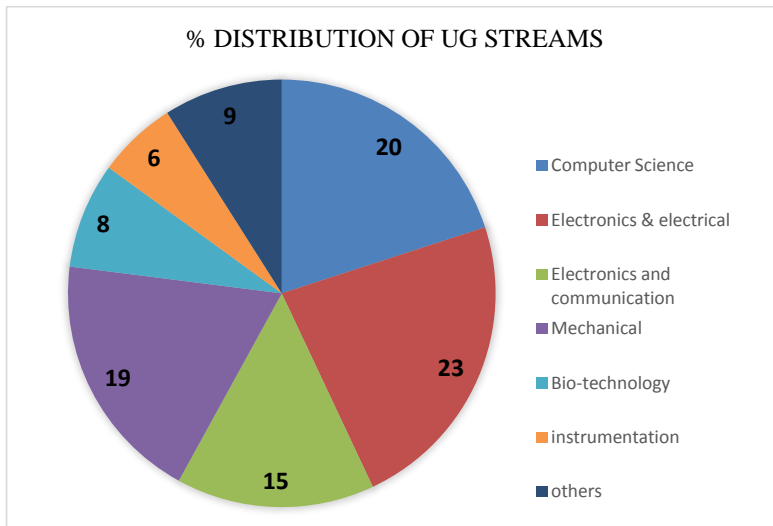


Figure 4 (b)

Figure 4: Batch profile distribution of class 2013.

Batch Profile of Class of 2012

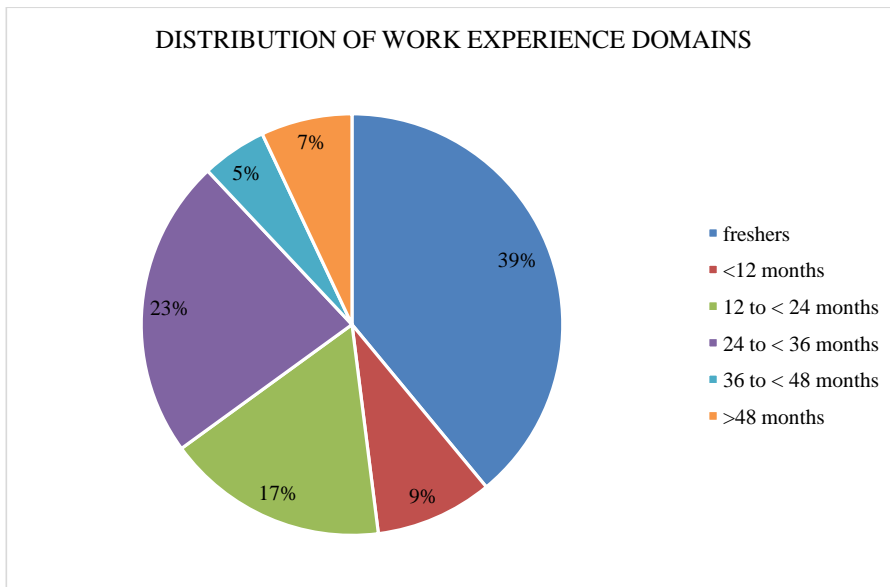


Figure 5 (a)

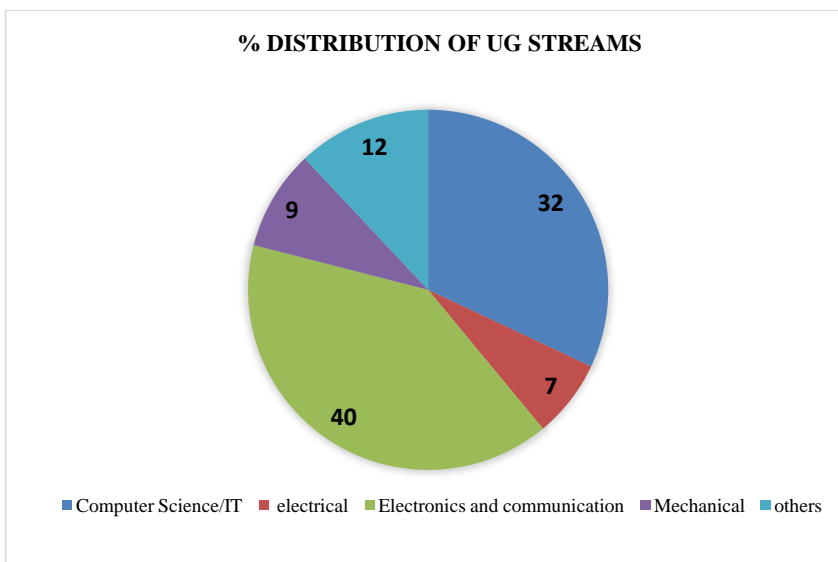


Figure 5 (b)

Figure 5: Batch profile distribution of class 2012.

The department also offers PhD programme and in the last five years PhD degree awarded from the department is shown below in table 5.

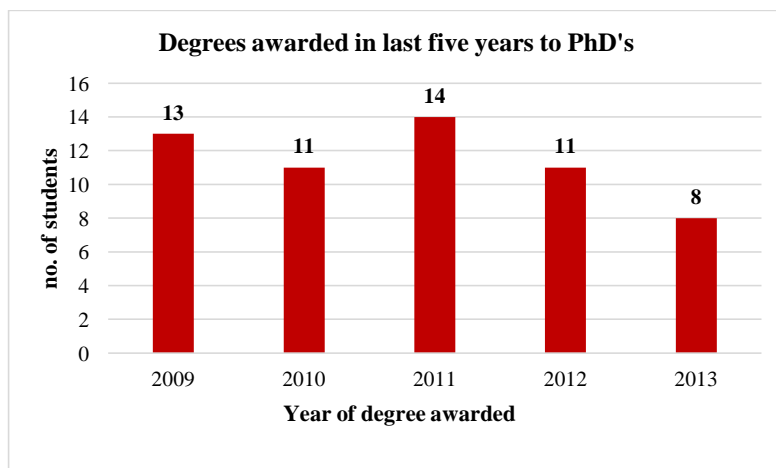


Table 5:Ph.D. Degree awarded in the last five years.

5. Research

Key Highlights:

Department is rated as the top B-school in the country in terms of research. Department faculty, has guided 57 PhDs in the last five years. In terms of research, department is actively carrying out Research projects and consultancies for government and corporate sectors. *In a recent Stanford Study, DMS stood second, to IIM Bangalore, in terms of research in the country.* In addition, department has published more than 34 books which are widely referred in B-school across the country. These books are published by Springer, Sage, TATA-McGraw Hill, MacMillan, PHI, Vikas Publication etc. Also, department has published research papers in top rated international journals. To name few are *International Journal of Business Ethics, European Journal of Operational Research, International Journal of Production Research, Journal of Strategy and Change Management, Energy Policy, Lecture Notes in Computer Science, International Journal of Advanced Manufacturing Technology etc.*

The research list in terms of: number of journal papers, conference papers, books published by department in the last five years is very encouraging. Total number of publications in the last five years was 150 in the highly rated top international journals.

It is worth mentioning that the department is constantly reviewing its current research area and is adding width and depth to the research its faculty and students are conducting. Considering the faculty and students, and support staff strength is comparatively lesser than what most other institutes have, this is a great achievement for the department.

This is just one of the recent accolades the department has received in the past few years. Section 3.6 of the detailed data (Part B) provides the information about 3 best papers per faculty and the top 10 papers of the department along with commendations received.

The following figure 6 provides the information about the functional area of the business management where in the last five years Ph.D. students have been enrolled. This provides an insight that department is actively involved in guiding PhD and carrying out research work in all major discipline of the management.

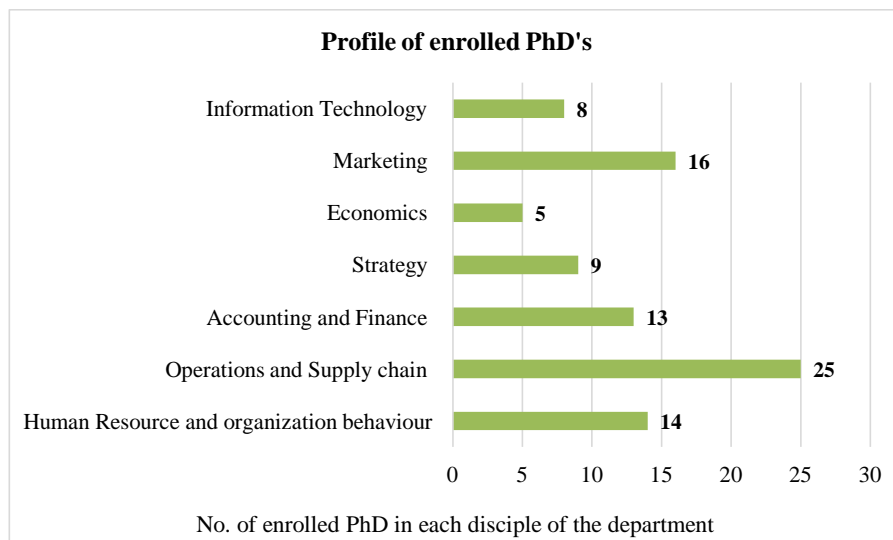


Figure 6: List of PhD enrolled in each discipline

Department is continuously engaged in writing books which have been published by reputed publishers such as Springer, Sage, TATA McGraw hill, McMillan, Pearson etc. The snapshot of the books published by the department is given below in figure 7.



Figure 7: Cover page of the books authored by DMS

The faculty constantly pushes their own boundaries where research is concerned. They are always in search of newer topics often in areas they have not ventured much into. They are able to do this by constantly interacting with the industry, reviewing literature trends, attending and conducting workshops, attending conferences, collaborating with colleagues from international universities, staying abreast with current development in the field. Few professors have undertaken interdisciplinary projects within the department and within the institute. Faculty members of the department, in the last five years (from 2008 till Jan. 2014) have carried out 20 Research Projects having total value of Rs. 318.12 lacs and 25 Consultancy work having total value of Rs. 149.59 lacs for the Government, Public Sector firms and Private organizations. To name a few, projects for Department of Science & Technology, Indian Council of Social Science Research, Ministry of Commerce and Industry, Samajik Suvidha Sangam, NIC, Government of India, U.K.E.RI, British Council, Planning commissions, International Development Research Centre, Canada, etc. Similarly, department in the last five years has provided consultancy to GMR/DIAL, Hilton Metal forging Ltd., Emerald group publishing, Ministry of Environment & Forest, Vikash Publishing House Pvt. Ltd, Ivory Education Pvt. Ltd,

Ministry of Women & Child Development etc. The topics, funding agencies, current status, and co-investigators are detailed in the section 3.9 and 3.10 of the detailed data (Part B).

The faculty is required to provide a self-assessment report on a certain set of pre-defined parameters on an annual basis. These parameters broadly defined on the lines of the information provided in this section. This assessment serves as a good reference point for professors as well as the department.

6. R & D Environment

Key Highlights:

Department is known for its research credentials which is reflected in high quality research output in terms of publications. Department encourages its PhD students to attend, not only national conferences/seminars, but also international conferences/seminars. On an average each PhD student attends one national conference every year and one international conference in his/her Ph.D. duration.

Although the number of exchange students is not very high, efforts are on to increase it in coming years. In this direction, department has taken initiatives of Global Field Study where students can visit and do some industry or academic based work in collaboration with foreign faculty members. There are a number of foreign students who have enrolled in full time MBA and PhD students. Professors across the globe have spent a sabbatical at the department for ex. Prof. Ashok Kumar, Grand Valley University, USA (July 2012-December 2012), Prof. Dinesh Gauri from USA etc.

The department encourages faculty to take sabbaticals to teach at other Indian and foreign institutes/ universities. Department faculty is also invited to present papers and deliver lectures in India and abroad. This is in addition to the interdepartmental invitations they receive within IIT. Some of the faculty members visited for short term to AIT Bangkok, Stevens Institute of Technology, Sloan school of Management, MIT, and KIST Kuwait etc.

Department organizes research seminars every year where PhD students of the department and outside the departments are invited to attend.

Faculty members do inter-disciplinary research through jointly supervising the thesis from other departments of institute as well as being a part of interdisciplinary research projects/ supervising the thesis.

A large collection of software packages such as SPSS, AMOS, STATA, Hummingbird Knowledge Management Suite, Prowess, LINGO, ARENA etc.) are available in the laboratories.

7. Outreach

Key Highlights:

Department, in the last five years, has conducted 80 short term courses for academia and corporate sectors. Department faculty visits other IITs and IIMs to take special sessions and sometime full course. Faculty members of the department provide their research material on the departmental website. Department, in the last five years, has developed courses for NPTEL. Participants from industry register for courses through FITT, IIT Delhi. Faculty members from the department serve on the board of public and private sectors corporations. Professors of the department hold positions as board members and top position in academia. Department holds alumni meet one in the Delhi and second either in Mumbai or Bangalore. Three faculty members of the department have been awarded for excellence in teaching and two faculty members have been awarded with outstanding faculty fellowship award of IIT Delhi in the last five years.

Department, in the last five years, has conducted large number of short term courses for academia and corporate people. To name a few initiatives like course on Naval Operations Analysis for officers on Indian Navy, three short term courses titled Executive Development Program on Project Management for executives of Indian Oil Corporation Limited (IOCL), and workshops on Socio-economic analysis in Ganga basin have been conducted towards this end.

In addition to this the faculty also serves as Ph.D. thesis examiner at other institutions like: IIM Calcutta, IIM Lucknow, IIM Kozikod, IIT Bombay, IIT Madras, IIT Kanpur, IIT Kharagpur, IIT Roorkee, FMS Delhi University, UPTU, Jamia, Indraprastha University, IISc, IIFT, NIT Allahabad, NIT Jamshedpur, NIT Calicut, BITS Pilani, BIT Ranchi, IMT Ghaziabad, SHIATS, Allahabad University, Guru Nank Dev University, Amritsar.

Along with this they also serve as technical expert on committees with the MHRD, DST, DSIR, DRDO, UPSC, Finance Committee Indian Institute of Technology,

Roorkee, Pan-IIT initiatives, other ministries, state and local governments. Details of individual faculty nominations are in the section 6.3 of the detailed data (Part B).

The faculty of the department has been conferred with various awards and commendations for excellence in teaching as well as their contribution in research. The awards include cash prizes, citations, plaques as well as features in leading journals and news dailies.

8. Governance

Key Highlights:

Department is headed by a Head of the Department. Governance of the department depends on two structures 1) academic structure and 2) Administrative structure. Head of the department, ex-officio, is the chairperson of all committees such as DRC, DFB, and PC. Selection of faculty and short listing matters is discussed in Professorial committee (PC). Matter related to admission to MBA/ PhD programme and research related matters of PhD students are discussed in DRC. Departmental day to day matters are discussed in DFB. Program related matters are handled by program coordinator. Staff related matters are looked after by Office-in-Charge. Lab and library related matters are handled by Lab-in-charge and Library-in-charge, respectively. Procurement matters are dealt by Store-in-charge. Department brings out the minutes of each meeting and keeps the record of all meetings in the office. DRC minutes are marked to the institute also.

The Head of the Department is the highest position at the department. An Area Chair heads the major areas - Accounting & Finance, Operations & Supply Chain Management, Economics, Marketing, Strategy, and Organizational Behavior & Human Resource. A coordinator, appointed by the department, takes responsibility of the MBA (FT) and MBA (PT) end-to-end admission process. Program coordinators for each program take on academic processes like registration etc. once admissions are over. A Professorial committee, constituted by professors looks into faculty short-listing and selection among several other others matters. The organizational structure of the department is shown in figure 8 and figure 9. Figure 8 presents the academic structure of the department while figure 9 represents the administrative structure of the department.

Organization Structure Chart



Figure 8: Academic structure of Department

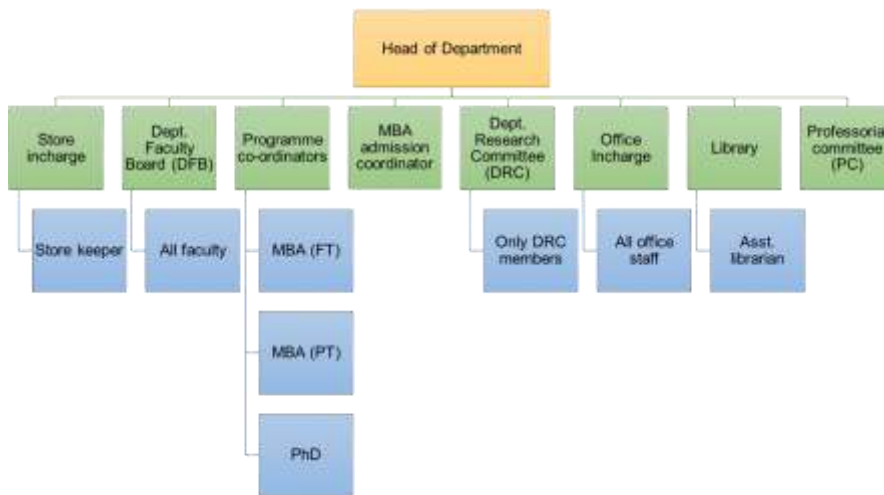


Figure 9: Administrative structure of Department

The department also has 2 committees: DRC (Departmental Research Committee) and DFB (Departmental Faculty Board) various committees that department constitute committees. The faculty board recommends DRC members, while all faculty members are a part of the DFB. These committees meet at least once a month to discuss and approve academic and non-academic matters. Within the department, the DFC, DRC and the Professorial committee are the decision-making bodies.

A Store-in-charge, assisted by a Store Keeper, is responsible for stocking the store and buying the required resources. The store in-charge raises a fund request on a need basis that gets approved by IITD. There is no pattern for fund raising. Daily administration is handled by the Office-in-charge and the Information Officer handles communication with other departments and outside IIT D.

Department, in the last five years, has conducted 86 DRC meetings for deliberating and ensuring smooth functioning of the research related activities.

Faculty Profile:

The department has 16 full time professors, 01 adjunct professor, 16 visiting professors and 01 Emeritus professor. Over the past 5 years the department has maintained a student-teacher ratio of 21:1 including MBA and PhD students.

The department has a rigorous selection and recruitment process to onboard faculty. Vacancies for Associate Professors and Professors are advertised periodically in Establishment unit-I of the institute. Assistant Professor vacancies are advertised on a rolling basis.

In addition to the Ministry of HRD, Government of India norms, the departments uses the following short-listing criteria to hire its world-class faculty:

- Assistant Professor: candidate should have a PhD degree along with a good track record of high quality publication and a minimum of 4 publications in leading international journals. The search for this position is open ended. Only 5% of the applicants are called for presentations and recommended for interviews.
- Associate Professor: candidate should have guided at least 1 PhD student and should have completed at least 1 industry-sponsored project.
- Professor: Candidate should have guided at least 4 PhD students and should have completed at least 2 research projects and/or 2 consultancies.

The department has made 7 Assistant Professor and 3 Associate Professor offers in the last 5 years.

The current faculty of the department is very diverse especially in terms of area of study, research experience, area of consultancies, academic experience, teaching and educational experience with Indian and foreign universities, gender, age, etc. Faculty profile is shown in the pie-chart given in figure 10.

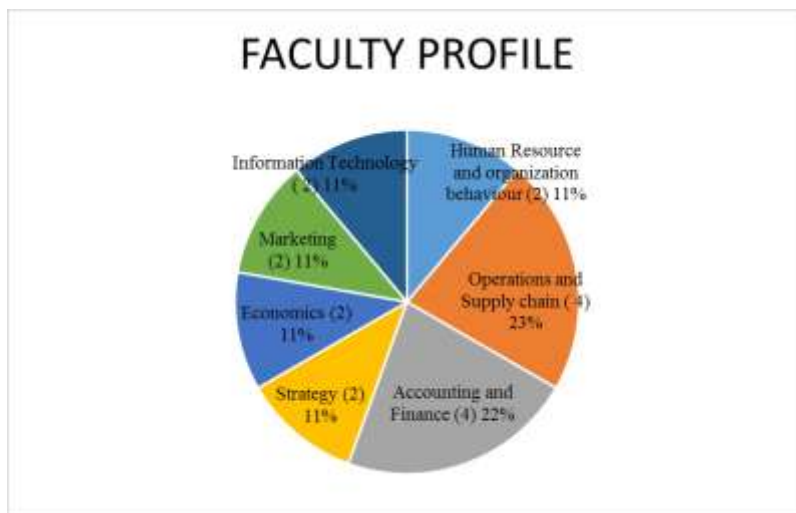


Figure 10: Areawise percentage distribution of faculty

The healthy faculty pool allows the department to graduate about 50-60 students in MBA (FT) and MBA (PT) every year. In addition, on an average, about 11 students get awarded their PhD degree every year.

The faculty at the department has played multiple roles:

- Influencing student learning within and outside their own classrooms
- Implementing learning strategies that have been shown to have a positive impact on improving student achievement over time.
- Supporting and encouraging other faculty members to develop teaching styles

The department also has a steady stream of guest faculty. In 2013, Prof. Ashok Kimar from USA visited the department and took a course on Current and Emerging Issues in Manufacturing Management. As per procedure, the Dean (Faculty) must approve the inclusion of a guest faculty for any course. Typically the guest faculty is allowed to take only a small portion of the course. To teach an entire course, the faculty must join the department and stays in the Institute for the entire semester.

9. Benchmarking

Key Highlights:

Department compare itself for benchmarking with top B-schools in the country i.e. Management schools of the IITs and IIMs for its teaching and research. Internationally, the department benchmarks itself with top business schools in the world, for its quality research outputs and quality teaching pedagogy.

DMS has identified the following criteria to benchmark itself internationally with leading B-schools in Asia, Europe and North America and IIMs and IITs within India. Department benchmark itself with other leading business schools in the world on five main parameters viz. Research publications, Funded projects, Presence in society at national or international level, consultancies, and Exchange program which is shown in figure 11.

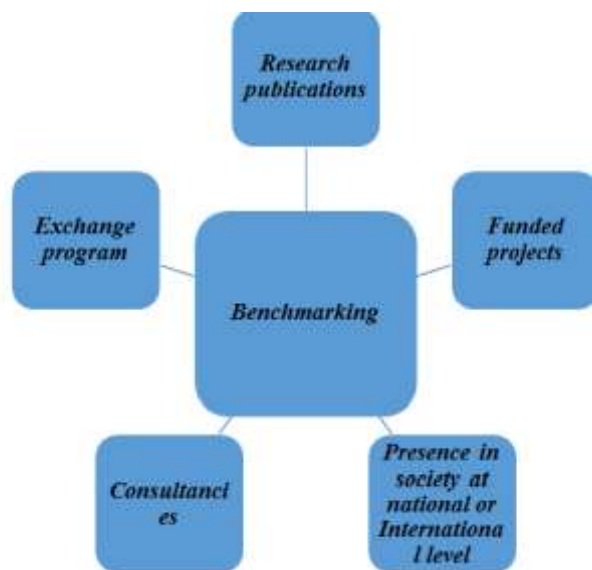


Figure 11: Benchmark parameters of DMS

10. Feedback Systems and Results

Key Highlights:

Department takes continuous feedback from the students twice in a semester, one in the midterm and another at the end. Feedback mechanism is online and students are encouraged to give feedback. Department also conducts class committee meetings once in a semester where programme coordinator calls the meeting and suggestions are received from the students to improve the quality of teaching. For quality teaching department has bagged 3 awards for best teachers in the last five years.

The department has a formal as well as an informal system for receiving feedback from all undergraduate and post graduate students. Students provide anonymous online feedback mid-term and at the end of the term. Providing this feedback is mandatory for students in order for them to view their grades.

The Faculty of department has been receiving average feedback of more than 4.0 on the scale of 5 from the students for last 5 years.

The students of the part-time MBA program help the department get industry feedback along with the feedback the department receives from experts who visit the campus for guest lectures.

In addition, the department organizes 2 alumni meet every year. These are also a rich source of feedback for the department.

11. Vision for next 5-10 years

Key Highlights:

Department, on periodic basis, re-visits its vision and mission every 10 years. Recently, in the year 2013, department conducted a vision workshop where eminent experts from academia and corporate sectors were invited for discussion. It was a full day workshop. This was followed by a one-day workshop of the departmental faculty. Based on these inputs, the department has identified its vision and mission for the next 10 years.

In order to guide its actions, spell out its overall goal, provide a path, and guide decision-making, the department collectively put together its vision and mission statements. This has provided the department a solid framework or context within which the department is able to formulate strategies keeping in sight its core values and keeping the best interest of its shareholders in mind.

This exercise will go a long way in aiding the development of the strategic plan for the department and defining its path to reach its annual goals going forward.

The vision, mission, commitment to stakeholders and core values for the department are given below.

Vision

To attain global prominence by developing thought leadership, innovative solutions, and responsible business leaders through flexible, values-based and high impact research driven management education.

Mission

To provide high-quality and values-based management education to nurture business leaders with global outlook; conduct cutting edge research to contribute to the body of knowledge in management; and offer innovative management solutions to our stakeholders integrating technology and management for a sustainable world.

Commitment to Stakeholders

- Students: To provide high impact learning for growth and development
- Industry: To provide globally relevant and responsible leaders and solutions
- Professional Community: To create knowledge and thought leaderships
- Society: Responsible citizen and innovative societal solutions
- Government: Addressing national priorities and technological competitiveness for efficient governance

Core Values

Excellence, Transparency, Flexibility and Mutual Respect

In order to keep the curriculum relevant and in line with industry requirements, the departments undertake a review of its learning process and course material periodically for its under graduate (UG), post graduate (PG) and PhD courses. The faculty revises the contents of the course on a regular basis to incorporate new developments as and when they occur. As this report is being written, the PG and PhD curriculum is currently under revision. The department is planning to offer a dual degree B. Tech and MBA program where B.Tech students will have an option of graduating with an MBA post the completion of their B. Tech degree from IIT, in five years.

The department currently stands amongst top B-schools in the country in terms of the number of publications it publishes in high impact journals. The department has had a good track record in receiving funds for its research projects and publications. The aim going further is to publish its high quality and high impact research in top tier journals like the Management Science, Academy of Management Journal, Harvard Business Review etc.

12. Information on Public Domain

Key Highlights:

Department provides all information related to programme i.e. admission, results, upcoming events, faculty profile and their contact details, and students profile in the homepage of the department. It can viewed by clicking <http://dms.iitd.ac.in/>

As per procedural requirements the department maintains the minutes of the departmental DFB and DRC at the office level. A hardcopy of the minutes are attached for reference. All these reports are suitable archived in the central/department/ centre libraries and are easily accessible upon request. Feedback given in meetings is constructive and is received positively and is immediately acted upon.

Purchase documents are kept as is and are maintained at the store level and central store level of the department.

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DATA PART B

(PART B) DATA

GUIDELINES FOR PREPARING THE INTERNAL REVIEW REPORT OF AN ACADEMIC UNIT FOR THE ACADEMIC REVIEW

1. Curriculum

1.1 List of degree programmes offered - UG + PG - and enrollment.

1.2 Consistency of curricula with academic vision of the department.

Curriculum takes a dynamic view of organizations. Students are exposed to national and international case studies to help them develop an appreciation for innovative solutions. Through courses like human values in management, efforts are made to develop responsible business leaders.

1.3 Quality of programmes:

(a) Periodicity of curriculum review UG and PG (*relevant documents*).

Every faculty at the department of management studies review the course content on yearly basis and update the course content based on new data and report.

(b) Mechanism for review at UG and PG level (*relevant documents*).

The review process is discussed at department level and then the recommendations are sent to Dean (Academics) for approval and necessary action.

(c) Coursework for each UG, PG and PhD programme - Core / Elective.

SML700 Fundamentals of Management of Technology

3 credits (3-0-0)

*Pre-requisites: SML305 and SML401

Module I: Understanding technology: definition, Key concepts, role, importance, need. History of technological developments. Today's challenges. Issues of concern in Management of New Technology. Technology-Management integration, Life cycle approach to technology management. Technology innovation process. Managing and fostering the Innovation.

Module II: Technology forecasting and assessment. Technology flow and diffusion. Evaluating technology, technology planning and strategy. Strategic potential of new technology. Factors promoting technology acquisition. Flexibility in Technology Management. Technology transfer and absorption. Modes of global technology transfer. Technological Entrepreneurship.

Module III: Technology implementation. Integrating people and technology.

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human factors in technology operations. Organisation structure and technology. Investing for technological maintenance and growth. Concern of phasing out and upgradation. Market factors in technology operations. Science and Technology Policy. Technology support systems. Information networking for technological updatedness.

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SML701 Strategic Technology Management

3 credits (2-0-2)

*Pre-requisites: SML305 and SMLA01

Module I: Emerging technology-strategy relationship in the large corporation from the perspective of individual firm, and entire industry.

Global technology comparison, technological change, sources of technology, Technology Information. Criticality of technology for growth, core competencies, R&D productivity, Resource Leverage. World Class Organisation.

Module II: Corporate technology strategy, Generic competitive technology strategies. Corporate R&D, Strategic technology management process, relationship between technology strategy and corporate strategy. Strategic shifts and resource commitments, technology vision and goals, technology leadership, SWOT analysis for technology, Matching Business Portfolio and Technology Portfolio, Technology- Market matrix. Innovation and entry strategy, Flexibility in Technology strategy.

Module III: Business/technology alliances and networks. Technology forecasting and assessment. Technology strategy at business level. Strategic Technology Planning, Investment in Technology, Technology Strategy and functional strategy. Implementation and Control of technology strategy, Managing Corporate culture, structure, and interdepartmental linkages.

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SML702 Management of Innovation and R&D

3 credits (3-0-0)

*Pre-requisites: SML305 and SMLA01

Module I: Technological innovation systems and processes.

Understanding the process of technological innovation and the factors affecting successful innovation. Management problems from the product/service concept-stage to end-product/service marketing. Creativity and Innovation- Creativity process, Individual and group creativity, Critical functions in the innovation process, Evolving innovative culture, teams for innovation.

Module II: Product and technology life cycle, Management of R&D planning, organising, staffing, scheduling, Controlling, budgeting, Selection of R&D projects. Methodologies for evaluating the effectiveness of R&D, Research Productivity. Protection of Intellectual Property Rights. Evolving flexible organisation.

Module III: Issues relating to managing scientists and technologists as individual, in teams, and in large organisations. Human Resource

Management in R&D and Innovation, training, motivation, communication, group dynamics. Information management for innovation and R&D- strategies, sources, channels, and flows.

Standardisation and Quality management.

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SML703 Management of Technology Transfer and Absorption

3 credits (2-0-2)

*Pre-requisites: SML305 and SMLA01

Module I: Transfer of technology from R&D to field and at international level. Commercialization of new technology and new venture management, prototyping, test marketing, pilot plant, project viability,

Technology push and market pull. Quality management, customer education and awareness. Assessment, justification and financing of new technology, source of funds, venture capital financing. New venture products and services.

Module II: Global transfer of technology. Technology transfer models: Active, passive. Multi channel approach: from hardware technical services acquisitions to strategic partnering and networking arrangements. Sourcing technology, technology negotiation, licensing agreement. Fee for technology transfer, royalty, equity participation.

Modes: technological collaboration, joint venture, alliance, acquisition. International S&T cooperation: institutional framework, multilateral/ bilateral cooperation, pre-emptive R&D cooperation.

Module III: Absorbent Strategy: Japanese technology absorption, Technology Absorption: product and process technologies, Reverse engineering. Appropriate technology. Vendor development. Adaptation and assimilation of technology.

SML704 Science and Technology Policy Systems

3 credits (3-0-0)

Module I: Role of S&T in economic development, Modern analysis of growth and structural change, international economic relations, liberalisation, globalisation/ regionalisation, industrial/technological partnerships, S&T in Indian Economic Policy. Government policy and its impacts on technology development. Living with the new technology, social issues. International trends, Technology policy in USA, Japan,

European Commission, and other select countries.

Module II: National technology Policies, Regulatory Policies: Industries Development and Regulation Act, MRTP, FERA, Intellectual Property Rights, Patents act. Environment Protection Act, R&D Cess Rules, Import

Export Policy; Development Policies: Industrial Policy Resolution, Scientific Policy Resolution, Technology Policy Statement, New Technology Policy, Policy on Foreign Investments and Technology

Imports. Role of UN and other International Agencies.

Module III: Support Systems: Technology infrastructure, technology parks, Technology development and utilization schemes by government and Financial Institutions, Venture capital financing, TIFAC, Technology mission,

Standards, Support to Small scale sectors. Research laboratories, and institutions. S&T in five year plans, Fiscal incentives. Organization set up for Science and Technology. R&D in corporate sector.

SML710 Creative Problem Solving

3 credits (2-0-2)

Module I: Structure of managerial problems. Open and close ended problems, convergent and divergent thinking. The creativity process,

Individual and group creativity, Idea generation methods: Brain storming,

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Nominal Group Technique, Idea Engineering, Check list, Attribute listing, Morphological analysis, Synectics, Mental Imaging, Critical Questioning, Total System Intervention, Flexible Systems Methodology.

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Module II: Idea Structuring: Graphic tools, Programme Planning Linkages, Interpretive Structural Modelling, Relationship Analysis, Flexible Systems Management, SAP-LAP Analysis, Flexibility Influence Diagrams, Collaboration Digrams. Scenario Building: Harva method, Structural Analysis, Options Field/Profile Methodology.

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Module III: Viable Systems Modelling, Fuzzy sets in multicriteria decision making, Analytic Hierarchy Process, Intelligent Management Systems, Creativity applications in TQM and Business Process Reengineering.

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SML713 Information Systems Management

3 credits (2-0-2) *Pre-requisites: SML305

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Module I: Survey of Information systems and technology. Concepts of information; Information as a resource. Types of information systems- management information systems, decision support systems, transaction processing systems, on-line systems, executive support systems, real-time systems, expert systems.

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Module II: Information Systems planning, architecture, and prioritization, Flexibility in Information systems and MIS success, Quality and value of Information, User Involvement, MIS life cycle, Evaluation of Information Systems. Role of Top Management.

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Module III: Organizing for managing information resources; data administration and information management, Data center administration. The application development backlog, Outsourcing,

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Information system security, Managing technology-driven change, End-user computing, Training for IS users and managers.

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SML714 Organisational Dynamics and Environment

3 credits (3-0-0)

*Pre-requisites: SML305 and SML401

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Module I: Organisational systems vix. a vis., the environment. The dialectics of agency and structure- extent of environmental and organizational control. External control of organization. Organizations and the new institutionalism. Systems for managing chaos and conflict.

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Module II: Constituent systems for organizational functioning- planning, learning, organising, communication and control systems. Organizational systems and mechanisms related to technology. Systems for managing strategy, and structure related to new technology.

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Module III: Systems for managing continuous and radical change for organizational renewal and transformation. Adaptiveness and flexibility in organisational systems. Systems for managing collective action within the organization. Feminism and organizational systems for managing gender diversity.

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SML715 Quality and Environment Management Systems

3 credits (2-0-2)

*Pre-requisites: SML305 and SML401

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Module I: Concept of Total Quality, Quality Management Systems as a means of

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achieving total quality. Linkage of Quality and Environment Management System. Strategic concern for Environment. Need and relevance of documentation and standardization of Management Systems. Various tools of documenting and recording the Management Systems. Various standards for Management Systems. Flexibility and change in Management Systems and documented procedures.

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Module II: Quality Management Systems, ISO 9000, Quality Policy, Data, Records and Traceability. Documenting the Quality System: Quality Manual, Quality Audit, Design and Change Control, ISO 9000 Registration. Six Sigma. Awards and appreciation, DMAIC approach.

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Module III: Need for proper Environment Management Systems and their economic implications. Environment Management Systems, Green Products and Strategies, Environment Assessment: Environment Protection Act, ISO 14000, Case Studies.

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SML716 Fundamentals of Management Systems

3 credits (3-0-0)

*Pre-requisites: SML305 and SMLA01

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Module I: Basics and Variants. The concept of a system, Systems Approach to management. Emerging paradigm, customer centred management systems, Flexible Management Systems. Management of Paradoxes. Management Systems in various countries: Western Management Systems, Japanese Management Systems, Chinese Management System, Indian Management Systems. Organisational Culture and Value System.

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Module II: Management Systems in Operation: Strategic Planning Systems, Management Control Systems, Financial Information Systems, Marketing Management Systems, Logistics and Distribution Systems, Systems for Human Resources Planning and Performance Management. System Dynamics Modelling.

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Module III: Methodologies for Development and Improvement. Methodology for developing Management System. Optimization and Learning Systems methodologies, Microworld, Continuous Improvement and Reengineering of Management Systems. Organizing to improve systems.

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SML717 Business Systems Analysis and Design

3 credits (2-0-2)

*Pre-requisites: SML305 and SMLA01

Module I: System development methodologies; Requirements analysis and determination. Requirements engineering. Structured approaches to business systems analysis. User driven business analysis. Role of the consultant.

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Module II: Requirements specification. Application prototyping. CASE methodologies and techniques; Systems design; Data-driven approaches (E-R Modelling). Process-driven approaches (Gane and Sarson and Yourdon techniques). Traditional work flow methods.

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Module III: Object-oriented analysis and design. Verification and validation of business system design. Limits to analysis and design trade offs. IBM's Business Systems Planning approach. Business Systems Applications. Enterprise Resource Planning.

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SML720 Business Environment and Corporate Strategy

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3 credits (2-0-2) *Pre-requisites: SML305

Module I: An overview of planning in India. Macro economic concepts: consumption, savings, investment. Objectives of economic policy. Nature of economic policies, Chronological survey of policy pronouncements and their impact on business: FEMA Completion policy. Industrial policy resolutions etc. Comparative economic systems. Dynamics of development Global business environment. Internal and External analysis.

Module II: Business and government relations and government influences in income planning, prices and production policies. Impact of tax and inflationary parameters on corporate policy planning, Problem of determining planning horizon. Effect of uncertainties.

Liberalization: Industry Policy and Trade Policy Coping strategies by Indian business, company formation and company Law.

Module III: The nature of corporate strategy, Strategic Management in different contexts, Patterns of strategy development, explaining views on strategy development. Industry and Competitive Analysis,

Generic Competitive Strategies, Offensive strategies, Defensive strategies, Vertical integration strategies, Flexibility in strategy. An overview of strategy formulation process, vision, mission, objectives.

SML723 Telecommunications System Management

3 credits (3-0-0)

*Pre-requisites: SML305 and SMLA01

Module I : Telecom Technology Systems Evolution: Recent Developments in Telecom Industry, Regulation & Liberalization policy.

Techno-managerial aspects of telecommunication, role of the telecommunication managers in a dynamic environment. The business of telecommunication; telecommunication as a facilitating infrastructure for economic development of the country, technical survey of the ways and means that voice, data and video traffic are moved long distances, data network, the telephone system.

Module II : Issues of the monopolization and deregulation of telecom, national telecom policy, various institutions/organizations like telecom regulatory authority etc; conveyance. Telecom service costing, economic evaluation of telecom projects, telecom project financing.

Module III : Telecom marketing, building brand equity for competitive advantage, Customer care, total service quality management, preparing for the new millennium managing change and people development.

SML726 Telecom Systems Analysis, Planning, and Design

3 credits (3-0-0)

*Pre-requisites: SML305 and SMLA01

Module I : An introduction to the basic system analysis tools, the procedures for conducting system analysis advanced software principles, techniques and processes for designing and implementing complex telecommunication systems.

Module II : Planning and implementation of telecommunications systems from strategic planning through requirements, the initial analysis, the general feasibility study, structured analysis, detailed analysis, logical design, and implementation.

Module III : Current system documentation through use of classical and

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structural tools and techniques for describing flows, data flows, data structures, file designs, input and output designs, and program specifications. The student would gain practical experience through a project as part of a term paper.

SML728 International Telecommunication Management

3 credits (3-0-0)

*Pre-requisites: SML305 and SML401

Module I: Historical development and evolution of telecom, managerial issues and structure of industry; evolution and role of international institutions; global trends in liberalization and de-regulations. Patterns of Transaction in international telecom management; managing the market growth; developing, operating and monitoring regulation issues.

Module II: Role of telecommunications in socio-economic development; ICT & Social change, new technologies and services for international telecommunications; data services and business applications, Telecom prospectus of WTO & other international bodies.

Module III: Current issues and organisational growth; telecom implications for the industry, value added services and market drives; regional prospectives on development of telecom; Human Resources Planning and Industrial relations in ITSM; skill formation for ITSM and learning renewal, future directions of growth.

SML730 Organisation Management

3 credits (3-0-0) *Pre-requisite: SML401

Module I Scope of organizations: Nature and function of organisations; individual organization environment interface; longitudinal thinking. Organisation Management: Theory, practice and major schools of thought, application potentials and possibility.

Module II Organisational architecture: Systems perspective on organisations and contingency approach. The socio-technical systems approach. Theory of organizational structures; Nature and consequences of structure; organisation process; IT & organisations.

Module III Integrating the elements: Organisational culture; coping strategies- individual & organisational; Impact of environmental and cultural variables on organizational structure and style; organisation design; mechanisation, automation and computerisation; Organizational interdependence and organizational evaluation.

SML731 Human Resources Management

3 credits (3-0-0)

*Pre-requisites: SML401; Overlap with: SML305

Module I: Management of human resources- historical evolution of the field. Influences on the approach of management of human resources. Line and staff components of human resource management. Role of Human Resource management in a competitive business environment. Interpersonal dynamics.

Module II: Building a task-person fit. Determining Human Resource requirements. Recruitment and selection process. Training and Development. Team Building. Leadership. Appraising employee performance.

Module III: Wage and Salary Administration. Collective bargaining and industrial relations, Quality of worklife. Cost-Benefit analysis of HR functions. Safety, Health and employee assistance programmes. Global reference points of Human Resources Management.

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SML734 Management of Small & Medium Scale Industrial Enterprises

3 credits (3-0-0)

*Pre-requisites: SML305 and SML401

Module I: MSME Act 2006; Nature of entrepreneurial management, the new entrepreneur, his problems and prospects in the Indian environment. Practical aspects of setting up and running of industrial enterprises including formulation of projects and feasibility study for new projects.

Module II: Raising resources for new enterprises. Location, design, product and process. Choice of technique in small & medium businesses. Survey needs for growth of the enterprise. Monitoring to avoid sickness. Development and diversification.

Module III: Integration with LSEs and MNCs. Informations network for new enterprises. Implication of WTO to SMEs. Globalisation & Competitiveness of SMEs. Entrepreneurship in the globalisation era.

SML740 Quantitative Methods in Management

3 credits (3-0-0)

Module I: Role of quantitative methods and operations research for managerial decision making and support. Role of mathematical models in problem formulation and solving. Structure of decisions, statistical decision theory; decision making under uncertainty, risk, certainty. Decision Trees; Fuzzy Decision Making. Game theoretic applications.

Mathematical Programming models- formulation and applications.

Linear Programming- graphical method, Simplex technique; transportation, assignment and transshipment problems. Mixed Integer Programming.

Module II: Non-Linear Programming, introduction to Quadratic

Programming, Geometric Programming and Direct Search techniques.

Multiple Criteria Decision making- Goal programming, TOPSIS and AHP.

Module III: Sequential decisions using Dynamic Programming. PERT and CPM. Queuing theory- M/M/1 and M/M/n model. Monte Carlo System

Simulation concepts and applications. Brief introduction to Non-traditional optimization. Case Study applications and use of OR software packages.

SML745 Operations Management

3 credits (3-0-0) *Pre-requisites: SML305

Module I: Managing operations; planning and design of production and operations systems. service characteristics. Facilities planning-location, layout and movement of materials. Line balancing. Analytical tools and techniques for facilities planning and design.

Module II: Production forecasting. Aggregate planning and operations scheduling, Production Planning and Control. Purchasing, Materials Management and Inventory control and JIT Material Requirements Planning, MRPII, ERP. Optimization techniques applications.

Module III: Work Study, Value Engineering, Total quality & statistical process control. Maintenance management and equipment policies. Network planning and control. Line of Balance, World class manufacturing and factories of the

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future. Case studies.

SML746 Business Statistics

3 credits (3-0-0)

SML760 Marketing Management

3 credits (2-0-2) *Pre-requisites: SML305

Module I: Introduction to Marketing function; genesis, the marketing concept. Marketing Management System: objectives, its interfaces with other functions in the organisation. Environment of Marketing-Political Environment Economic Environment, Market segmentation Consumer buying behaviour. Socio- cultural environment. Legal Environment. Ethical issues in marketing.

Module II: Marketing Strategy- Marketing planning and Marketing programming. The concept of marketing mix, Product policy; the concept of product life cycle. New product decisions. Test marketing- Pricing, Management of distribution: channels of distribution. Advertising and promotions. The concept of Unique Selling Proposition.

Module III: Implementation and Control. The marketing organization-alternative organization structures; the concept of product management. Administration of the marketing programme: sales forecasting; marketing and sales budgeting; sales management; management of sales force.

Evaluation of marketing performance; sales analysis; control of marketing effort; marketing audit.

SML770 Managerial Accounting and Financial Management

3 credits (2-0-2)

Pre-requisites: SML305 Overlap with: SML401

Module I: Accounting principles underlying preparation of Financial Statements. Preparation of Financial Statements- a synoptic view. Managerial uses of financial data. Techniques of financial analysis-Ratio Analysis.Cash-Flow statement. Cases and Problems.

Module II: Cost concepts. Cost-Volume-Profit (CVP) relationship and Profit Planning. Budgeting. Full Costing and Variable Costing methods. Cost analysis for Decision- Making. Standard Costing and Variance Analysis. Cases and Problems.

Module III: Long-term Investment Decisions: Developing relevant data, Time Value of Money, Cost of Capital, Determination of Working Capital, Techniques of Capital Budgeting decisions, Capital rationing. Cases and Problems.

SML780 Managerial Economics

3 credits (2-0-2)

Module I: Role of economic analysis in managerial decisions. Basic concepts; Objectives of business firms and profit policies. Theories of profit; Demand analysis and demand management w.r.t. domestic and world markets. Determinants, estimation and managerial uses of elasticities of demand; Demand forecasting; Supply function and market equilibrium analysis; Cost concepts; cost function; Break-even

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Analysis: Equilibrium analysis of firm in an open economy.

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Module II: Pricing and output under different market situations; Recent advances in pricing theory and practices. Production analysis and Input Demand Functions; Project appraisal techniques. Social cost benefit analysis; Investment decisions under risk and uncertainty.

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Module III: National Income concepts and their interrelationships. Inflation analysis; (Indian) Monetary System and banking structure.

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Monetary policy analysis and its implications to industry. Issues of economic growth, development and planning. Managerial analysis of Indian Five Year Plans. Industrial development planning and strategy.

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Regulation of industry and business. Industrial sickness. Fiscal policy and its managerial implications. Business cycles and economic stabilisation. Balance of payments and Exchange Rate.

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SMP783 Management Laboratory

3 credits (0-0-6)

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Pre-requisites: SML305 and SML401

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Module I: Introduction and overview of Management Laboratory- Interpretation of managerial process. Case development technology-Game development technology and simulation exercises- Data sources.

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Module II: Research methodology in management and system sciences- Management systems instrument development technologies- Case analysis and report writing methodology.

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Module III: Development of cases/games/simulation experiments.

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Seminars and group discussion.

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SMP791 Computer Laboratory

1 credit (0-0-2)

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Pre-requisites: SML305 and SML401

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Introduction to Computers, DOS, WINDOWS. Working with Word Processing and Graphics Packages. Familiarity with Spread Sheet and Data base Packages. Appreciation to special packages for Management Research (SPSS, Dynamo, OR Packages, Expert Choice).

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SMD792 Minor Project

3 credits (3-0-0)

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SMV793 Statistics for Management

1 credit (1-0-0)

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Pre-requisites: SML305 and SML401

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Nature and role of statistics for management. Introduction to probability theory; Measures of central tendency and dispersion.

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Probability distributions; Sampling distributions. Estimation and hypothesis testing; t-tests; ANOVA; Chi-square tests; Non-parametric statistics; Correlation and regression analysis. Introduction to, and hands-on sessions on, packages for statistical modelling.

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SMV794 Communication Skills

1.5 credits (1-0-1)

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Pre-requisites: SML305 and SML401

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Communication effectiveness, Formal and informal communication.

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Inter-personal skills and rapport. The art of listening. Role expectation/ role ambiguity and conflict. Organisational strategies for effective communication. Written communication. Presentations, use of audio visual aids. Managerial

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report writing.

SMV795 Systems Thinking

1 credit (1-0-0)

Pre-requisites: SML305 and SML401

Systems thinking in evolution of Management thought. Hard and Soft Systems thinking. Open Systems thinking. Socio-technical systems, Flexible Systems thinking, SAP-LAP framework Analytic and synthetic approaches. Basic systems concepts, principles, and metaphors. General system theory. Principles of cybernetics.

SML801 Technology Forecasting and Assessment

3 credits (2-0-2)

Module I: Forecasting as an input to technology planning, Futures Research, Elements of forecasting process. Types of forecasting methods. Quantitative methods of forecasting: time series models, growth curves, Precursor, Envelope curves, Experience curves, technical assessment.

Module II: Qualitative methods: Morphological analysis, Relevance trees, Delphi, Technological gap analysis, Analogy method, Organising for Technology Forecasting.

Module III: Technology assessment: Components, problem definition, Social description, Measure, Impact assessment. Strategies for assessment, Economic impact analysis. Assessment of risk and uncertainty. Safety and environment considerations.

SML802 Management of Intellectual Property Rights

3 credits (3-0-0)

Module I: Nature of Intellectual Property: Patents, Industrial Design, Trademark and Copyright; Process of patenting and development; technological research, innovation, patenting, development; International cooperation on Intellectual Property; International treaties on IPRs; Patenting under PCT. Procedure for grants of patents.

Module II: Scope of Patent Rights; Licensing and transfer of technology; Patent information and databases; Geographical Indications.

Module III: Administration of Patent System. New developments in IPR; IPR of biological systems, plant varieties, computer softwares etc. Traditional knowledge; Case Studies; IPR and IITs.

SML803 Technical Entrepreneurship

3 credits (3-0-0)

Module I: Basis and challenges of entrepreneurship Technological entrepreneurship, Innovation and entrepreneurship in technology based organisations, High tech. entrepreneurship, Entrepreneurial characteristics, Concept of new ventures. Technology absorption, Appropriate technology. Networking with industries and institutions.

Module II: Starting a new technological venture and developing the business: Business idea, Business plan, Marketing plan, Financial plan, Organisational plan. Financing a new Venture: Sources of Capital, Venture Capital, Going public. Entrepreneurship & liberalization.

Module III: Managing the new technological venture: Developing systems in new venture, Managing doing early operations, Growth and expansion, ending

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the venture. Legal issues, Franchising and acquisition. Entrepreneurship, globalisation and Entrepreneurship.

SML811 Management Control Systems

3 credits (3-0-0) Pre-requisites: SML713

Module I: Nature of Management Control Systems: planning and control process. Essentials of Management Control System. Behavioural aspects of Management Control-motivation and morale, goal congruency, and so on. Management Control Process: Programming, Budgetary Planning and Procedures, Fixed and Flexible Budgeting,

Zero Base Budgeting, Internal Audit and Internal Control. Standard Cost Accounting Systems as measures of operating performance.

Module II: Variance Analysis and reporting of financial performance: Material, Labour and Overhead Cost Variances, Revenue Variances, Profit Variances, Variance Reporting.

Module III: Management Control Structure: Responsibility Accounting

System- Concept of Responsibility Centre, Expense Centre, Profit Centre, Investment Centre. Inter-Divisional Transfer Pricing System, Measurement of Division Performance.

SML812 Flexible Systems Management

3 credits (2-0-2)

Module I: Emerging management paradigms: Total Quality

Management, Business Process Reengineering, Learning Organisation,

World Class Organisation, Flexibility in Management. Concept of systemic flexibility. Liberalisation, Globalisation and change. New Organisation forms.

Module II: Concept and dimensions of Systemic flexibility. Managing paradoxes. Methodology and tools of flexible systems management. Underlying values, and guiding principles. Case Analysis using SAP-LAP framework. SAP-LAP models and linkages.

Module III: Flexibility in functional systems, Information Systems flexibility, manufacturing flexibility, organisational flexibility, financial flexibility, and strategic flexibility. Linkage of flexibility with organisational performance.

SML813 Systems Methodology for Management

3 credits (2-0-2)

Module I: Introduction to systems methodology, Flexible Systems Methodology, Need and applicability of Systems methodology for management. Nature of managerial problems. System Dynamics

Methodology- Philosophy, Foundation, Steps, building blocks, feedback structures, principles of systems, learning organisation.

Module II: Validation, Simulation and testing of System Dynamics models, Policy analysis, Micro world and Management games,

Managerial applications of Systems methodology.

Module III: Management of physical systems. Physical system theory: fundamental premises and postulates, modelling of basic processes, application to manufacturing, managerial, and socio-economic systems. Critical comparison and integration of Physical System Theory and System Dynamics. Flexibility in

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physical system theory.

SML815 Decision Support and Expert Systems

3 credits (2-0-2) Pre-requisites: SML713

Module I: The management support framework for computers. Fundamentals of decision theory and decision modelling. Humans and information processors and information systems as decision systems. Human decision styles.

Module II: Models, heuristics, and simulation. Overview of DSS-database, modelbase, user interface. DSS development methodology and tools. Need for expertise in decision models and expert systems. Expert systems fundamentals. Knowledge engineering, knowledge representation and inferencing. Building expert systems.

Module III: Integrating expert systems and DSSs. Strategies for implementing and maintaining management support systems. Case studies, and laboratory and filed projects.

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SML816 Total Quality Management

3 credits (2-0-2) Pre-requisites: SML745

Module I: Introduction to TQM; Customer Orientation, Continuous Improvement, Quality, Productivity and Flexibility, Approaches and philosophies of TQM, Quality Awards, Strategic Quality Management, TQM and corporate culture, Total Quality Control; Basic Analytical tools-Check Sheets; Histograms; Pareto charts, Cause and Effect diagrams; Flow charts.

Module II: Statistical Process Control; Advanced Analytical tools-Statistical Design of Experiments; Taguchi Approach; Cost of Quality;

Reliability and failure analysis. FMECA. Quality Function Deployment, Benchmarking, Concurrent Engineering.

Module III: Quality Teams, Employee practices in TQM organisations: Leadership, delegation; empowerment and motivation; role of communication in Total Quality, Quality Circles; Total Employee

Involvement; Problem Solving in TQM- Brain storming; Nominal

Group Technique Team process; Kaizen and Innovation; Measurement and audit for TQM; Quality Information Systems, ISO 9000 series of Quality Standards; TQM Implementation; Reengineering and TQM.

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SML817 Management of System Waste

3 credits (2-0-2)

Pre-requisites: SML715 and SML720

Module I: Introduction to waste and waste management. The concept of wastivity and its inter-relationship with Productivity Quality and Flexibility. Systems concept of waste, complementarily of waste and resource management. Functional elements of waste management. Waste management and cost reduction. Taxonomy of wastes, JIT, TQM and waste.

Module II: Management of waste in industrial and service sectors.

Management of manpower waste and unemployment. Management of energy waste in the national economy. Energy recycling. Waste management and energy conservation. Total energy concept, overall energy wastivity.

Module III: Interfaces of waste management: environment control, nature conservation, resource development, Quality and Productivity

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Management, Business Process Reengineering, Role of legislation and government. Waste management and national planning.

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SML818 Industrial Waste Management

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3 credits (2-0-2)

Pre-requisites: SML715 and SML720

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Module I: The concept of industrial system. Systems waste and waste management. Wastivity and productivity measurement. The categories of industrial systems waste. Stages and causes of waste generation in industrial systems. Waste reduction measures and systems in industry.

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Collection and disposal system of scrap, surplus and obsolete items. Recycling and processing of industrial waste. Industrial pollution and environment control.

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Module II: Value engineering, design waste and cost reduction. Inspection rejects and quality management. Reliability, maintenance, breakdown and management of waste. Space waste and layout planning. Time management, manpower waste in industry, absenteeism. Capacity utilization. Waste heat recovery and energy waste in industry. Resource conversation/loss prevention in process industries. Data and information waste, management of hazardous waste. Waste treatment. Natural calamities. Accident prevention, industrial safety and waste management.

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Module III: Waste management in Indian industries- present practices, potentials and perspectives. Management of waste in different industrial systems- steel, aluminum, power, automobile, transport and other service industries. Economic analysis and system models of industrial waste management systems. Analytical and Creative techniques to waste control.

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SML819 Business Process Reengineering

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3 credits (2-0-2)

Pre-requisites: SML720 and SML745

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Module I: Nature, significance and rationale of Business Process Reengineering. Reengineering scenarios in major countries. Problems issues, scope and trends in BPR, Implementing BPR: Methodology and steps, IT enabled reengineering, mediation and collaboration.

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Module II: The paradigm of Mass customization, managing organisational change, Transforming/ Reinventing the enterprise, Team building. Case studies of success as well as failure.

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Module III: People view, empowering people, reengineering management. Issues of purpose, culture, process and performance, and people.

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SML820 Global Business Environment

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3 credits (3-0-0) Pre-requisites: SML720

Module I: Global Scene.

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Historical and economic background, firms and International Business.

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The global scene and the challenges ahead, challenges to free International Trade Political Risk, Protection, Accounting, Taxation and Legal practices. The International debt risks.

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Module II: Regional Issues.

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Global Monetary Institutions and Trade Agreements, Regional Trade Agreements and Facts. Socio-cultural context of Internatioal Business:

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European countries, U.S.A. developing of newly industrialized countries and Japan. Management of Multinational firms.

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Module III: Globalization of Indian Economy.

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Liberalization and globalization of Indian business. India's multinationals, Indian laws and policies relating to investment in India by international firms and outside India by Indian firms.

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SML821 Strategic Management

3 credits (2-0-2) Pre-requisites: SML720

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Module I: Strategic Management Process.

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The Strategic Management Process, Flexible system view of Strategic Management, Strategic Situation Analysis, The use of scenario, Structural analysis of the competitive environment, Competitive Advantage Profile, Industry foresight. Strategic Capability Analysis- Resource audit, value chain analysis, comparative analysis, financial analysis, SWOT analysis, core competencies, culture and stakeholder expectations, Global strategy.

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Module II: Strategy Formulation.

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Strategic Intent, Vision, Mission and objectives. Strategic architecture, crafting a strategy. Alternate directions for strategy development. Alternate methods for strategy development: Portfolio analysis, screening strategic option; Analysing return risk and feasibility, selection of strategies. Strategies Alliances and Joint Ventures, Mergers & acquisition.

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Module III: Strategy Implementation.

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Implementing strategy: Corporate Restructuring, Budgets, Policies, Best practices, Support Systems, Rewards. Culture and Leadership, Functional strategies.

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SML822 International Business 3 credit (3-0-0)

Pre-requisites: SML720

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Module I: Key Issues in International Business.

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Socio-cultural, economic and political forces facing business. International sourcing. Understanding the determinants of competitive advantage in international business at the national, industry and firm level. Global forces transforming international business. Multinational Corporation. Problems and Prospects in an International Environment, competitive and cooperative business strategy.

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Module II: International Business Strategy of Indian Industry.

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Competitive position of key Indian Industries. Entry strategies for Indian firms: Joint Ventures, strategic/technical alliances/collaboration. Strategies employed by Indian firms to develop and sustain international business.

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Module III: Globalization Strategy.

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Globalisation strategy, strategies of Multinational Corporation, implications for functional strategies: marketing, HR, planning, organisational structure, production, Global Information Systems, Strategy Alternatives for Global Market entry and expansion, International negotiations.

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SML823 Strategic Change and Flexibility

3 credit (2-0-2) Pre-requisites: SML720

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Module I: Patterns of Change and Flexibility.

Patterns of change, liberalization, globalization and privatization, changes in Social Political and Economic environment, Technological and organizational change. Changes in customer requirements. Impact of change of business and workforce. Need for flexibility, concept of Strategic Flexibility: Openness, Adaptiveness, Change, and Resilience. Understanding the process of strategic change. Managing chaos strategically. Regenerating strategies.

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Module II: Revising Strategies Postures.

Corporate restructuring, Alliances, joint ventures, acquisitions and merges, Recorganising the firm, the impact of mergers and acquisitions on organizational performance. Management of continuity and change, Blue Ocean strategy.

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Module III: Energising Strategies Change.

Reengineering the corporation, identification of key business processes, Organization of the future. Implementing Strategic Change. Transforming the organization. Sustaining change. Consolidating gains and producing more change. Anchoring new approaches in the culture. Leading a high-commitment high-performance organization.

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Organization Vitalizations

SML824 Policy Dynamics and Learning Organization

3 credit (2-0-2) Pre-requisites: SML720

Module I: Learning Organization.

Emergence of learning organization. Strategies for organization learning, using Feedback, shared vision, team work, personal mastery, mental models, systems thinking, role of leader, organizational dynamics. Soft Systems Methodology application to policy formulation. Flexibility in policy strategy. Strategy formulation in a learning organization, clarifying vision and opportunities for change in a learning organization.

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Module II: Micro World and Policy Dynamics.

Systems-linked organization model. Micro world for policy learning. System Dynamics modeling applied to policy formulatins, conceptual model. The language of systems thinking links and qualitative system dynamics. Flexibility Influence Diagram, Collaboration Diagram, Archetypes, leverage points, Integrative simulation models.

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Module III: Frontiers.

Role playing games and case studies to develop principles for successful management of complex strategies in a dynamic world. Strategic Management game for policy planning. Interactive Planning. Strategic issues such as business cycles, market growth and stagnation. And diffusion of new technologies. Knowledge management in learning organizations.

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SML825 Strategies in Functional Management

3 credit (3-0-0) Pre-requisites: SML720

Module I: Linkage of corporate and Buiness strategy with various Functional strategies, Flexibility in Functional Strategies. Marketing Strategy, financial Strategy.

Module II: Manufacturing Strategy, IT Strategy, Human Resources Strategy.

Module III: Technology Strategy, Quality and Productivity Strategy.

Environmental Strategy.

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SML826 Business Ethics

3 credits (3-0-0) Pre-requisites: SML720

Module I: Ethics in Business

Historical perspective, culture and ethics in India, codes and culture. Economics and the Environment: green business, Ethics and Competition. The ethical code, social audit. A framework for analysis and action. The sphere of personal ethics: consequences, rights and duties, virtue and character. Role of objectivity, practicability, judgement and balancing acts. The individual and the corporation.

Module II: Ethical Responsibilities.

Ethical responsibilities of economic agents: role obligations, obligation to shareholder, rights and, obligations to customers, obligations to pay taxes. Environmental protection. Corporate accountability, Ethical conflicts, concern for the locality, Attitude to labour. Ethics and Government policies and laws.

Module III : Ethical Functions.

Ethical responsibilities of organizations leader: power, leadership. Obstacles to ethical conduct. Pressures for conformity. Evaluation and rewards. Job pressures and issues. Organizational change. Ethics in use of Information technology. Intellectual Property Rights. Ethics in Marketing. Ethics of advertising and sponsorship. Freedom Vs State Control. Acquisitions and Mergers, Multinational decision making: Reconciling International norms.

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SML827 International Competitiveness

3 credits (3-0-0)

Module I: Introduction to Competitiveness

Background, Need, Basics, Myths; Global Perspectives, Context, Definitions, Benchmarking & Key Issues; Related concepts: Excellence, Value Creation; Competitiveness at Different Levels.

Module II: Evaluating & Planning for Competitiveness

Frameworks of Competitiveness & Strategy, Evaluating Competitiveness, Enhancing Competitiveness, Competitiveness Processes & Initiatives, Leadership Dimension, Cases.

Module III: Practitioners Perspectives

Business Models for Competitiveness, Functional (e.g. HR, Operational, Financial, Technological) Linkages, Partnerships/Cooperation for Competitiveness, Emerging Issues/ Practices.

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SML828 Global Strategic Management

3 credits (2-0-2) Pre-requisites: SML720

Module I: The Process of Globalization and Global Strategy.

Globalization of markets and competition, globalization and localization, Diagnosing Global Industry Potential, Designing a global strategy, Making Global strategies work, Global strategic alliances, M&A.

Module II: Regional Strategy and Entry Strategy.

Regional Strategy, Emerging Markets Assessing Country Attractiveness, Entry Strategies: Subsidiaries, acquisitions, joint ventures, Licensing, Franchising, Agents and Distributors.

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Module III: Managing Globally and Future Challenges.

Designing a global organization, Global Marketing and Operations, Cross Cultural Management, Leadership and Global manager, Globalization and the Internet.

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SML829 Current and Emerging Issues in Strategic Management

3 credits (3-0-0) Pre-requisites: SML720

(Relevant current and Emerging Issues)

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SML830 Organisational Structure and Processes

3 credits (3-0-0)

Pre-requisites: SML730 and SML731

Module I: Organisational structure- classical and neoclassical theories.

Strategy and structure. Modern Organizational theory- systems view of organisation and integration. Micro, intermediate, macro environment. Participative structures.

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Module II: Work culture and organization processes. Decision processes, balance and conflict processes. The process of role and status development. Influence processes and technological processes.

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Capacity development in organizations.

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Module III: Interface of structure and processes- structural functionalism: Allport and Event- Structure theory. Organizational

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Governance- organizations as a subject of political enquiry, Models of organizational governance. Making and breaking patterns.

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SML831 Management of Change

3 credits (2-0-2)

Pre-requisites: SML730 and SML731

Module I: Process of change and organization theory and practice.

Elements of change. Achieving Systematic change. Domains of systematic change-strategy, technology, structure and people. Planning for change.

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Module II: Change and the use of power. Nature and sources of power. Leadership and change- Transactional vs. Transformational change. Change cycle including participative and coerced change.

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Module III: Change through behaviour modification. Positive and negative reinforcement. Training for change. Managing conflict.

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Implementing change. Adjustment to change and organising for growth. Prerequisites and consequence of change. The change Dynamics.

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SML832 Managing Innovation for Organisational Effectiveness

3 credits (3-0-0)

Pre-requisites: SML730 and SML731

Module I: Elements of creativity person, creative organization, nature of innovation. Assessing creativity. Tools and techniques for enhancing creativity. Innovation and risk.

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Module II: Managing social equity and organisation efficiency paradox, blocks to creativity, methods to overcome the blocks. Introducing creativity in organisation. Structure and creativity. Work culture and innovation.

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Module III: Practices of creativity and intervention strategies-organization excellence: Criteria and practice-innovation and quality.

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Innovation and BPR/appraisal system- interventions. Innovation and competitiveness.

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SML833 Organisation Development

3 credits (3-0-0)

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Pre-requisites: SML730 and SML731

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Module I: Organisation Development- nature and scope. The generic and contextual element of developing organisation. Introduction to process change. Theories, strategies and techniques of organizational diagnosis for improving organisation's problem solving and renewal process, legacy factors and organizational growth.

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Module II: Coping with environmental change. Socio-cultural dimensions of work and behaviour, Environmental analysis and impact. Diagnosis of the ongoing process from symptoms to causes. Organisation development and intervention strategies.

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Module III: Personal change. Laboratory learning techniques. Managerial Grid. Sensitivity training. Transactional analysis. Inter-group and team building interventions. Management by objectives. Total system interventions-stabilising change.

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SML835 Labour Legislation and Industrial Relations

3 credits (2-0-2)

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Pre-requisites: SML730 and SML731

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Module I: Introduction of industrial relation and a systematic view of personnel. Labour Relations. Introduction to Indian Trade Unionism. Industrial relations and conflict in industries. Introduction of Labour Regulation Act, Factories Act, Trade Union Act, and Safety Act.

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Module II: Role of Industrial Legislation. Introduction of Industrial Dispute Act. Different jurisdiction of Labour Court. Issues in recognition of unions. Tribunal and national tribunal. Strategies for resolving Industrial Conflict. Collective bargaining. Works committee and joint consultative committee, Negotiation process.

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Module III: Influence of Government regulations. Third party intervention in industrial disputes. Rules of grievances. Discipline in Industry. Contribution of tripartite bodies. Labour Welfare Participative Management. Workman's Compensation Act. Productivity in Industry. Healthy industrial relations and economic development.

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SML839 Current and Emerging Issues in Organisation Management

3 credits (3-0-0)

Pre-requisites: SML730 and SML731
(Relevant current and Emerging Issues)

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SML840 Manufacturing Strategy

3 credits (3-0-0)

Pre-requisites: SML745

Module I: Manufacturing and operations strategy-relevance and concepts. Strategic issues in manufacturing & operations, Capacity planning, International innovations in manufacturing. Choice of technology and manufacturing process in the prevailing environment.

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Module II: Technology-manufacturing process interfaces with marketing, engineering, quality, purchasing, finance and accounting. Inter-relationship among manufacturing manager and their suppliers, customers, competitors, superiors and production workers.

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Module III: Strategic implications of Experience Curve. Focused manufacturing-green, lean and mean. Strategic issues in project management and implementation of manufacturing policies. Perspectives of Manufacturing Strategy. Case Studies.

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SML843 Supply Chain Logistics Management

3 credits (3-0-0) Pre-requisites: SML745

Module I: Perspective of Supply Chain Logistics Management.

Logistics concept, role and scope; Logistics Environment- Integrating Logistics of Supply, Logistics of Production and Logistics of Distribution. Internal and external factors for logistics strategy.

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Operational Resources of logistics (personnel, warehouse means of transport, warehouse transport aids, organizational aids, material stocks, and area/spare) Effective supply chain management, customer networking and manufacturing, Risk Pooling.

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Postponement, cross docking in supply chain, CPFR, IT-enabled supply chains value of Information, Coordination in SCM.

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Module II: Logistics Activity Mix.

JIT and Logistics, Synchronised manufacturing, Purchasing and Materials Management. Distributional logistical systems and facilities-single stage or multistage, warehouse(s), their number, location and allocation, Automated Warehousing, Materials Handling and Packaging. Simulation aided planning of conveyor and warehousing systems.

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Module III: Supply Chain Logistics Mix Management.

Logistical Connectivity: Transportation modes, rate structure, legal aspects; maintenance, spares and repairs; test and support equipment, Routing of freight flows. Management and Organization of the Logistics Systems: Organization, Information and cost control; Logistical information Systems, Computer aided logistics management. Case Studies.

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SML844 Systems Reliability, Safety and Maintenance Management

3 credits (3-0-0) Pre-requisites: SML745

Module I: Reliability, Safety, Risk Assessment Perspective.

Introduction to reliability, availability and safety engineering and management. Select statistical concepts and probability distributions.

Optimization techniques for systems reliability, availability and safety.

Reliability, availability, safety and maintainability. Risk assessment and management for reliability and safety.

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Module II: Maintenance Planning and Control.

Maintenance management objectives and functions. Classification of Maintenance system. Maintenance Planning and Scheduling. Issues of Replacement versus reconditioning and imperfect repair maintenance models. Spare parts Inventory Planning and Control for single and multi-echelon systems. Diagnostic tools of failure analysis: Failure Mode Effect and Criticality Analysis, Fault Tree Analysis.

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Module III: Information System for Reliability, Safety and Maintenance Management.

Organizational aspects and a computer aided management information system for reliability, safety and maintenance. Life cycle costing and cost management for maintenance. Human factors in maintenance, Maintenance Manpower Planning. Case Studies.

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SML845 Total Project Systems Management

3 credits (2-0-2)

Module I: Project Systems Management: a life cycle approach, project characteristics; project life cycle phases: conception, definition, planning and organising, implementation and project clean up. Project feasibility analysis. The project manager: role and responsibilities, Team Building and Conflict Management. Tools and techniques for project management. Environmental impact analysis of a project.

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Module II: Network techniques for project management-PERT, CPM and GERT. Accounting for risk, uncertainty and fuzziness. Time cost tradeoffs and crashing procedures. Multi project planning and scheduling with limited resources. Multi objective, fuzzy and stochastic based formulations in a project environment.

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Module III: Funds planning, performance budgeting and control. Project materials management. Pricing, estimating, and Contract Administration and

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Management, Building and Bid evaluation and analysis. Project implementation and monitoring. Project management information and control systems. Project systems management performance indices. Software Packages application for Project Systems Management. Case studies.

SML846 Total Productivity Management

3 credits (3-0-0) Pre-requisites: SML745

Module I: Total Productivity overview; meaning, relevance and scope for productivity and effectiveness. Productivity conceptualisation.

Productivity mission, objectives, policies and strategies. Productivity environment. Corporate culture, management styles, employees participation, trade unions and role of governmental agencies.

Productivity measurement, monitoring and management both at micro and macro levels. Corporate and annual productivity plans.

Module II: Benchmarking: Management issues, modelling, tools and techniques; indicators for evaluation of manufacturing, business or services organizational performance and its measurement.

Module III: Productivity Improvement Techniques: modifying organizational characteristics and work characteristics. Work study, Value Engineering, Waste Management. Human resource development strategies to increase productivity. Managing technological change. Interfaces of Productivity with Quality, Reliability and Safety. Management commitment and involvement for higher productivity. Case Studies.

SML847 Advanced Methods for Management Research

3 credits (2-0-2)

Introduction to management research, types of management research, research designs, Portfolio of management research methodologies involving qualitative and quantitative tools, optimization approaches, Multi-criteria decision making tools, case studies, interpretative models, soft system methodology, simulation, etc.

Design of a questionnaire-based survey instrument, development of data measurement, scale development, testing the validity and reliability of data, sampling techniques, descriptive statistical analysis, inferential analysis, sampling techniques, sampling distribution, hypothesis testing, ANOVA, factor analysis, correlation, regression : OLS, Logic, Tobit, Probit, Discriminant analysis, Co-integration, unit root testing, Granger, causality, VAR, GARCH and its variants.

Structural equation modelling and other related research tools. Portfolio of optimization tools such as linear programming, goal programming, integer programming, Data Envelopment Analysis for designing a management research. Case study approach with SWOT, SAP-LAP, value chain, PEST, etc. AHP, ANP modeling of risk and uncertainty in management, real life case development with appropriate research design.

SML849 Current and Emerging Issues in Manufacturing Management

3 credits (3-0-0) Pre-requisites: SML745

(Relevant current and Emerging Issues)

SML850 Management of Information Technology

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3 credits (3-0-0) Pre-requisites: SML713

Module I The Strategic Framework for IT Management.

Emerging information technologies; IT for competitive advantage; IT for internal effectiveness; IT for inter- organizational linkage;Module II Strategy Development and Planning Techniques.

Module II: IT Planning (CSFs, Scenario analysis, Linkage analysis,

Enterprise modeling); Strategy formulation techniques; Nolan's stage model and revised models for Nolan's stages; IT investment decisions; methods for evaluating IT effectiveness; IT enabled business process redesign.

Module III : Strategic Issues Related to IT Management.

Relating IT to organizational leadership, culture, structure, policy and strategy; programmer productivity; Managing legacy systems; evaluating centralization-issues; IT-forecasting.

SML851 Database Design and Data Management

3 credits (2-0-2) Pre-requisites: SML713

Module I: Introduction to Database Systems.

Evaluation of database technology; Limitations of file systems; Databae systems-hierarchical models (IMS architecture- DBD, PSB), network models (DBTG DDL and DBTG DML), and relational models normalization and relational calculus);

Module II: Database Design.

Database systems- hardware software, data people; database systems and their organizational development; Database development lifecycle; Logical database design; implementation design.

Module III: Strategic Issues Related to IT Management.

Database implementation; Knowledge base systems and natural languages; Database administration and control; Distributed database systems. Data mining , data warehousing.

SML852 Network System: Applications and Management

3 credits (3-0-0) Pre-requisites: SML713

Module I: Networking fundamentals.

Communication fundamentals (transmission and transmission media; communication techniques; transmission efficiency) Wide area networks, local area networks, ISDNs; OSI architecture, IBM's SNA, Digital's DNA, Internetworking; network applications- EDI, Email, file transfer, conferencing, Enterprise networking.

Module II: Networking technologies and applications.

Design and development of enterprise network; Web-based application development, Desing of large-scale intranets, Network and systems management issues, Remote access to computer resources, Network and system security.

Module III: Managing networks.

Preparing for doing business on the internet; Choosing and costing networks and network services; network management requirements; network performance indicators; performance monitoring.

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SML855 Electronic Commerce

3 credits (2-0-2) Pre-requisites: SML713

Module I: Business Opportunities with or without Internet : Business revolution and e-commerce: issues of competitive advantage, physical distribution system and supply chain improvements, value chain analysis.

Networks and commercial transactions, The Internet environment, on-line commerce solutions.

Types of e-commerce: web store, auctions, discounting, advertising and promotions (case studies) etc., risks in internet commerce, jobs in cyberspace.

Business Models for e-commerce, on-line commerce options: customer choices and merchant choices, Advertising and marketing on internet.

Consumer-oriented commerce. Network infrastructure for EC. Business of Internet commercialization.

Module II: Technology of e-commerce: Technology Basics: all the nets (internet, intranets & extranets), telecommunication infrastructure of internet, protocols & convergence.

Business technologies for WWW: database integration, web databases and software developments.

Security technologies: encryption, cryptography, public key solutions, key distribution and certification, Electronic payment methods: technologies (EDI, EFT, EFTPOS etc.), secure transaction models.

Protocols for the public and private information (Secure sockets layer (SSL) and Secure electronic transaction (SET)).

Electronic Payment Systems : First virtual internet payment system, cyber cash.

Digital Currencies : Basics, eCash, Smart cards.

Re-intermediation at work, intelligent agents, datamining tools.

Module III: Setting up a e-business (Legal Commercial Framework).

Strategy for setting up a web site, creating commercial web site, shopping agents.

Taxation implication of i-commerce : Income tax, sales tax, tax reforms and trade policy, Action and gambling on Internet. Ethics and legal issues : cyber laws. NP Future trends : Convergence of technologies, Virtual concepts, Government internet commerce.

SML856 Business Intelligence

3 credits (3-0-0) Pre-requisites: SML713

Module I: Data Warehousing.

Problems of modern databases & the nature of BI Warehousing, Multidimensional Modeling, Online Analytical Processing (OLAP) Systems Interface of BI with organization capability Paperless office & Virtual Organization.

Module II: Data Mining.

Knowledge Discovery, Data Mining tools, Market Basket Analysis, Management Applications Customer Relations Management (CRM)

Data Visualization and Multidimensionality Geographical Information Systems

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(GIS) and Business applications.

Module III: Other Decision Supporting Technologies.

Executive Support Systems, Knowledge Management Characteristics and Capabilities of DSS Collaborative Computing Technologies: Group Support Systems Intelligent Support Systems (Expert Systems, ANN, Genetic Algorithm etc.) and their Managerial Applications.

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SML857 Database Management Information Systems

3 credits (3-0-0) Pre-requisites: SML713

Module I: Introduction to database.

Role of information in an organization: Need for a data architecture.

Need for Information Resource Management, Data concepts and data modeling.

Entity- Relationship modeling, Relational Modeling including normalization.

Mapping Entity- Relationship Model to Relational Model.

Module II: Database Information Systems.

Structured Query Language, Data storage and file organization.

Technology of DBMS, Concurrency control, Recovery management. Use of

database and application development tools. Database security.

Module III: Emerging data management techniques.

Distributed database systems and object databases. Data warehousing and data mining; Executive information systems and decision support systems.

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SML859 Current and Emerging Issues in Information Technology Management

3 credits (3-0-0) Pre-requisites: SML713

(Relevant current and Emerging Issues)

SML861 Market Research

3 credits (2-0-2)

Pre-requisites: SML760; SML793

Module I: Research concepts; exploratory, descriptive and conclusive research.

The market decision-making process and the need of different types of research.

Types of marketing problems and type of marketing research activity. Sources of

data; use and appraisal of existing information.

Module II: Information from respondents, sampling design, scaling techniques

and questionnaire design, interviewing, mail surveys. Information from

experiment, experimental design for marketing, Motivational research.

Advertising research, Analysis and reporting.

Module III: Marketing information systems, Structure and design, its role in

planning and control; the place of marketing research.

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SML862 Product Management

3 credits (3-0-0) Pre-requisites: SML760

Module I : The product in corporate life, Corporate and product objective,

product management role, responsibility, scope and functions, product strategy

and policy, optimum product pattern/line range.

Module II : New product development and launching. Challenge of change-

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opportunity and risk-product innovation, modification, addition and elimination product proposals-sources, generation, processing and selection. Establishing techno-economic feasibility product testing and test marketing. Developing the strategy and the plan. Implementing the plan, coordination and control. Brand identity, Image, Equity, Brand Plan and Management, New Product Development Process. Brand and Product launch plan.

Module III : Organization for Product Management, Marketing manager-product manager-brand manager concept, approaches and organizational role, product manager-functions and tasks-tools and techniques. Brand extensions, acquisitions, Brand value, Consumer insight. Strategies brand management.

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SML863 Advertising and Sales Promotion Management

3 credits (3-0-0) Pre-requisites: SML760

Module I : Mass communication theory and practices, marketing and promotion mix- interrelationship and interdependence advertising. Sales

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Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience- Message and copy development.

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Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control. Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

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Module II : Why and when sales promotion support, Sales promotion activities; Consumer Oriented-Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns.

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Advertisement development brief.

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Module III : Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager-Role of Tasks, advertising ethics, economics and social relevance. The

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Public Relations Activities, Public relations and mass media. Media planning and budgeting control.

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SML865 Sales Management

3 credits (2-0-2) Pre-requisites: SML760

Module I : Organisational framework of the field sales force. Types and methods of field sales organisations-Career in Field Sales Management. Field Sales Manager- coordinating and controlling the Marketing mix,

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Tasks and responsibilities, team relations with Salesman and interaction and reporting relationship with Top Management. Operating environment for Field Sales Managers. Sales forecasting.

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Module II: Sales Information and Planning, The qualities and role of a Field Sales Manager- Hierarchy of objectives and goals, concept of sales strategies and tactics; types of Planning, Marketing Intelligence and Sales Management. Relationship and contribution of Marketing Research to the sales development as decision making process.

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Designing and planning of sales territories, procedure for designing sales territories. Determining sales manpower requirements to establish sales territories- Recruiting salesman- selection process and system.

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Distribution and channel selection & Management.

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Module III: Operational Management. Staffing: Its advantages, responsibility for staffing, tools and methods of selection. Sales training:

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Its objectives, programme content, Methods of training, concepts of territorial management for field sales force. Measurement and control: General considerations governing evaluation and sales performance and control. Sales audit, Sales budgeting, Key account management, Route Planning and control. Sales Promotion Customer relationship management.

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SML866 International Marketing

3 credits (3-0-0) Pre-requisites: SML760

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Module I : International marketing-its scope and tasks- world economy prospects and Challenges; India's external trade. Analysis of export performance. Why all organisations cannot go global Shipping terms and international trade terms. Information needs of exports.Costing and pricing in international trade. Advantages and disadvantages of globalisation.

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Module II : Strategic export planning. Handling an export transaction.

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Export marketing Checklist; Selection of Markets: Choosing Markets;

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Export pricing; Management of export logistics. Documentation for export; processing of an export trade. Sales forecasting in international trade. Identifying geographical territories for expansion. Cultural factors affecting business in global market.

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Module III : Export credit system pre-shipment and post- shipment, finance, medium and long term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures. Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

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SML867 Industrial Marketing Management

3 credits (3-0-0) Pre-requisites: SML760

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Module I: Industrial marketing and Environment. Application of industrial buyer behaviour theories. Marketing plan to implement the marketing concept.

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Module II: The new product development process. Personal selling

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(negotiations, systems selling, targets setting, fact finding, training); sales communications.

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Module III: Marketing Research for industrial product Marketing control

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(variance analysis audit). Industrial purchase behaviour and processes, new product launch. Forecasting methods.

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SML869 Current and Emerging Issues in Marketing

3 credits (3-0-0)

Pre-requisites: SML720 and SML760

(Relevant current and Emerging Issues)

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SML870 Advanced Financial Management

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3 credits (2-0-2) Pre-requisites: SML770

Module I: Aims and objectives of Financial Decisions. Integrated approach to Corporate Financial Decisions. Effect of Taxes on Financial Decisions. Capital Budgeting Decisions under conditions of Risk and Uncertainty. Unequal expected lives and investment outlays. Capital Asset Pricing Model: meaning, Systematic and Unsystematic risk, calculation of Beta, CAPM and Cost of Equity Capital. Business Valuation Cases and Problems.

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Module II: Capital Structure Decisions: Operating and Financial Leverage, Optimum Capital Structure and Capital Structure Theories, EBIT/EPS Analysis, Designing Capital Structure in practice. Cases and Problems.

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Module III: Divided Decisions: Dividend and Valuation- Walter's Model, Gordon's Model, Theory of Irrelevance of Dividends (MM Approach). Types and Determinants of Dividend Policy. Internal Financing and Dividend Policy. Stock Dividend (Bonus Shares) and Stock (Share) Splits. Lease Decisions: Fundamentals of Leasing, Types of Leases, Financial framework for evaluating Lease Versus Buy/Borrowing alternative. Mergers Acquisition and corporate restructuring Cases and Problems.

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SML871 Accounting for Decision Making

3 credits (2-0-2) Pre-requisites: SML770

Module I: Accounting Framework for Preparation of Corporate Financial Statements and Reports: Accounting Cycle and Statements of Financial Information. Accounting Standards. Corporate Financial Statements and Reports.

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Module II: Conceptual Framework for Decision Making and Pricing Decisions

Concept of cost relevancy. Full-Cost Fallacy and Loss Minimization criteria, Differential Costs versus Variable Costs, Opportunity Loss.

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Concept. Developing relevant data for decision-making. Techniques of decision-making Differential Costing and Incremental Analysis. Pricing Decisions: Full-Cost versus , Selling at below normal price, pricing special orders. Case and Problems.

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Module III: Product Decisions.

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Make or Buy, Sell Now or Process Further, Operate or Shut-Down, Addition/Discontinuation of Product Lines/Divisions/Departments: Product Mix Decisions with Input Constraints(s), with and without samples Constraints, Decisions Relating to Disposal of Inventories. Cases and Problems.

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SML872 Working Capital Management

3 credits (3-0-0) Pre-requisites: SML770

Module I: Nature and Financial of Working Capital.

Nature of Working Capita, Trade-off between Profitability and Risk, Determinants of Working Capital. Factoring as a Sources Finance. Forecasting Working Capital requirements. Sources of financing Working Capital. Factoring as a source of finance. Bank credit and working capital Finance. Approaches to determine Financing Mix. Working Capital Leverage. Cases and Practical Problems.

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Module II: Current Assets Management.

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Cash Management, Inventory Management, Receivables Management. Cases

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and Practical Problems.

Module III: Analysis aTools and New Development.

Operating Cycle, Ratio Analysis, Funds-flow Analysis and Cash -Flow Statement as tools of Working Capital Management. Recent changes and new developments. Practical Problems.

SML873 Security Analysis and Portfolio Management

3 credit (3-0-0) Pre-requisites: SML770

Module I: Investment Environment.

Saving and Financial flows, Financial Intermediation, Investment in Corporate Securities and other Investment Outlets, New Issue market and Secondary Markets. Sources of investment information. Theoretical framework for investment Decision. Regulatory Framework of Securities Markets in India.

Module II: Valuation of Securities.

Valuation of Variable Income Securities (Equity Shares): Theory of Valuation-Earnings and Dividend Model. Fundamental Analysis,Aggregate Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Growth Shares, Under and Overvalued Shares. Analysis of Fixed Income Securities like Preference Shares, Debentures/Bonds and other Financial Instruments. Interest Rate structure and yield to Maturity Curve. Convertible Bonds: Warrants and Options.

Module III: Portfolio Management.General principles. Measures of Risk and Return, Required Rate of Return and CAPM, Markkowitz Portfolio Theory. Efficient Capital Market Theory. Alternative Efficient Market Hypotheses. Constructing the Optimum Portfolio.

SML874 Indian Financial System

3 credits (3-0-0)

Pre-requisites: SML770

Module I: Overview of Indian Financial System.

Role of Financial Markets in capital formation and economic development; Indian Financial system- An overview. Commercial Banks and Industrial Finance- evolving role. Reserve Bank of India as a Regulator of Banking System and its other functions. Basel -I and Basel-II norms.

Module II: Financial Markets.

Money Market Organization in India-nature, constituents and instruments. Industries Securities Market in India: New Issue Market and Stock Exchange. Differences and similarities, functions, methods of New Issues, Regulatory Framework and SEBI.

Module III: Mutual Funds, Insurance and others.

Investment Policy and performance appraisal of Unit Trust of India, Insurance, IRDA. New Developments such as financial instruments, Private foreign investments, case studies and problems.

SML875 International Financial Management

3 credits (3-0-0) Pre-requisites: SML770

Module I: Foreign Exchange Market and Risk Management: Environment of International Financial Management: Balance of Payments. Means of

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International Payments, Foreign Exchange Market, Currency Futures and Options Markets, Foreign Exchange Risk Management, Political Risk, Interest Rate Risk.

Module II: Financing of International Operations : Determination of Exchange Rate, Exchange Market and Arbitrage, Exchange Rate Control, Financing of Exports and International Investments, International Monetary Systems, European Monetary System, International monetary and Financial Institutions.

Module III: Financial Management of MNCs: Capital Budgeting Decisions for Multinational Corporation, Financing Decisions- Cost of Capital and Financial Structure, Working Capital Management and Control, International Banking, International Transfer Pricing.

SML879 Current and Emerging Issues in Finance
3 credits (3-0-0) Pre-requisites: SML720
(Relevant current and Emerging Issues)

SML880 Selected Topics in Management Methodology
3 credit (2-0-2)

SML881 Management of Public Sector Enterprises in India
3 credits (3-0-0) Pre-requisites: SML780

Module I: Public enterprises, their status and role in developing societies. Central and State level PSUs. The role of public enterprise in the economic and industrial development of India. Structure and goals of public enterprise. Public enterprises. Government relationship. Issues of autonomy and accountability.

Module II: Political economy of public enterprises. Traditional economics Vs. Political economy. The nature of contending social forces. Planning and decision-making in public enterprises. Role of technology in public enterprises. Public enterprise-financial problems and issues of divestment and pricing in public enterprise.

Module III : Project management, monitoring and evaluation in public enterprises. Performance evaluation in public enterprises. Performance indices. Strategies for performance improvement. Concern of liberalisation and public sector undertakings.

SML887 Business Laws
3 credits (2-0-2) Pre-requisites: SML305

Module I: Nature of Business law, Sources of Business law and their classification. Mercantile law, Statute I Case law, Customs and Usage. Agreement and their legal obligations. Essential elements of a valid contract, Types of contract, Void and voidable contract. Unenforceable and illegal agreements. Offer and acceptance over the telephone.

Law of Arbitration-Definition of Arbitration, Effect of an arbitration. Arbitration without Intervention of Court. Powers and duties of Arbitrators.

Module II: Sale of Goods Act. Definition and essentials of a contract of sale, Distinction between sale and agreement to sell, sale and hire purchase, sale distinguished from contract for work and labour. Kinds of goods, perishable goods. Document to the title of goods. Rules regarding transfer of property.

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Transfer of Title on sale. Rules regarding delivery of goods. Buyers rights against seller, and unpaid seller's rights. Consumer protection act. Consumers rights, consumer's disputes redressal agencies, consumer protection council.

Module III: Negotiable Instrumentd act. Definition and characteristic of Negotiable instrument. Liabilities of Parties to Negotiable Instruments.

Brief exposure to Company law including incorporation of a company - objects, registration, article of association, raising capital from public, company management and reconstruction, amalgamation and winding up.

SML889 Current and Emerging Issues in Public Sector Management

3 credits (3-0-0) Pre-requisites: SML881

(Relevant current and Emerging Issues)

SMD890 Major Project

6 credit (0-0-12)

SMV895 Management Research Methodology

1 credit (1-0-0) Pre-requisites: SML760

Problem conceptualization and definition. Hypothesis formulation. Selection of Research Methods. Flexible Systems Methodology for preparing research design. Scaling, sampling methods, Managing oral evidence. Questionnaire design, validation and pretesting. Interview design, Case study, Field experiments, Quasi experiments. Qualitative research methods. Statistical techniques and implementation of research plan using statistical packages.

SMV896 Human Values in Management

1 credit (1-0-0) Pre-requisites: SML731

Values-driven management, Value conceptualization and construction. A strategy and vision of value, creating a shared vision of value. Ingraining practical ideals. Human technology. Fundamental human pursuits. Importance of action and the technique of right action. Values for effective managers. Specific problem areas: stress, motivation, quality, and leadership, Quality of life. Enlightened and liberated organisation.

SML897 Consultancy Process and Skills

3 credits (3-0-0)

Pre-requisites: SML305 and SML401

Module I : Introduction to Consultancy-its evolution, growth & status,

Types of Consulting Services, firms and role of consultants, client-consultant relationship. Marketing of Consultancy Services.

Module II: The Consulting Process-Entry, Diagnosis, Action Planning,

Implementation and Termination/Closing;

Module III :Methods of selection of consultants, Costs and fee calculation, Preparation of Consultancy proposals and Agreements, Technical Report Writing and Presentation.

SML898 Consultancy Professional Practice

3 credits (3-0-0)

Pre-requisites: SML305 and SML401

Module I : Negotiation Skills, Professional Ethics and Code of Conduct.

Managing a Consultancy firm-fundamentals of consulting firm management, consulting firms and IT in consulting firms, management of consulting

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assignments.

Module II : Consulting in variou areas of Management-Consulting in general and strategic management, consulting in financial management, consulting in marketing and distribution management, consulting in production and operation management, consulting in HRM, consulting in IT.

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Module III : R&D-Consultancy relation-ship, Careers and Compensation in Consulting, Training and development of Consultants, Future Challenges and Opportunities in Consultancy.

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SML899 Current & Emerging Issues in Consultancy Management

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Pre-requisites: SML305 and SMLA01, * Pre-requisite for PG courses is applicable for B.Tech. student.

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(d) Pre PhD courses offered (*in last 5 yrs*).

All courses offered at point (c) above are also offered as Pre PhD course and registered students can select based on requirement.

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(e) New advanced Masters / Pre-PhD courses introduced in last 5 yrs.

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Introduced new Course Advanced Methods in Management Research (SML847)

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Launched course on Total Productivity in Management (SML846)

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Social Media & Business Praxis - For MBA students. The course is under approval process

(f) Overlap between courses (c) and (d) & (e), including opening latter to UG.

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No such overlap.

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(g) Seminar series (weekly/regular) held each semester (*provide list*).

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Not Applicable

(h) Placement details (*as per format at Annexure-1*).

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(i) Relevance of UG and programmes to recruiters, potential and on-campus recruiters (*as per format at Annexure-2*).

Not Applicable

(j) Benchmarking of curriculum (*as per format at Annexure-3*).

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Internal Review

2. Teaching environment

2.1 Student-Teacher ratio separately and total for UG, PG, PhD (based on gross numbers and on class size basis)

~~2.1~~ For the last five years approximately 21:1 Students-Teacher ratio in total for MBA (Full Time), MBA (Part Time), and PhD has been maintained.

Dr. Mahim Sagar:

I have experimented with various teaching pedagogy tools such as case studies, group presentations, lecture presentations, quizzes and assignments, ensuring active participation of students

Dr. P. Vigneswara Ilavarasan:

Emerging issues in Information Technology Management - MBA - 15 Students
Management Research Methodology - MBA - 25 students
Market Research - MBA - 19 Students
Communication skills for managers - MBA - 19 Students

Dr. Jitendra Madaan:

MEL-422 (Project Management), a Core Course for Final year B.Tech Mechanical and Production and Industrial Engineering, IITD. (Running)
SML-728 (International Telecommunication Management), a Core Course for MBA 1st yr (Telecom System Management), an elective for M.Tech Telecommunication Technology and Management cross functional elective MBA 2nd yr (System Management), IITD (Running)
SML-840 Manufacturing Strategy, An elective course for MBA 2nd year, IITD (Running)
SML-715 (Quality & Environment Management System), Core Course for MBA 2nd year, IITD.
SML-845 (Total Project Mgmt System), an elective course for MBA 2nd year & B.Tech, IITD.
SML-710 (Creative Problem Solving), a core course for MBA (Part time) & B.Tech Final, IITD.
MI-511 (Modelling & Simulation of Manuf. Systems), a core course for M.Tech, P&I, IITR.
MI-209 (Prod. Plan. & Control), a core course for 2nd yr B.Tech, Prod & Ind. Engg, IITR.
MI-337 (Operations Research), a core course for 2nd yr B.Tech, Prod & Ind. Engg, IITR
MI-366 (Operations & Material Mgmt.) a core course for Final yr B.Tech, P&I. Engg, IITR.
CE-201 (Computer Aided Graphics) an insti. core course for B. Tech second year year, IITR.
MI-102 (Manufacturing Techniques) an institute core course for B. Tech first year, IITR.

2.2 No. of students graduated in each programme, incl. PhD, (data for 5 yrs)

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Years	MBA's	PhD's
2009	48	13
2010	108	11
2011	91	14
2012	144	11
2013	95	8

2.3 Student-T.A. (or student-hours/T.A.) ratio

Each floated in the department has been allocated T.A. which are mostly PhD students. Each course irrespective of core or elective is assigned with one T.A.

2.4 No. of skilled technical staff

There are two technical staffs named Mr. Vimal Kumar and Mr. Amit Kumar Tiwari. They are associated with the computer labs of the department and admission process of MBA.

2.5 Gross laboratory space; break-up of lab space for core UG / PG teaching

The department has Computer labs (i.e. Acer lab), Strategic lab, Behavioral lab, Marketing lab and Optimization lab for MBA and PhD students.

2.6 Laboratory modernization performed in last 5 years for (i) UG core, (ii) PG core, (iii) elective courses (*attach data before and after modernization*).

In the last five years, two new labs i.e. Marketing lab and Optimization lab have been developed. In optimization lab, software such as LINGO has been installed and MBA/ PhD students are using it for their project and research work. In the current year, the procurement of Bloomberg database has been initiated and in the coming period it will be fully under operation. With this database, the students can use the econometric and financial data for their work.

2.7 Extracts from course files courses for last 5 years

Prof. Kanika T. Bhal

Evaluation system:

Minor 1 – 15

Minor 2 – 15

Major – 35

Class Exercises—10

Term Project—10

Book Review—10

Class Participation—10

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Prof. PK Jain:

Evaluation system:

Minor 1 - 20 marks

Minor 2 - 25 marks

Major - 35 marks

Term paper - 10 marks (Individual, focusing on class room learning to real/simulated business situations)

Attendance and class participation - 10 marks

Prof. SS Yadav:

Evaluation system:

Minor I – 20 marks

Minor II- 20 marks

Major – 30 or 35

Term paper and assignments – 20 or 15

Attendance- 10

Prof. Ravi Shankar:

Evaluation system:

Minor I – 15 marks

Minor II- 15 marks

Major – 30

Term paper and assignments – 20

Case Study- 10

Quiz & Attendance- 10

Prof. M.P.Gupta:

Following are the courses taught:

Information System Management

Business Systems Analysis & Design

Database Management Information System

Decision Support & Expert System

Software Project Management

Network systems: Application and Management

Information Technology Management

E-commerce

Business Intelligence

Current & Emerging Issues in IT Management

Dr. Shveta Singh:

Evaluation system:

Minor I – 20 marks

Minor II- 20 marks

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Major – 30 or 35

Term paper and assignments – 20 or 15

Attendance- 10

Dr. Seema Sharma:

Courses taught to MBA in last five years:

Managerial Economics

Business Environment and Corporate Strategy

Statistics for Management

Global business Environment

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Dr. Mahim Sagar:

Following are the course offered

SML760	MARKETING MANAGEMENT	UG and PG
SML862	PRODUCT MANAGEMENT	PG
SML723	TELECOMMUNICATION SYSTEMS MANAGEMENT	PG
SML869	CURRENT AND EMERGING ISSUES IN MARKETING	PG
SML720	BUSINESS ENVIRONMENT AND CORPORATE STRATEGIES	PG
SML863	ADVERTISING & SALES PROMOTION MANAGEMENT	PG

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Dr. Surya Prakash Singh:

Evaluation system followed an all courses offered in last 5 years is:

Minor I – 15 marks

Minor II- 15 marks

Major – 30

Attendance- 10

Class participation-10

Case study-20

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Details of the course offered in the last five years.

1. SML 740 (Quantitative Methods for Management), Core Course for MBA First year. Also, open for registration to B.Tech Students.

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The objective of the course is to provide Operations Research (OR) techniques and their applications to solve various managerial decisions making problems. Each session of this course deals with the basic concepts of OR model formulations, solution techniques, and illustration of the concepts with numerical examples. To accomplish the objective, the course provides hands-on experience with software such as SOLVER to demonstrate its use for solving OR problems.

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Session 1

1. INTRODUCTION

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- [1.1. What is O.R.?](#)
- [1.2. Need of O.R.](#)
- [1.3. Objective of O.R.](#)
- [1.4. Application of OR.](#)
- [1.5. Examples](#)
- [1.6. Exact / Heuristic approach](#)
- [1.7. Optimal, Feasible, Infeasible Solution](#)
- [1.8. Bounded and Unbounded solution](#)
- [2. Linear programming: Model Formulation](#)**

- [2.1. Introduction to L.P.P](#)
- [2.2. Formulating L.P. problem](#)
- [2.3. Real/ Integer variables](#)
- [2.4. Objective functions and Constraints](#)
- [2.5. Solution methodologies to solve L.P.P.](#)
- [2.6. Some examples of L.P.P. formulation](#)
- [2.6.1. Diet Example](#)
- [2.6.2. Product Mix problem](#)
- [2.6.3. Scheduling Problem](#)
- [2.6.4. Blending problem](#)
- [2.6.5. Production problem](#)
- [2.7. Introduction to graphical method.](#)

Session 2

- [3. Solving L.P.P.](#)**
- [3.1. Graphical methods to solve L.P.P. having two variables](#)
- [3.2. Bounded and Unbounded region](#)
- [3.3. Primal and Dual problem](#)
- [3.4. Duality principle: Introduction](#)
- [3.4.1. Example of Diet, Product mix, production etc.](#)
- [3.5. Introduction to Simplex Tableau method to solve L.P.P.](#)
- [3.6. Interpretation of each row and columns in Simplex Table](#)

**Session 3, 4, and 5
(First Test in session # 5)**

4. Solving LP using Simplex method and Solver

- [4.1. Simplex Algorithm](#)
- [4.2. Various Examples such as Diet problem, product mix problem etc.](#)
- [4.3. Equality and Inequality Constraint](#)
- [4.4. Slack variables, Surplus variables, Artificial variables](#)
- [4.5. Shadow prices in Simplex tableau](#)
- [4.6. Condition for multi-optimal solutions](#)
- [4.7. Simplex method for Maximizing problem](#)
- [4.8. Simplex method for minimizing problem](#)
- [4.9. Using SOLVER to solve LP problems](#)
- [4.10. Introduction to some other approaches for solving L.P.P. such as Big-M method, Revised Simplex method, Two Phase method.](#)

Session 6

- [5. Assignment Models](#)**
- [5.1. Introduction to Assignment Problem](#)
- [5.2. Formulating Assignment problem](#)
- [5.3. Traveling salesman problem](#)
- [5.4. Branch and Bound method](#)
- [5.5. Hungarian method to solve Assignment problem](#)

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- [5.6. Optimality proof of Hungarian method](#)
- [5.7. Industrial problem formulated as Assignment model](#)
- [5.8. Difference in Linear Assignment and Quadratic Assignment Problem](#)
- [5.9. Complexity issues in LAP and QAP](#)
- [5.10. Solving Assignment problem in SOLVER/ LINGO](#)

Session 7

6. Transportation Models

- [6.1. Introduction to transportation models](#)
- [6.2. Formulating transportation models](#)
- [6.3. Supply and demand in transportation models](#)
- [6.4. Balanced Transportation models](#)
- [6.5. Unbalanced transportation models](#)
- [6.6. Degeneracy in transportation models](#)
- [6.7. Approximate approach to solve transportation model](#)
- [6.8. North-West method](#)
- [6.9. Least Cost method](#)
- [6.10. Vogel's Approximation](#)
- [6.11. Optimality test by Stepping stone method/ MODI](#)

Session 8, 9

7. Simple Queuing theory (Waiting line model)

- [7.1. Introduction to Queuing theory](#)
- [7.2. Examples of waiting line model](#)
- [7.3. Simple waiting line model](#)
- [7.4. Application of waiting line model](#)
- [7.5. Traffic intensity](#)
- [7.6. Single server-single queue models](#)
- [7.7. Multi-server queue models](#)
- [7.8. Examples of queuing models](#)

Session 10, 11

(Second test in session # 10)

8. Project Management

(Session

12, 13)

- [8.1. Introduction to project management](#)
- [8.2. Planning and Scheduling Networks](#)
- [8.3. Activity on Arrow \(AOA\) and Activity on Node \(AON\)](#)
- [8.4. The CPM model](#)
- [8.5. Finding critical path](#)
- [8.6. The PERT model](#)
- [8.7. Network scheduling with limited Resources](#)

Session 12, 13

9. Network Problem Modeling

- [9.1. Introduction](#)
- [9.2. Terminology](#)
- [9.3. Examples](#)
 - [9.3.1. Shortest path](#)
 - [9.3.2. Maximum flow](#)
 - [9.3.3. Assignment problem](#)

Session 14, 15

(Third test in session # 15)

10. Decision Analysis

- [10.1. Introduction](#)

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- [10.2. Decision under risk](#)
- [10.3. Decision trees](#)
- [10.4. Sensitivity Analysis](#)
- [10.5. Examples and exercises](#)

[2. SML 849 \(Current and Emerging Issues in Manufacturing Management\). An elective course for MBA 2nd year and MBA \(Part time\).](#)

[1. Introduction to Operations Management \(Week 1\)](#)

- [1.1. Fundamentals of OM](#)
- [1.2. Manufacturing strategies](#)
- [1.3. MRP-I, MRP-II, MRP-III](#)
- [1.4. Time-Phased approach](#)
- [1.5. Aggregate Production Planning](#)
- [1.6. Scheduling/ Sequencing](#)
- [1.7. Facility layout and location problem](#)
- [1.8. Project management](#)
- [1.9. Materials Management](#)

[2.0. JIT and Lean manufacturing](#)

- [2.1. Demand forecasting](#)
- [2. Capacity Management \(Week 2 & Week 3\)](#)

[2.1. Introduction to Capacity Planning](#)

- [2.1.1. Measuring Capacity](#)
- [2.1.2. Determination of available capacity](#)

[2.2. Capacity Expansion Strategy](#)

[2.3. Capacity Management](#)

- [2.3.1. Capacity Planning Using Overall Factors \(CPOF\)](#)
- [2.3.2. Capacity Bills](#)
- [2.3.3. Resource Bills](#)

[2.4. Resource Planning](#)

[2.5. Rough-cut Capacity Planning](#)

[2.6. Capacity Requirement Planning](#)

- [2.6.1. Benefits of CRP](#)
- [2.6.2. Drawbacks of CRP](#)

[2.7. Scheduling Rules \(Paper by Panwalker and Iskander\)](#)

[2.8. Infinite versus and Finite Loading](#)

[2.9. Comparing the Strategies](#)

[3. Advance Concepts in MRP / Lot Sizing Rules \(Week 4 and Week 5\)](#)

[3.1. Introduction](#)

- [3.1.1. Fixed Order Quantity \(FOQ\)](#)
- [3.1.2. Economic Order Quantity \(EOQ\)](#)
- [3.1.3. Lot-for-Lot \(LFL\)](#)
- [3.1.4. Fixed Period Requirement \(FPR\)](#)
- [3.1.5. Periodic Order Quantity \(POQ\)](#)
- [3.1.6. Least Unit Cost \(LUC\)](#)
- [3.1.7. Least Total Cost \(LTC\)](#)
- [3.1.8. Part-Period Balancing \(PPB\)](#)
- [3.1.9. Wagner-Whitin Algorithm \(W-W Algorithm\)](#)
- [3.1.10. McLaren's Order Moment \(MOM\)](#)

[3.2. Analysis of Different Lot Sizing Heuristics](#)

- [3.2.1. Outline of different heuristic methods](#)
- [3.2.2. Analysis of EOQ](#)
- [3.2.3. Analysis of W-W Method](#)

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- [3.2.4. The Groff \(GR\) Method](#)
 - [3.2.5. Silver Meal \(SM\) Method](#)
 - [3.2.6. Freeland-Colley Method](#)
 - [3.3. Determination of purchase Order Quantity](#)
 - [3.3.1. The purchasing discount problem](#)
 - [3.3.2. Buffering Concepts-Concept of Uncertainty, Safety Stock, Safety lead time](#)
 - [3.3.3. Safety stock and safety lead time performance comparison](#)
- [4. Advance Independent Demand Ordering System \(Week 6 and Week 7\)](#)
 - [4.1. Basic Introduction on Ordering System](#)
 - [4.2. Advanced Independent Ordering Systems](#)
 - [4.2.1. Order Quantity and Reorder Point](#)
 - [4.2.1.1. Service levels and Order Quantities](#)
 - [4.2.1.2. Total Cost Equation](#)
 - [4.2.1.3. Grid search procedure](#)
 - [4.2.1.4. The Iterative \(Q, R\) Procedure](#)
 - [4.2.2. Inventory and Transportation Mode Interaction](#)
 - [4.2.2.1. Total Cost Equation](#)
 - [4.2.2.2. Transport Mode Decision Example](#)
 - [4.2.2.3. Exact Methods](#)
 - [4.2.2.4. Heuristic Methods](#)
 - [4.2.3. Multiple Items From Single Source](#)
 - [4.2.3.1. Methods based on Individual item Reorder point](#)
 - [4.2.3.2. Methods based on Group Reorder point](#)
 - [4.2.3.3. A group service level method](#)
 - [4.2.4. Multiple Criteria ABC Analysis](#)
 - [4.2.4.1. Multiple criteria ABC Analysis](#)
 - [4.2.4.2. Multiple criteria ABC Management Policies](#)
- [5. Advance Concepts in Scheduling \(Week 8\)](#)
 - [5.1. Static Scheduling approaches](#)
 - [5.2. Dynamic Scheduling approaches](#)
 - [5.3. One Machine/N-job case](#)
 - [5.4. Two-machine/N-job case](#)
 - [5.5. Three-machine/N-job case](#)
 - [5.6. Heuristics for M-machine/N-job case](#)
 - [5.7. Sequencing rules](#)
 - [5.8. Sequencing research results](#)
 - [5.9. Emerging issues in Scheduling](#)
 - [5.9.1. Cellular manufacturing systems](#)
 - [5.9.2. Scheduling manned cellular manufacturing systems](#)
 - [5.9.3. Scheduling FMS system](#)
- [6. Advance Concepts in Production Planning \(Week 9 and Week 10\)](#)
 - [6.1. Mathematical programming approaches](#)
 - [6.1.1. Linear Programming](#)
 - [6.1.2. Mixed Integer Programming](#)
 - [6.1.3. Heuristic approaches](#)
 - [6.2. Other approaches](#)
 - [6.2.1. The linear Decision Rule](#)
 - [6.2.2. The Management Co-efficient Model](#)
 - [6.2.3. Search Decision Rule](#)
 - [6.3. Disaggregation](#)
 - [6.3.1. The Disaggregation problem](#)

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- [6.3.2. Hierarchical production planning](#)
- [6.3.3. Disaggregation through mathematical programming problem](#)
- [6.4. Types of Production Planning and Control Systems](#)
 - [6.4.1. Pond-Draining System](#)
 - [6.4.2. Push System](#)
 - [6.4.3. Pull System](#)
 - [6.4.4. CONWIP System](#)
 - [6.4.5. DYNWIP System](#)
- [6.5. Theory of Constraint \(TOC\)](#)
 - [6.5.1. Principles of TOC](#)
 - [6.5.2. TOC in Production Planning](#)
- [7. Advance Concepts in MPS \(Week 10\)](#)
 - [7.1. Two level Master Scheduling](#)
 - [7.1.1. Two-level MPS example](#)
 - [7.1.2. Booking Customer Order](#)
 - [7.1.3. Managing with Two-Level MPS](#)
 - [7.2. Additional Techniques](#)
 - [7.2.1. Alternative Available-To-Promise \(ATP\) explosion convention](#)
 - [7.2.2. Consumption by Actual Orders](#)
 - [7.2.3. Capacity Planning](#)
 - [7.3. Methods for construction planning BOM](#)
- [8. Supply Chain Management \(Week 10-Week 14: Total 14 Hours\)](#)
 - [8.1. Current and Emerging Issues in SCM.](#)

3. SML 702 (Innovation Management and Research & Development), A core course for MBA (Part time).

Course Objective

The course aims to provide a glimpse of the opportunities and challenges, contexts, concepts, theory and practice to learners. Key objectives of the course can be listed as:

- Identify key dimension of management innovation and R&D projects
- Learn to diagnose a given situation to identify opportunities for improvement
- to learn about current practices and issues

Details of course content

The course is organized into following 14 weeks and each week is about 3 hours of lecturing:

Week 1: Introduction: Concepts and Importance of Innovation.

Definition of Innovation, Innovation vs Creativity, Process of Innovation, What to do and what to avoid, Conditions of Innovation, Factors Affecting Innovation, Types of Innovation.

Reading: Chapter 1 (Technological Innovation-Its value and meaning) from the book "Organizing For Innovation: A system approach to Technical Management".

Week 2: Models of Innovation

Disruptive and Sustaining Innovation, Open and Closed Innovation and its merit and de-merits, Models of Open and Closed Innovation, Business Model, Product architecture, Interdependent and Modular Innovation.

Reading: Chapter 2 (Models of Innovation) from book "Innovation Management: Strategies, Concepts and Tools for Growth and Profit", Response books, New Delhi.

Week 3: Company Innovation Potential and System Approach to Innovation

Company's potential area (Marketing, R & D) for possible Innovation. Assessment of all potential areas. The system approach to Innovation: Scientific method,

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Characteristics of Systems, System models of Innovation, Problem posing in Innovation.

Reading: Chapter 2 (The System Approach to Innovation) from the book "Organizing For Innovation: A system approach to Technical Management".

Week 4: Company Innovation Potential and Innovation Impulses

Company Innovation system, Process MAP, Strategy Development, Product development modification, Sources of Innovation Impulses (Internal and External Environment), Market pull, R & D push, 7 Sources of Innovation impulses, Impulses from the market environment, Internal impulse.

Week 5-6: Innovation Management Tools

General Innovation management tool (Benchmarking, Brainstorming, Re-engineering, Change management, Technology Audit, Technology Forecast, Value analysis), Product Innovation tool (Design, QFD, House of Quality), Managerial Innovation tool (FMEA, Peer evaluation, Team building, ISO, TPM) Process Innovation tool (DFMA: Design for Manufacturing and Assembly, Lean Thinking, Continuous Improvement, Concurrent Engineering, JIT).

Week 7: Basics of Creativity and its Techniques

Basics of Innovation and Creativity, Quotations, Creativity in Organization, Creativity and economics, stages of creative process, Barriers to creativity, Creativity Simulation, Fostering creativity, Methods of creative activity, creative process, Brain hemisphere, Convergent Vs Divergent thinking, Creative techniques: Trial & Error, Inspirational Questions, Creative problem solving (CPS), Synectics, Lateral Thinking, Lateral Thinking Vs Critical thinking, Six De Bono Hats, TRIZ (Theory of Inventive Problem Solving), Contradictions, Matrix of Contradiction, Morphological Analysis.

Week 8: Ecological Impact of Innovation

Effect of Innovation in Organization, Effect of Innovation in Ecosystem, What is Ecological problems and Adaptive responses? The Ecological Dilemma.

Reading: Chapter 6 (The Ecological Impact to Innovation) from the book "Organizing For Innovation: A system approach to Technical Management".

Week 9-10: Decision Making and Conflict Management

Linear programming, Decision Process, Reasons for poor decisions, Decision models, Use and benefits of decision making models, limitations of decision making models, Quantitative approaches, trade-off, sensitivity analysis, the system approach, decision environment, decision theory, decision making under uncertainty, decision trees, Conflict management, conflict consequences, two-dimensional models of conflict management, conflict resolution styles.

Week 11: Company Innovation Culture

Culture of Company, Main elements of company's culture, four types of company's orientation, Management style: four basic management styles, Motivation Performance cycle (MPC), Hierarchy of needs, characteristics of peak performers, need satisfiers, management challenges.

Week 12 Managing Change or Change Management

Paradigm shifts, learning organization, key competencies, Company training programs, Design of training programs.

Reading: Chapter 7 (Managing Change-The Manager's Changing Role) from the book "Organizing For Innovation: A system approach to Technical Management".

Week 13-14 Course Conclusion and Case/Term-Paper Presentation

4. SML 846 (Total Productivity Management), An elective course for MBA 2nd year and MBA (Part time).

Introduction

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meeting customer's requirement in time, within quality specifications and at competitive cost.

2. Details of course content

WEEK 1, 2, 3

- AGGREGATE PLANNING
- 1.1 Variables
- 1.2 Strategies
- 1.3 Graphic methods
- 1.4 Mathematical Optimization methods:
 - 1.4.1 The Linear Decision Rule
 - 1.4.2 LP Methods

WEEK 4

- 1A. Design of Goods and Services
 - Strategy for design of Goods and Services
 - What are Goods and Services?
 - Product selection
 - Product Life Cycle
 - Product Development
 - QFD
 - House of Quality
 - Taguchi Method
 - Taguchi Loss Function

WEEK 5

- INVENTORY MANAGEMENT
- 2.1 Basic inventory model
- 2.2 Sensitivity analysis
- 2.3 Graphic Model
- 2.4 Multiple products & resource constraints
- 2.5 Inventory models with uncertain demand
 - 2.5.1 Single period model
 - 2.5.2 Order Quantity – Reorder Point Model
 - 2.5.3 Determining buffer stocks
- 2.6 Inventory control Systems
- 2.7 ABC classifications
- 2.8 MRP
- 2.9 JIT

Week 6

- OPERATIONS SCHEDULING
- 3.1 Job shop scheduling
 - 3.1.1 Single Processor scheduling
 - 3.1.2 Flow shop scheduling
 - 3.1.3 General Job shop scheduling
- 3.2 Scheduling for batch shops
- 3.3 Scheduling for service systems

Week 7

- PROJECT MANAGEMENT
- 1. Introduction to project management
- 2. Planning and Scheduling Networks
- 3. Activity on Arrow (AOA) and Activity on Node (AON)
- 4. The CPM model
- 5. Finding critical path
- 6. The PERT model

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- [7. Network scheduling with limited Resources](#)
- [8. Project Scheduling under Resource Constrained](#)

Week 8

- **STATISTICAL PROCESS CONTROL**
 - [5.1. Process capability](#)
 - [5.2. Process control charts](#)
 - [5.2.1 Control Charts for Variables](#)
 - [5.2.2 X bar charts](#)
 - [5.2.3 R- Charts](#)
 - [5.3 Acceptance sampling plans](#)
 - [5.4 OC Curve](#)

Week 9

- **WAITING LINE MODEL**
 - [1. Introduction to Queuing theory](#)
 - [2. Examples of waiting line model](#)
 - [3. Simple waiting line model](#)
 - [4. Application of waiting line model](#)
 - [5. Traffic intensity](#)
 - [6. Single server-single queue models](#)
 - [7. Multi-server queue models](#)
 - [8. Examples of queuing models](#)

Week 10

- **MATERIALS RESOURCE PLANNING**
 - [1. Define MRP](#)
 - [2. MRP logic and Product structure tree](#)
 - [3. Master Production Schedule](#)
 - [4. Bill of material](#)
 - [5. Time fences, MRP Examples](#)
 - [6. Closed loop MRP](#)
 - [7. MRP-II and LOT Sizing](#)

Week 11

- **MAINTENANCE AND RELIABILITY**
 - [8.1 The strategic importance of Maintenance and Reliability](#)
 - [8.2 Reliability](#)
 - [8.2.1 Improving Individual Components](#)
 - [8.2.2 Providing Redundancy](#)
 - [8.3 Maintenance](#)
 - [8.3.1 Implementing Preventive Maintenance](#)
 - [8.3.2 Increasing Repair Capabilities](#)
 - [8.4 Total Productive Maintenance](#)
 - [8.5 Techniques for Enhancing Maintenance](#)

Week 12 -14

- **CASE DISCUSSION/ PRESENTATION**

[All the cases have to be presented in the class and a case study report has to be submitted later on by each group assigned.](#)

Dr. Shuchi Sinha:

SMV 896 (Human Values in Management – PG level course),
SML 730 (Organization Management – PG level course).
SML 305 (UG course) I was the course co-ordinator, so the teaching material is with Prof Vinayshil Gautam and Dr. Nigam, who taught the course. (for details, refer Annexure-X)

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2.9

2.8 Study materials (monographs, notes, books, videos, web-based materials, etc.) prepared, course-wise,

Prof. PK Jain:

Notes- Management Accounting and Financial Management
Video- Understanding of Financial Statements

Prof. SS Yadav:

Reading material prescribed from books.

Material on PPT/OHP slides

Prof. Ravi Shankar:

Reading material prescribed from books.

Material on PPT/OHP slides

Dr. Shveta Singh:

A research monograph titled “Financial Management Practices: Empirical Evidence from Indian Corporates” published by Springer, USA.

Dr. Surya Prakash Singh:

Reading material prescribed from books.

Material on PPT/OHP slides

2.10

2.9 Research and Innovations in teaching-learning processes

Prof. PK Jain:

Self developed course material of courses SML 770 (Managerial Accounting and Financial Management) and SML 870 (Advanced Financial Management). The material contains reading material, objective type question, numerical exercises, various cases related to real business situations.

Prof. Sushil

2.11 Prof. SS Yadav:

2.12 Exercises based on empirical data based on the understanding of theoretical fundamentals.

Prof. M.P.Gupta:

- Research based delivery
- Case studies
- Open Internet class
- Open Internet class Tests
- Choose your own topic based Tests

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Term Projects on cutting edge topics

Prof. Ravi Shankar:

Case-studies based on Industry data and developed by course coordinator
Exercises based on empirical data based on the understanding of theoretical fundamentals

Dr. Surya Prakash Singh:

2-13 Self developed course content of SML846 is provided to the registered students. Similarly, case based approach has been adopted for SML740 and SML745.

Dr. Shuchi Sinha:

Greater focus on student centered learning by creating opportunities for discussions, group work and peer learning.

Dr. P. Vigneswara Ilavarasan:

Industry based lectures as a part of pedagogy:
Market Research - MBA - Guest lecture by Regional Director, Nielsen India on Retail Audit.
Emerging issues in Information Technology Management - MBA - Guest lecture by Head - Social Media - Myntra India.

2.10 No. of students (UG and PG separately) who have spent at least a semester at another university/institute (overseas or Indian).

Prof. Ravi Shankar:

Generally one or two students from Europe.

2-14

2.11 No. of students from overseas universities who have taken classes, done project work or internship, UG & PG separately, in the department.

2-15 **Prof. SS Yadav:**

Generally one or two students from Europe.

Dr. Shveta Singh:

A number of German students (on exchange) have taken my courses, the exact registrations over the years can be availed through the UG/PG section

Dr. Surya Prakash Singh:

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In SML745 two students attended the course in last five years.

2.12 Course feedback.

2.16 Prof. SS Yadav:

Generally in the range of 4.25 and 4.80

Prof. Ravi Shankar:

Generally in the range of 4.05 and 4.70

Dr. Surya Prakash Singh:

2.17 Generally around 4.0 in the scale of 5.0.

Dr. Shuchi Sinha:

The faculty feedback rating for my courses are: SMV 896 (not available with me), SML 730 (4.34) and SML 305 (4.1 - Check exact figure (two decimal points) and insert here.)

Dr. P. Vigneswara Ilavarasan:

Emerging issues in Information Technology Management - MBA - 15 Students - 4.2 / 5

Management Research Methodology - MBA - 25 students - (Information with Prof. Kanika)

Market Research - MBA - 19 Students - 4.1 / 5

Communication skills for managers - MBA - 19 Students - 4.6/

2.18 2.13 Industry experts who have delivered lecture(s), seminars, discussions as part of a core/elective course – UG and PG separately.

Prof. SS Yadav:

One or two experts having experience in WTO/ADB /GOI etc.

Prof. Ravi Shankar:

2.19 One or two experts from DRDO, Supply chain expert having experience in practical design of systems etc

Dr. Shuchi Sinha:

For my courses, I had the following guest speakers: SMV 896 – PG level (Dr Anjali Nigam – independent consultant) SML 305 – UG level (Dr Ajit Nigam, Adviser, Ministry of Railways).

Dr. P. Vigneswara Ilavarasan:

Market Research - MBA - Guest lecture by Regional Director, Nielsen India on Retail Audit; India Director, Westat Consultants.

Emerging issues in Information Technology Management - MBA - Guest lecture by Head - Social Media - Myntra India.

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~~2020~~.14 Industry exposure to students – course-related visits to factories, sites, industry exhibitions, field trips, etc. – UG and PG separately.

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Dr. Shuchi Sinha:

For SML 305, we introduced student designed and led projects which required the students to work on practical issues facing different organizations – this required many of them to contact organizations and collect data on the themes chosen for the project.

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3. Research

3.1 No. of Masters and Ph.D. students supported - (i) by Institute Assistantship, (ii) on sponsored projects/consultancies, (iii) others sources and (iv) sponsored by external organizations.

Prof. Kanika T. Bhal

Ph D on Institute Assistantship: 6

Ph D on other resources: 4

Sponsored: 1

Prof. PK Jain:

(i) Two Ph.D Students are supported by Institute Assistantship.

(ii) Three Ph.D Students are supported by UGC (JRF) Assistantship.

Prof. SS Yadav:

Six students have completed their Ph D through Institute assistantship.

3.2 Ten have done through PT mode

Prof. Rayi Shankar:

o Five students have completed their Ph D through Institute assistantship.

o Four students have completed their Ph D through QIP assistantship

o One International student has completed their Ph D through self-sponsorship .

o Eight have completed their Ph D through PT mode.

o Thirteen M.Tech with Institute assistance completed thesis

o Fifty four MBA completed their Masters project (funded: self)

Dr. Shveta Singh:

PhDs – 4 (Two Institute funded and two self supported); Masters – 25

3.3 **Dr. Seema Sharma:**

PhDs-05 (One Institute funded and four are self supported)

Dr. Surya Prakash Singh:

(i) Four Ph.D Students are supported by Institute Assistantship.

(ii) Two Ph.D Students are self supported.

3.4 (iii) One PhD student is registered as foreign national.

Dr. Mahim Sagar:

PhD's – 09 (06 are Institute funded and 4 are self supported)

Dr. Shuchi Sinha:

(i) JRF – 1 Full-time PhD student (Institute funded)

(ii) 2 Part-time PhD students

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Dr. P. Vigneswara Ilavarasan:

(i) 2.5 (Institute funded)

Dr. Jitendra Madaan

PhD's -02 (Institute funded)

Prof. D. K. Banwet (Emeritus Professor)

Received PhD's- 24

Enrolled PhD's- 05 (All are Institute funded)

Dr. Harish Chaudhry:

Full time- 04 (institute funded)

Part time: 03

3.53.2 No. of Ph.D.s enrolled, graduated per faculty for last 5 years

Surendra Singh Yadav	10
P.K.Jain	5
Kanika Tandon Bhal	4
Ravi Shankar	10
D.K.Banwet	2
M.. Gupta	8
Seema Sharma	4
Sushil	11
Harish Chaudhry	9
Mahim Sagar	8
Surya Prakash Singh	5
P. Vigneswara Ilavarasan	2
Ruchi Sharma	3
Jitendra Madaan	2
Shuchi Sinha	3
Shveta Singh	2

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3.6

3.73.3 Areas of research (e.g. areas listed in Prospectus, and others) by (i) Volume (quantifiable parameters), (ii) Breadth, and (iii) Years these have been research areas (as per format at Annexure-4).

Prof. Kanika T. Bhal

- (a) Research books published
- (b) 21 publications in International Journals
- (c) 33 publications in National Journals
- (d) 51 papers presented/published in conferences.

The author has been to these research areas for 20 years.

Prof. PK Jain:

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Areas of research: Management Accounting, Financial Management, Financial Analysis, Cost Analysis and Cost Control.

(i) Volume and breadth Publications (in numbers) –

(a) 10 Books published

(b) 14 Research books/Monographs published

(c) 38 publications in International Journals

(d) 124 publications in National Journals

(e) 35 papers presented/published in conferences.

3-8 The author has been to these research areas for more than 30 years.

Prof. SS Yadav:

Corporate finance, international finance, derivative market, investment management.

These areas have been of interest for more than a decade.

Prof. Ravi Shankar:

Supply chain management, Operations management, Quality management & Six-sigma, Project management.

These areas have been of interest for more than a decade.

Dr. Shveta Singh:

Finance

Dr. Seema Sharma:

Productivity and Efficiency Analysis

Dr. Surya Prakash Singh:

3-9 Optimization, Facility layout and location, Supplier selection, Energy modeling, Food supply chain, Lot size problem.

Dr. Mahim Sagar:

International Journal Publications : 11

National Journal Publications: 6

Dr. Shuchi Sinha:

Research areas so far: identity work, leadership development and contemporary workplace contract. The list of presentations / publications is attached with the mail

Dr. P. Vigneswara Ilavarasan:

Information and Communication Technologies & Development (ICTD); Information Technology Industry in India; ICTs & Government; and Social Media.

Prof. D. K. Banwet (Emeritus Professor)

- Production & Operations Management / Industrial Engineering / TQM/Supply Chain Management

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Internal Review

- Management Information & Decision Support Systems & Computer Aided Decision Making and IT enabled services.
- Operations Research / Management Science / System Engineering Techniques / Optimization.
- Project (PERT/CPM) Network Analysis
- Entrepreneurship & Technology Management.
- General Management/Strategic Management.
- E-learning. (E-Macmillan :Supply Chain Management) (HECL _ Project Mgt)

3.103.4 Publications per faculty (average per year for last five years) in academic journals.

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Dr. Mahim Sagar

International Journal Publications : 11
National Journal Publications: 6

Prof. Kanika T. Bhal

International publications: On an average 1.5 publication per year in academic journals.

International publications: On an average publication per year in academic conferences: 2.5

National publications: On an average journal publications per year. 1.5

National publications: On an average conference publications per year :1

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Prof. PK Jain:

International publications: On an average 2-3 publication per year in academic journals.

National publications: On an average 4 publications per year.

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3.11

Prof. SS Yadav:

On average 9 papers in journals and 4 in conferences per year.

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Prof. Ravi Shankar:

2013: 12 Journal & 3 conferences

2012: 19 Journal & 12 conferences

2011:8 Journal & 1 conferences

2010:24 Journal & 1 conferences

2009: 20 Journal

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On average 16 papers in Journal per year and 5 in conferences per year

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Dr. Shveta Singh:

Total papers in Journals and conferences is 18

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Dr. Seema Sharma:

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32 total papers in International, national journals and conferences in the last five year.

Dr. Surya Prakash Singh:

3.12 30 papers in International journals, 02 papers in national journals, 02 papers as chapter in books, and 10 papers appeared in referred conference proceedings in the last five years.

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Dr. P. Vigneswara Ilavarasan:

2.2 (average per year)

Total - 46 (including peer reviewed journal articles, conference proceedings papers, and research reports)

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3.133.5 Publications (journal and conference) total and per (a) Ph.D. student, (b) Masters student, (c) UG student.

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Dr. Mahim Sagar

International Journal Publications : 11

- 1) Yadav, N., Sushil., Sagar, M. (2014) ," Revisiting performance measurement and management: deriving linkages with strategic management theories", Int. J. Business Performance Management, Vol. 15, No. 2.
- 2) Bhatia, S. S., Bhattacharya, P., Sagar, M., and Jain, S. K. (2013),"Copperia: A Passage to India", Journal of Case Research, Vol. 4, No.1, pp.39-56.
- 3) Yadav, N., Sushil., Sagar, M. (2013), "Performance Measurement and Management Frameworks: Research Trends of the Last Two Decades", Business Process Management Journal, Vol.19, No.6
- 4) Yadav, N., Sushil., Sagar, M. ,"Modeling Strategic Performance Management of Automobile Manufacturing Enterprises: An Indian Context", Journal of Modelling in Management(Accepted for Publication)
- 5) Sagar, M, Bora, S., Gangwal, A, Gupta, Kumar, A and Agarwal, A (2013), "Factors Affecting Customer Loyalty in Cloud Computing: A Customer Defection-Centric View to Develop a Void-in-Customer Loyalty Amplification Model", Global Journal of Flexible Systems Management, Vol.2, No.6.
- 6) Singla, S. and Sagar, M. (2012), "Integrated risk management in agriculture: an inductive research", Journal of Risk Finance, Vol.13, No.3, pp. 199-214. (Journal is published by Fox School of Management, Temple University, Indexed in Science Direct)

Internal Review

- 7) Wasuja, S., Sagar, M. and Sushil (2012), "Cognitive Bias in Salespersons in Specialty Drug Selling of Pharmaceutical Industry: Evolution of a knowledge-intensive amplification model", International Journal of Pharmaceutical and Healthcare Marketing (Accepted and to appear in Vol.6, No.3 for publication, Journal is published by Department of Marketing, School of Business, Montclair State University, USA and is Indexed in Ebsco and Emerald).
- 8) Sagar, M., Khandelwal, R., Mittal, A. and Deepali Singh (2011), "Ethical Positioning Index (EPI): An Innovative Tool for Differential Brand Positioning", Corporate Communications: an International Journal, Vol.16, No.2, pp. 124-138. (Journal is published by University of Amsterdam, Netherland, Indexed in Emerald database)
- 9) Sagar, M., Gupta, A., Ratan, A., Singh, D. and Agrawal, D.P. (2011), "Positioning Brand on Values: A Case of Peter England", AIMS International Journal of Management, Vol.5, No.3, pp. 153-162.
- 10) Sagar, M., and Praveen, K. (2010), "Entry of Mobile Virtual Network Operators (MVNOs) in India: A strategic analysis", Journal of Telecommunications Management, Vol.3, No.2, pp. 148-163. (Journal is published by Henry Stewart Publication, Indexed in Ebsco Databases)
- 11) Sagar, M., Agrawal, D.P., and Singh, D. (2009), "Global Brand Strategies for Ethical Brand Positioning in Cross-Cultural Environment: an Indian Context" , International Journal of Business and Globalization, Vol.3, No.4, pp: 374-400.

National Journal Publications: 6

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- 2) Soni, R., Lohani, R. and Sagar, M. (2010), "Factors Affecting Consumer Purchase Decision of Laptops", Indian Journal of Marketing, Vol.40, No.10.
- 3) Sagar, M., Gupta, A. and Ratan, A. (2010), "Ultra Low Cost Car Segment: An Analysis", Journal of Management and Change Vol.14, No.1, pp. 4-7.
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Internal Review

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6) Sagar, M, Singh, D., Agrawal, D.P. (2006), "Framework of Ethical Brand Positioning: A case study of anchor", *Journal of Management Research* Vol.6, No.2, pp.72-83.

Prof. Kanika T. Bhal

Total publications (Journal and conference): 105

Poonam Sharma: 8

Dinesh Bharule: 2

Namrata Gulati:9

Nivedita Debnath: 16

A Uday Bhaskar: 6

Sudhi Ranjan Dash: 5

Anubha Dadhich: 4

Pooja Srivastava: 1

Rupanjali Nath: 2

Tuhina Mukherjee: 9

Richa Sharma:1

Books: 3

a) *Articles in refereed journals:*

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5. Ansari, M.A., and Tandon, Kanika. (1991), "Organizational climate as a moderator of the leadership styles – influence strategies relationship. *Management and Labor Studies*, 16, 175-187.
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10. Bhal, Kanika T. (2000). Performance of the state electricity boards in India: A case study of the Delhi Vidyut Board. *Revue de l'énergie*. 29, 295-300.
11. Bhal, Kanika T. & Mardikar, A. M. (2000). Role of Computer based training in Aviation Maintenance. *Indian Journal of Training and Development*. XXX (2). 33-41.
12. Bhal, Kanika T. (2000). Ethical decision-making and the use of frameworks: Effect of situation and gender. *International Journal of Business Studies*, 8, 83-105.
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14. Bhal, Kanika, T. & Sharma, P. (2001). Multiplicity of cognitive frameworks for ethical decision making: Variations across gender and age-group. *Global Journal of Flexible Systems Management*, 2, 1-10.
15. Bhal, Kanika T. (2002). Role of Human Resource Management in Indian organizations: An empirical study. *Global Business Review*.3, 139-152.
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(b) *Other Popular Articles*

1. Bhal, Kanika T., "The war of the sexes. "*The Times of India, ASCENT (Bombay)*, June 1, 1995.
2. Bhal, Kanika T. (1997). Work related values of Indian managers. In Gautam V. (ed.), *Organisational Futures: A comparative management perspective*. New Delhi: Hindustan Publishing Corporation.
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6. Bhal, Kanika T. (2005). Wastage Inc., Oct. 30, 2005, *The Pioneer* (page 4)
7. Bhal Kanika T. (2005). Corporate social responsibility., Nov. 1, 2005, *Business Standard* (p.10)

c) *Papers in Conferences, Workshop, Seminars, Edited Books etc.*

1. Bhal, Kanika T., Induction of women into a mail dominated organization: Case of the Indian Air Force. Paper presented in a seminar on Human Resource Management: Vision 2020, New Delhi.
2. Bhal, Kanika T.(1997). Work related values of Indian managers. In Gautam V. (ed.), *Organisational Futures: A comparative management perspective*. (pp 137—150). New Delhi: Hindustan Publishing Corporation.
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10. Bhal, Kanika T. & Julka, A. (2001). Paper presented in a seminar on 'Tightrope Walking for HR: Synchronising business with people. December 7, 2002, IIT Delhi, India.
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15. Bhal, Kanika T. & Raghav S. (2002). Corporate Social Responsibility and Organisational Performance. Conference on *Business Social Partnership: An International Perspective*.(pp. 180—198), IIM Calcutta, India (Dec 4—7).
16. Gulati, N. & Bhal, Kanika T. (2003). Indian and western personality conceptualisation as predictors of fairness perceptions: A study of the IT industry. Paper presented in *International Conference on Management of Research and Development in the new millenium*, Jan 10-11, 2003, IIT Delhi (pp 604—614).
17. Bhaskar, A.U. & Bhal, Kanika T. (2003). Managing human resources vis. a vis. Technology. Paper presented in International Conference on *Management of Research and Development in the new millenium*, Jan 10-11, 2003, IIT Delhi (pp. 623—627).
18. Bhaskar, A.U., Venkata Ratnam, C.S. & Bhal, Kanika T. (2003). Employment Relations in Global Economy: A paradigm Shift. Paper presented in IIRA 13th World Congress, Sept 8—13, 2003, FU Berlin, Germany.
19. Dash S.R., Yadav, S.S. & Bhal, Kanika T. (2003). Implications of Information Technology for Corporate Governance. In Gupta, M.P (ed.) *Promise of e-governance: Operational Challenges*. New Delhi: Tata McGraw Hill.
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21. Debnath, N. & Bhal, Kanika T. (2004). Flexible perceptions of IT-related piracy and piracy: A comparison of students and working executives. In 3rd *Global Conference*

- on *Flexible Systems Management: Technology Transfer, Innovation and Flexibility*. (pp 640—646) New Delhi, March 13—15, 2004.
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 29. Debnath, Nivedita, Bhal, Kanika.T. & Cho N. (2005). Privacy intrusion in the workplace as a function of perceptions about law. *KMIS International Conference* pp. 440—447, Jeju, S. Korea.
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 31. Bhal, Kanika, T., Ansari, M.A. & Aafaqi, R. (2006). Leader-Member Exchange: Analyzing Levels, Gender Match, LMX Tenure, and Support. Annual Meeting of the Society for Industrial Organizational Psychology, May 5 to May 7, 2006, Dallas, USA.
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- Sciences Association of Canada (ASAC) on *Managing the Responsible Enterprise*, May 24-27, Halifax, Nova Scotia, Canada.
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 43. Mukherjee, T. & Bhal, Kanika T.(2010). Customer Reactions to Surface and Deep Acting by Call Center Agents. 10th International Consortium for Students in Management Research at IISc, Bangalore, Nov., 25-26, 2010.
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 45. Verma, M, Bhal, K.T. & Vrat P. (2012). "Mediating Role of Self Efficacy on the Relationship between Gender Stereotyping and Stress among Women Executive in ITES industry" presented at the 4th Conference on Excellence in Research and Education 2012, Indian Institute of Management Indore, May 10-13, 2012
 46. Jaiswal, P. & Bhal. K. T. (2013). 13th Global Conference of Global Institute of Flexible Systems Management on Managing Flexibility: People, Process & Technology, New Delhi, Dec 13-15, 2013.
 47. Gupta, M. & Bhal, K.T. (2013). Behavioural Flexibility: Impact of Organizational and Leader's Machiavellianism on Upward Impression Management Tactics by Subordinates for Good Performance Rating 13th Global Conference of Global Institute of Flexible Systems Management on Managing Flexibility: People, Process & Technology, New Delhi, Dec 13-15, 2013
 48. Verma, M, Bhal, K.T. & Vrat P. (2013). "Organizational Network Resources Enhancing Career Advancement of Women in Call Centers in India" presented at the thirteenth Global Conference: Managing Flexibility: People, Process and Technology, Department of Management Studies, IIT Delhi, December 13-15, 2013.

49. Bhal K.T. (2014). Environmental Legislation and Its Implementation in India. International Conference on Management, Leadership & Governance. Boston, March 20-21, 2014.
50. Jaiswal, P & Bhal. K. T. (2014). Downward Impression Management Tactics by Leaders; Impact of Organizational & Subordinate Machiavellianism. International Conference on Management, Leadership & Governance. Boston, March 20-21, 2014.
51. Gupta, M. & Bhal, K. T. (2014). Impact of LMX Congruence on Subordinate Performance, Promotability and Organizational Commitment. International Conference on Management, Leadership & Governance. Boston, March 20-21, 2014.

Prof. PK Jain:

Total publications (Journal and conference): 167

(a) Per Ph.D student:

Neelam Rani – 9

Anshu Mittal – 2

Ravindra Kumar Arora – 4

Seema Gupta – 7

Jyoti S. Bhat – 4

Chhavi Mehta – 2

Alok Dixit – 5

Vimal Kumar – 5

Suresh Babu – 11

B.S. Sahay - 7

Sandeep Srivastava - 3

Ashish Kr. Rastogi - 3

Hemant J. Sondhi - 6

Vimal Kumar - 8

Sushant Sharma-2

Manoj Kr. Garg-13

S.M. Tarde-2

Vasudha Gupta-3

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Prof. Sushil:

1. Modeling Strategic Performance Management of Automobile Manufacturing Enterprises: An Indian Context, *Journal of Modelling in Management*, (Jointly with N. Yadav and M. Sagar), Forthcoming, 2013.
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6. Modeling Strategic Performance Factors for Effective Strategy Execution, *International Journal of Productivity and Performance Management*, 62(6), 554-581, 2013 (jointly with A. Srivastava).

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Prof. M.P. Gupta:

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Dr. Surya Prakash Singh:

Total publications (Journal and conference): 49

(a) Per Ph.D student:

Rajesh Matai - 8

Zeinab Karimi- 2

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Dr. Shuchi Sinha:

One conference presentation each by 2 PhD students

Prof. D. K. Banwet (Emeritus Professor)

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62. "Knowledge Management and Organisational Flexibility: Linkages and Implications" proceedings of the International Conference on *Management of Research and Development*, Indian Institute of Technology, Delhi, January. (2003)
63. "Effect of service quality on post-visit intentions over time: the case of a library", *Total Quality Management*, 13 (4), pp 537-546. (2002)
64. "Competitiveness of Indian Software Industry: An Empirical Study". *Indian Journal of Commerce*, Vol. 55, No.1&2, Jan-June Issue, pp. 75-103.(2002)
65. "Family and Organization Stressors and its Impact on Society: A comparative Analysis". Paper presented at the 6th International, 37th Indian Academy of Applied Psychology and 3rd Pondicherry. (2002)
66. "Education and Employment of Engineering Graduates, An Empirical Study on the Service Quality of select Institutions imparting Technical Education in the Indian Context–An Industry perspective". Paper presented at the *National Seminar on Structure of Employment and its Interface with Technology: Present status and Policy Imperatives for Productivity Enhancement*, held in March, organized by Department of Humanities and Social Sciences, UT, Delhi and Indian Association of Social Sciences Institutions (IASSI), New Delhi. Paper published in the Proceedings of the Conference. (2002)
67. "Quality Function Deployment and Interpretive Structural Modeling for Development of a Total Quality Education Framework for a Developing country". Paper published in the Proceedings of the 7th *International Conference on ISO 9000 and TQM, (VU-ICIT)*, organized by the Centre for Management Quality Research (CMQR) in April, at the Royal Melbourne Institute of Technology University, Melbourne, Australia. (2002)
68. "Strengthening Processes to Enhance Competitiveness: An Empirical Study of Indian Software Industry", *Journal of Global Competitiveness*, Washington D.C., Vol. 10(1), ISSN 1071-0736, pp. 1-25. (2002)
69. "Select Issues of Competitiveness: Perceptions, Reflections and Directions", *Management Review*, Vol. 14, No. 3, September, pp. 105-116.(2002)
70. "Competitiveness: An Empirical Study of Indian Software Industry"- A paper published in the Proceedings of the *Strategic Management Forum's Fifth Convention-Competitiveness 2010: Prospects, Tasks and Challenges*, 25-27 April, MDI, Gurgaon, Pages RC38-55.(2002)
71. "Role of Processes in Enhancing Competitiveness: An Empirical Study of Indian Software Industry"- Paper under review for publication in *Int. Journal of Process Management and Benchmarking*, UK.(2002)
72. " Enhancing Competitiveness of Indian Software Firms: A Proposed Roadmap", Paper presented at 14th AIMS Annual Management Education Convention at Amity

- Business School, Noida, August 23-25, 2002.and published in a book *Strategies for Sustainable Growth: Challenges for Indian Business & Management Education* by Prof. J.L.Batra and Dr. S. Srivastava, AIMS publishing, pp. 353-364.(2002)
73. "Total Quality Management in Higher Education –The What and the Why?" Paper published in the Journal of Educational Planning and Administration, Volume XV, Number 1, January, pp 97-104. (2001)
 74. "Japanese Corporate Strategies to Achieve International Competitiveness: A Case of the Telecom Industry", Asian Academy of Management Journal, 6 (2), pp. 73-88.(2001)
 75. "A Framework of Indices for Total Quality Education-An Empirical Study on Select Engineering Institutions", Paper published in the Proceedings of the XXXI Annual Convention of ISTE, held in December, at the Kalinga Institute of Industrial Technology, Bhubaneshwar, India.(2001)
 76. "Effect of service quality on post-visit intentions: Case of a library", Annals of Library Science & Documentation, 47 (2), pp. 41-48.(2000)
 77. "Effect of Service Quality on Post-Visit Intentions: The Case of a Computer Centre, Vikalpa, 25 (3), pp. 49-55. (2000)
 78. "A Framework for Measuring Quality in Professional Educational Institutions", Paper presented at the First Global Conference on Flexible Systems Management, held in December, in New Delhi, India. Paper published in the Proceedings of the Conference, "New Business Paradigm-Global, Virtual and Flexible, pp-887-909, Thomson Learning, Singapore. (2000)
 79. "Comparative Analysis of Indian IT Industry"- Paper published in the Proceedings of the International Conference on Flexible Systems Management (GLOGIFT 2000) and Published in a Book: New Business Paradigm: Global, Virtual and Flexible, Thomson Learning, Singapore, December 17-20, pp. 209-230.(2000)
 80. "Measuring Service Quality: Case Study of a Restaurant, Productivity,40 (2), pp. 296- 301. (1999)
 81. "Cyber MBA: A Paradigm Shift in Management Education"- Paper Published in the Proceedings of AFBE Conference at Hong Kong, 15-17 November, pp 52-60.(1999)
 82. "Intangible Assets and Competitiveness: A Corporate Perspective"- Paper Published in the Proceedings of the International Conference on Intangibles and Competition/Co-operation Strategy: Measurement and Management Issues, NISTADS, New Delhi, December, pp. 1-9. (1999)
 83. "Changing the Face of Management Education: The Internet way"- Paper Published in the Proceedings of the International Conference on POMS at IIT Delhi, December 21-24, pp. 875-885.(1999)
 84. "Enablers and Inhibitors of IT Leveraged Supply Chain Management in the Automobile Sector " (Co-author Rajiv Arora) Appears in Book on 'Supply Chain Management for Global Competitiveness" Ed.B.S.Sahay, Maemillan India Publishers, 1999.
 85. "Select Issues in Benchmarking", Appears in Book on "Upgrading Professional Practice through Total Quality" Ed. Satish Chand [India].,1999.
 86. "Business Process Reengineering: a Strategic Tool-its relevance to India", Productivity, Vol. 38(3) pp. 387-499. (1998)
 87. "Globalisation, Flexibility & Competitiveness", Proceedings of International Conference on Management of Technology, pp. 44- 58. (1997)
 88. "Prioritising Technologies Using Analytical Heirarchy Process for Attaining Socio-Economic Goals, Proceedings of International Conference on Management of Technology, pp. 44- 58. (1997)
 89. "Technology transfer; Select issues for technical entrepreneurship" presented in National workshop on Technical entrepreneurship; issues of research & application

Internal Review

- organized by entrepreneurship program of IIT Delhi in February 1992. (Appears in book by same title of workshop).
90. "A strategic approach to product design; select dimensions of high technology entrepreneuring" presented at National Workshop of 'Technical Entrepreneurship; issues of research & application' organized by entrepreneurship program of IIT Delhi in February 1992. (Appears in book by same title of workshop).
 91. Introducing the concept of Total Quality Management in Pinsel Computer Products Limited for movement towards the adaptation of IS09002' presented at Nat. Conf. on Quantitative approach to TQM organized by ORSI, Jamshedhpur chapter in August 1991.
 92. "Decision support systems for flexible manufacturing system" presented at the Indo US workshop on CAD/CAM robotics, factory of the future held in IIT Delhi in December 1991.
 93. "Petroleum policy alternatives for the Federal Republic of Nigeria; a dynamic framework of study" presented at National Systems Conference at AligarhMuslimUniversity in 1991.
 94. 'A direct search procedure for solving multiple facility constrained Weber location problems' (ORSI conference 1989).
 95. "Nigeria's energy demand analysis for policy study". National Systems Conference proceeding held at IIT Kharagpur, 1989.
 96. Management education in a Technological Institute of India, some issues, problems and prospects, abstract communicated to University of Michigan, USA for symposium of April, 1988 on Business in South East Asia.
 97. "Energy demand projections for Nigeria", Proc. National Systems Conference held at PSGCollege, Coimbatore, 1988.
 98. Information systems for flexible manufacturing systems, a conceptual framework presented at. 3rd Int. Conf. at MichiganUSA on CAD/CAM robotics & factory of the future) in August 1988. (Appears in Book by same title of the conference)
 99. 'A systems dynamics approach to food grain procurement, storage and distribution system' Abstract accepted for pres. at SeoulKorea in APORS 1988 (August).
 100. "Coverage analysis in a Tractor Manufacturing Unit - A case study" Pub. Proceeding XXX Nat. Conv. IIIIE April 1988 at Vishakhapatnam.
 101. 'An application of Transportation model for physical distribution management of steel, a case study of SAIL: Proc. annual conference IIIIE, 1987, held at Calcutta.'
 102. 'Petroleum product flow on transport network of Nigeria' pres. & pub. proc. of National Systems Conference held at Kurukshetra, December 1987.
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 107. An Approach for Quantitative. Modeling" Pres. in 2nd. Annual Conference of Int.Soc.of Productivity Enhancement(ISPE) held in MichiganUSA (1985)
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110. "On solving a class of multiple facility minisum location problems with a direct search procedure". Appears in book edited by Agarwal, R.C. "*Operational Research in Managerial Systems.*", Acad. Publication, India', 1983.
111. "Direct search procedure for solving single facility multiple criteria location problems", Panjab University Management Review, Vol. VI, No.1 & 2, January/December 1983'.
112. "An efficient analogue model for multiple facility location problems", Pub. in Proc. 24th Nat. Convention IIIIE, Vigyan Bhavan, New Delhi February 1982.
113. "On modeling a class of facility location problems", Working paper. Faculty Seminar, Dept. of Business Management, Chandigarh 1982.
114. "A direct search procedure for a class of minisum single facility location problems", Int. Jour. Engg. Production, December 1981.
115. "Network analysis based multi-project scheduling for a large job shop - A case Study", Productivity, January/March-1981.
116. "An approach to solve single facility multiple criteria rectilinear location problems", Abstracted in OPSEARCH. VOL.18, No.1, March 1981, pg. 40.
117. "Facility location allocation planning: a strategy for higher productivity" Pub. in Proc. 23rd National Convention IIIIE, January 1981, pp. D 93-D104.
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119. 'Network analysis appreciation and application to multi-project scheduling', Proc. National Symposium of Project Management Association, Delhi 1981.
120. "Location allocation of coal dumps; A case study", Jour. Industrial Engineering Vol. IX No.6, June 1980, pp. 6-14. (Best case study award of IIIIE)
121. "Materials handling costs in facilities planning systems; Some observations for an integrated approach", Pub. in Proc. Regional Seminar on Materials Handling Institution of Engineers (Mechanical Division); January 1980. pp. C1 -C-18.
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123. "Analysis of traditional Management techniques in India", Indian Jour Industrial Relations, Vol.12, No.3, January 1977.
124. "The variety show: application of Johnson's algorithm', Prabhandak Jour. Dept. of Business Management & Commerce, P.U. Chandigarh - 1975.
125. "Management of spares inventory in hospital's, Proc. Seminar on Materials Management in Hospitals, PGIMER, Chandigarh, May 16-18, 1974.

Dr. Harish Chaudhry:

1. Chaudhry H (2004), Hi-Tech Entrepreneurship – Challenges in India, Cambridge - MIT Entrepreneurship Conference, Cambridge, London
2. Chaudhry H (2005), Management Education – Challenges and Opportunities, Conference on Management Education, City University, Hong Kong
3. Chaudhry H, Khanna S (2012), Anatomy of Comprising an email account Shenyang, China
4. Chaudhry H, Khanna S (2012), Inbound and Outbound traffic analysis and its impact on spam, Phuket, Thailand
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5. Chaudhry H, Khanna S (2013), "IT" Infrastructure Protection From Malicious Codes and Malware Protection System using controlled environment" Cambridge, MA, USA

Internal Review

6. Chaudhry H (1992), Entrepreneurship Education – possibilities and challenges, Entrepreneurship Conferences TTTI, Chandigarh
7. Chaudhry H (2003), Management Education and Industry expectations. International Conference on Global Challenges to Education, IIFT Delhi.
8. Chaudhry H (2003), structuring the MBA programme, International Conference on Global Challenges to Education, IIFT.
9. Chaudhry H (2004), managing Hi-Tech business, Conference on Advances in Management, IIM Bangalore.

Dr. Seema Sharma:

International Publications

1. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2013), Efficiency and productivity in the process and product patent regimes: Empirical evidence from the Indian pharmaceutical industry, *International Journal of Economics and Business Research*, Vol. 6, No. 1, pp: 1-19
2. Naveen Shrivastava, Seema Sharma, Kavita Chauhan (2012), “Efficiency assessment and benchmarking of thermal power plants in India, *Energy Policy*, Vol. 40, pp: 159-176.
3. Thomas, V. J., Sharma, S., Jain, S. K. (2011), Using patents and publications to assess R&D efficiency in the states of the USA, *World Patent Information*, Vol. 33, pp: 4-10.
4. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2011), Indian pharmaceutical industry in the product patent regime: An analysis of growth determinants and constraints, *Journal of Marketing and Management* Vol. 2, No.2, 1-21.
5. Seema Sharma, Kirankumar Momaya, and K Manohar (2010) “Assessing the Performance of Telecommunication Industry in India: a Data Envelopment Analysis”, *Journal of International Business and Economy* Vol. 11, issue 2, pp: 29-47.
6. Seema Sharma and Milind Sharma (2010), "Analyzing the Technical and Scale Efficiency of Small Industries in India: State-wise Cluster Study", *Measuring Business Excellence*, Vol. 14, issue 2, pp. 54-65.
7. Seema Sharma (2009), “Analyzing the Technical and Scale Efficiency Performance of Cement Firms in India: An Application of Data Envelopment Analysis” *Journal of Advances in Management Research* Vol. 5, issue 2, pp.56-63.
8. Seema Sharma, V. Upadhyay and B. Tyagi (2010), “Growth Accounting Analysis of Textile Industry in India in post-Liberalisation Era”, *International Journal of Productivity and Quality Management* Vol. 5, issue 2, 2010.
9. Seema Sharma and Gupta, Sanjeev (2010), “Malmquist Productivity and Efficiency Analysis for Indian Banking Industry”, *International Journal on Business Excellence* Vol. 3, Issue 1, pp. 65-76.
10. Pankaj Priya, Rajat Baisya and Seema Sharma (2010), “Television Advertisement and Children’s buying behaviour”, *Marketing Intelligence and Planning* Vol. 28, issue 2, pp. 151-169.

National Publications

1. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2013), Impact of Product Patents on the Indian Pharmaceutical Industry: A Summary of Recent Literature, *Indian Economic Journal*, Vol. 59, No. 4, pp: 34-51.
2. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2012), Research and Development, patenting and performance: Evidence from Indian pharmaceutical industry, *DESIDOC Journal of Library & Information Technology* Vol. 32 No.3, 228-232.
3. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2011), FDI flows into the Indian pharmaceutical industry: An analysis of trends and constraints, *Journal of Intellectual Property Rights* Vol. 16, No. 4, 330-334.
4. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2010), Indian pharmaceutical MSMEs in the product patent regime: A performance analysis, *Small Enterprises Development, Management and Extension Journal* 37(2), 33-48.
5. Seema Sharma (2010), "POLICY ENVIRONMENT ANALYSIS IN INDIAN FERTILISER INDUSTRY", *JOURNAL OF GLOBAL ECONOMY*, VOL 6, NO 5 (2010), PP. 402-411.
6. Seema Sharma and Lokesh Singhla (2009), "Indian Telecom Equipment Industry: Challenges and Prospects", *Economic and Political Weekly* Vol. 44 No. 01 January 03 -09.
7. Ishita G. Tripathi, S.S. Yadav, Seema Sharma (2009), "Global Economic Crisis and Challenges for the BRIC Economies" *The Chartered Accountant*, Vol. 57 No. 11, pp. 1945-1951, May 2009.
8. Pankaj Priya, Rajat Baisya and Seema Sharma (2009), "Store Brands Can Set 'em Apart", *Indian Management*, Volume 48, issue 7.

3-15

3-163.6 Best papers in last 5 years: (i) Individual best 3, (ii) department/centre best 10; and brief justifications.

Prof. Kanika T. Bhal

Bhal, Kanika, T., & Debnath, N. (2008). Exploring Cognitive Moral Logics Using Grounded Theory: The Case of Software Piracy, *Journal of Business Ethics*, 81, 635-646.

Bhal Kanika T. & Dadhich A. (2011). Impact of Ethical Leadership and Leader-Member-Exchange on Whistle Blowing: The Moderating Impact of the Moral Intensity of the Issue. *Journal of Business Ethics*, 103 (3), 485--496.

Bhal Kanika T., Gulati, N. & Ansari, M.A. (2008). Leader-Member Exchange and Subordinate Outcomes: Test of a Mediation Model. *Leadership & Organization Development Journal*, 30 (2), 106—125.

Prof. PK Jain:

(All papers are co-authored)

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(i) Singh, S., Jain, P. K. and Yadav, Surendra S. (2012). "Capital Budgeting Decisions: Evidence from India". *Journal of Advances in Management Research*. Vol. 9 (1). pp. 96-112. This paper has been adjudged with the "Literati Award" by Emerald for Outstanding Excellence in Research for 2012.

(ii) Arora, Ravinder Kumar, Jain, P. K. and Das, Himadri. (2011). "International Diversification Through Emerging Market Investment: Selection of Appropriate Portfolio Strategy". *Review of Pacific Financial Markets and Policies*. Vol.14 (4). Pp.737-749.

(iii) Mehta, Chhavi, Surendra, S. Yadav and Jain, P.K. (2011). "Managerial Motives for Stock Splits: Survey based Evidence from India". *Journal of Applied Finance*. Vol. 21(1). Pp.103-117.

Prof. Sushil:

1. Modeling Strategic Performance Factors for Effective Strategy Execution. *International Journal of Productivity and Performance Management*, 62(6), 554-581, 2013 (jointly with A. Srivastava).

2. Building International Strategic Alliance Capability: A Case Based Research Insights. *International Journal of Business Performance Management*, (jointly with D.K. Likhi), 14(4), 341-355, 2013.

3. Modeling Enablers of TOM to improve Airline Performance. *International Journal of Productivity and Performance Management*, 62(3), 250-275, 2013 (jointly with A.K. Singh).

4. Analysis of Critical Success Factors of Worldclass Manufacturing Practices: An Application of Interpretative Structural Modelling and Interpretative Ranking Process. *Production Planning and Control*, 23(10-11), 722-734, 2012, (Jointly with A. Haleem, M.A. Quadri, and S. Kumar).

5. Innovation by Harmonizing Continuity and Change. *Journal of Business Strategy (Emerald)*, 32(2), pp 38-49, 2011, (Jointly with Jyoti S.A. Bhat and P.K. Jain).

Prof. SS Yadav:

(i) Shveta Singh, P K Jain and Surendra S Yadav, "Capital Budgeting Decisions: Evidence from India", *Journal of Advances in Management Research(JAMR)*, Vol.9, Issue I, June 2012, pp.96-112. This paper has won Literati Award from Emerald, UK.

(ii) Alok Dixit, Surendra S Yadav and P K Jain, "Violation of lower boundary condition and market efficiency: An investigation into the Indian options market", *Journal of Derivatives & Hedge Funds*, Vol.15, 1, Apr 2009, pp.3-14. This paper examines a new area of derivative market in India.

3-17(iii) Neelam Rani, Surendra S Yadav and P K Jain, "Impact of Mergers and Acquisitions on Returns to Shareholders of Acquiring Firms: Indian Economy in Perspective", *Journal of Financial Management and Analysis*, Vol.25(1), Jan-June 2012, pp.1-26.

Dr. Mahim Sagar:

Sagar, M., Khandelwal, R., Mittal, A. and Deepali Singh (2011), "Ethical Positioning Index (EPI):An Innovative Tool for Differential Brand Positioning", Corporate

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Communications: an International Journal, Vol.16, No.2,pp. 124-138. (Journal is published by University of Amsterdam, Netherland, Indexed in Emerald database) ,

• Wasuja, S., Sagar, M. and Sushil(2012), "Cognitive Bias in Salespersons in Specialty Drug Selling of Pharmaceutical Industry: Evolution of a knowledge-intensive amplification model", International Journal of Pharmaceutical and Healthcare Marketing, Vol.6, No.4, pp.310-335

• Bhatia, S. S., Bhattacharya, P., Sagar, M., and Jain, S. K. (2013),"Copperia: A Passage to India", Journal of Case Research, Vol. 4, No.1, pp.39-56.

Dr. P. Vigneswara Ilavarasan:

Ilavarasan, P. V. 2011. The limited impact of ICTs on microenterprise growth: A study of businesses owned by women in urban India. *Information Technologies and International Development*, 7(4), 1-16. (Jointly with Chew, H. and Levy, M.)

(First paper to establish the impact of ICTs on growth of microenterprises at the micro level).

Ilavarasan, P. V. 2012. Limited growth opportunities amidst opportunities for growth: an empirical study of the inter-firm linkages of small software firms in India. *Journal of Innovation and Entrepreneurship*, 1(4). <http://www.innovation-entrepreneurship.com/content/1/1/4> (Jointly with Parathasarthy, B) (Springer)

(First paper to discuss the status of small software firms in India using a large scale qualitative study)

Ilavarasan, P. V. 2008. Indian software workforce: A labour process view. In C. Upadhy and A. R. Vasavi (Eds.) *In an outpost of the Global Economy: Work and Workers in the India's Information Technology Industry*, Routledge, New Delhi, p.162-189.

(Recipient of Prof. M.N. Srinivas Memorial Prize of Indian Sociological Society)

3.18

3.7 Average citation per department/center.

Average citation of department faculty is given below:

Prof. Kanika T. Bhal:

3.19 Average citation (h-index) of papers in last five years is 10.

Prof. Sushil:

3.20 Average citation (h-index) of papers in last five years is 20 and SCOPUS index is 08.

Prof. Ravi Shankar:

3.21 Average citation (h-index) of papers in last five years is 36.

Prof. SS Yadav:

3.22 Average citation (h-index) of papers in last five years is 07.

Dr. Surya Prakash Singh:

3.23 Average citation (h-index) of papers in last five years is 08.

Dr. Seema Sharma:

3.24 Average citation (h-index) of papers in last five years is 05.

Dr. Mahim Sagar:

3.25 Average citation (h-index) of papers in last five years is 03.

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Dr. Jitendra Madaan:

Average citation (h-index) of papers in last five years is 06.

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3-26

3.8 Changes, modifications, etc. done to improve the quality of (i) M.Tech., and (ii) Ph.D. graduates.

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The quality of the MBA and PhD programme is improved through regular revision of the course content by including more cases or latest development in the field of research.

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Dr. Shuchi Sinha:

Encouraging my PhD students to attend workshops on different methodologies and present papers at national and international conferences.

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Dr. Shveta Singh: 1 completed; 2 ongoing

3-27

3.9 Sponsored projects - (i) individually, (ii) with another faculty of the group/section of the department, (iii) with another faculty of the department but from another group/section of the department (iv) with another faculty of another dept/center.

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Prof. Kanika T. Bhal

(i) individually- 8

(ii) with another faculty of the group/section of the department- Nil

(iii) with another faculty of the department but from another group/section of the department - Nil

(iv) with another faculty of another dept/center.- 1

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Title	Funding Agency	Amount (in Indian Rupees)	Co-PIs	Status
i) A diagnostic survey of plastic and allied industry in NOIDA region	NOIDA, India	1,00,000	Prof. Prem Vrat & team	Completed
ii) Career management of Group 'B' and 'C' employees in IIT, Delhi	IIT Delhi, India	7,000	--	Completed
iii) Values of Indian Managers, Culture and Management Practices in Indian Organizations: A	Dalmia Research Project	60,000	--	Completed
	Dalmia	1,00,000		Completed

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Psychological Perspective	Research Project		Dr. Uma Lakhtaki	
(iv) Managerial Values and Organizational Culture in Select South east Asian Countries.	Fordham University, USA & Wharton Business School	50,000/-	University of Mauritius	Completed
(v) GLOBE CEO study in India	Ministry of Human Resource Development	7,00,000/-	Part of a large Global team	Completed
(vi) Ethical Issues in the use of Information Technology: Role of Individual and Social Factors	Indian Council for Social Science Research	5,61,150/-	--	In Progress
(vii) Conceptualization, Measurement and Antecedents of Ethical Culture	Indian Council for Social Science Research	9960000/-	--	In Progress
(viii) Environmental Responsibility	SASE, DRDO Labs		--	
(ix) Competency Mapping for SASE				

Prof. PK Jain:

(i) individually- 2

(ii) with another faculty of the group/section of the department-4

(iii) with another faculty of the department but from another group/section of the department - Nil

(iv) with another faculty of another dept/center.- 1

Prof. Sushil:

<u>Sr No</u>	<u>Title of the Project</u>	<u>Whether completed or</u>	<u>Funding Agency</u>	<u>Co-Investigator(s) if any</u>
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Sponsored Projects

Total 13 (□548 Laacs)

8 as PI (□100 Laacs)

5 as Co-PI (□448 Laacs)

Dr. Shveta Singh:

1 completed; 2 ongoing

Prof. Ravi Shankar:

With another faculty of the Group & Dept -5

With another faculty of another Dept/Centre – 1

Dr. Seema Sharma:

A study of Productivity of Indian Textile and Clothing Industry in Post Liberalization Era(Funded by IITD)

Ganga Basin River Management Plan: Study of socio-Cultural and Economic Aspects (Completed in 2012) funded by MIEOF (Ministry of Environment and Forests)

Assessing the Production Efficiency of SME units in Readymade Garment Industry: a Study of Okhla Cluster in NCR (in progress) funded by ICSSR

Energy, Productivity and Quality Audit of three types of rural industries (funded by KVIC).

Domestic Requirement of Forged Components in Power Sector industry in India: A Special Focus on Turbine Blades (funded by Hilton Metal Forging Ltd)

3.29

Dr. Surya Prakash Singh:

Dr. Mahim Sagar:

(i) Individually

a. Development of Spectrum Pricing Index funded by Telecom Center of Excellence (Bharti School, Airtel) industry sponsored individual, Project Value: 500000

b. Developing A Framework of Consumer Awareness on Radio Signals for Telecommunication Industry, International Project , Project Value: 1920000

(ii) with another faculty of the department but from another group/section of the department

a. Technology Forecasting and Technology Assessment for handling and Transportation of Fly Ash, PI- Prof. Sushil, Project Value: Rs. 1394000

b. Competency Mapping and Profiling for Scientists PI-Prof. Kanika T. Bhal, , Project Value: Rs. 996000

(iii)with another faculty of another dept/center/outside IIT

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Internal Review

- a. Demand Driven Supply Chain Management a study of Indian scenario as Co-Investigator, grant is from AICTE , Project Value :Rs. 450000, with IIM SHILLONG IITM GWALIOR
- b. Sakshat- Development of course material for E-marketing (MHRD Funded) IITM GWALIOR, Project Value: Rs. 720000

Dr. Harish Chaudhry:

Sponsor: Planning Commission, GOI
Title: Study of the “Changing Academic Profession” in India
Grant Amount: Rs. 25 Lakhs
Duration: One year
Objectives: To understand the perception of the academia with reference to their role and competencies across sectors and regions .To assess the ability of the academic profession to attract talent. To assess the changes made and desired in the role of the academic w.r.t. the changes in the academic profession underway.

3.73.10 Industry consultancies

Prof. Kanika T. Bhal : 16

Consulting Assignments

Title	Client	Amount (In Indian Rs.)	Co-workers	Status
Restructuring the Government Office	Fifth Central Pay Commission of India	Rs.4,50,000	Prof. Sushil & Dr. Shivraj Kanungo	Completed
Developing Community Satisfaction Index	PGR Group of Companies, India	Rs.30,000	--	Completed
	DRDO, India	Rs.2,00,000	Prof. Sushil, Prof. S.S. Yadav & Dr (Mrs.) S Karunes	Completed
Commitment & Satisfaction in DRDO.	First National Judicial Pay Commission, India	Rs. 8,00,000	Prof. Prem Vrat & Prof. S.G. Deshmukh	Completed
Restructuring the non-judicial cadre	Tibetan Govt.	Rs.1,60,000	Prof. Sushil	Completed
		Rs. 2,	Prof. Sushil	Completed

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Internal Review

Workload assessment for Tibetan Govt. employees	UPSC	12,645 Rs.17,00,000	-- Prof. Sushil	Completed
Renewed work challenges for UPSC	Department of Economic Affairs, Ministry of Finance	Rs. 7,60,000		Completed
Effective Management of Change	DGS&D	Rs. 835000.	---	Completed
Strategic and Structural Changes in Directorate General of Supplies & Disposals	Ministry of Rural Development	12,00000 (25000 USD)	--	Completed
Managing Gender Empowerment	NICD	Rs. 620227.00	--	Completed
Effectiveness Appraisal of NICD	US Air Force	Rs. 3575664.00	Prof. Ravi Shankar (Co-PI)	Completed
Measuring National Differences in Cognition	Delhi International Airports Limited (DIAL)	Rs. 31111091.00	--	Report Submitted
Identification and Development of People Management Skills	Ministry of Environment & Forests, GoI	Rs. 556182	Dr. Shuchi Sinha	In Progress
Organization Design of the Proposed NEPA	US Air Force	1752816/--	Dr. S.P. Singh	
Reactions to Terror Acts Across Two	NMEW			
	RVNL			

Cities in India				
Preparation of Concept Note for National Mission for Empowerment of Women				
Design of Performance Appraisal System for RVNL				

[Prof. PK Jain: 04](#)

[Prof. Sushil: 33](#)

[Prof. S Yadav: 16](#)

3.30 [Prof. Ravi Shanagr: 16](#)

Prof. M.P.Gupta:

Consulting assignments

1 as PI (1.75 Lacs)

2 as Co-PI (3.40+800.00 Lacs)

[Dr. Surya Prakash Singh: 2](#)

Dr. Mahim Sagar: 2

1. Consultancy assignment by Fushi Copperweld (MNC based in New York) to assess the total market size for their products in India and to develop a business model for their entry into Indian market. Output of this consultancy has been a case study in the area of B2B marketing and is presently under review at International Journal of Case Studies in Management. Consultancy has been completed.

2. Development of Real Estate Valuation Index (REVI) by Lender Management Group. The output has been a research paper which is under review in Journal of Real Estate Practice and Education. Consultancy has been completed.

Dr. Shuchi Sinha:1(One consultancy project where I was the Co PI – the project was titled: ‘preparing a concept note for the National Mission for Empowerment of Women (NMEW), Ministry of Women and Child Development.)

Dr. P. Vigneswara Ilavarasan:

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Internal Review

1. 2013 onwards - Impact of microloans, mobile phones and business training on business growth of Urban Micro-enterprises. International Development and Research Corporation, Canada. INR. 1.13 crores.
2. 2008-2010. ICTs and Urban Micro Enterprises: ICTs and Urban Micro-enterprises: Identifying and Maximizing Opportunities for Economic Development. International Development and Research Corporation, Canada. INR. 80, 95,546.
3. 2008-2010. 'Center-for-global' or 'local-for-global'? An examination of FDI in R&D centers of IT MNEs in India. Technology Information, Forecasting & Assessment Council (TIFAC), Department of Science & Technology. India. INR. 3, 95, 000.
4. 2006-2007. Equity Assurance Plan for the Disadvantaged Groups in Vocational Education and Training in India. For World Bank & Directorate of Employment and Training, Ministry of Labour and Employment, India. Cost: INR 8, 00,000.
with another faculty of another dept/center.
5. 2010-onwards. IT sector in India: Survey of occupations. Association pour l'Emploi des Cadres, France. INR. 10,00,000 (PI – Dr. Roland Lardinois)
6. 2010. Open text books – eContent generation and sharing laboratory, Ministry of Human Resource Development, India. INR 18, 0000. (PI - Dr. Shishir Jha).
7. 2008-2010. Study on the trends in public and private investments in ICT R&D in China, India and Taiwan, and on the globalisation of R&D and the competitiveness of their innovation systems in ICT, ICEG, Hungary. INR 40,00,000 (PI – Ms. Payal Malik)
8. 2004-05. Small ICT Firms in Developing Countries: An Analytical Case Study of India. The Leverhulme Trust, London. UK. ~ INR 19, 00, 000 (PI - Dr. Balaji Parthasarathy).
9. 2009-onwards. Youth, ICTs and Political Engagement in Asia – India, Ideacorp, Philippines. INR 53,07,045. (PI – Dr. Weiyu Zhang)
10. 2004. Outsourcing Auto Engineering Design and Services to India. For a Multinational Auto Manufacturer. Cost: INR 2, 00, 000 (PI - Dr. Balaji Parthasarathy)

Prof. D. K. Banwet (Emeritus Professor)

1. Management consultant in-charge of a 2 member team for a Consultancy project by Siguar Consultants Pvt. Ltd. (Delhi) for ***ITES on "Design Of A Motivation Incentive Work Package Scheme For A Railway Workshop"***.
2. Management Consultant in a 2-member team for a consultancy project by Siguar Consultants Pvt. Ltd. for ***ITES on 'Computerized Simulation Studies For Batch Sizing & Scheduling For Kapurthala Railway Coach Factory'***.
3. Management Consultant to ***SONDICO*** sports goods industry at Jalandhar; the two projects related to ***Productivity enhancement through Work Study***. The model factory, then at second place moved upwards as the TOP exporter of sports goods from the country.

Internal Review

4. Consultancy project. team member for Delhi Transport Corporation. Successfully conducted the projects pertaining to **Facilities layout project planning for the second central workshop** at Okhla, New Delhi to cater to the increased DTC fleet size from 2000 to 4000 vehicles.
5. Management Consultant to M/S Khanna Industries - a sanitary ware fittings manufacturer; successfully completed an assignment related to **"Systems Initialisation In PPC"**.
6. Successfully prosecuted **"Tyre capacity utilization & assessment studies"** for Modi Rubber Tyre Company in 1994.
7. Initiated a consultancy project proposal as a team on **"Development of software for academic & administrative Departments"** of IIT Delhi.
8. Initiated a consultancy project proposal as a team on **"Streamlining & modernization of NCERT science kit production/project under GTZ for the NCERT workshop"** at New Delhi under the 'Operation Blackboard' scheme of MHRD , GOI.
9. Consultancy project team member for project on "Trends in Packaging Bulk Commodities using Plastic Woven Sacks and Conventional Bags" wherein submitted to National Association of Plastic Woven Sacks' Manufacturers', Bangalore [2000]

Dr. Harish Chaudhry:

1. Development of training materials for Ministry of Tourism, GOI
2. Market assessment for convertible automobiles – K.A Inc USA
3. Course material development for customized management programmes – MAII
4. 3-Cap program – design and implementation – GPIL
5. Business plan for Dayal Fertilizers – Dayal Fertilizers
6. Business plan for NSHM – NSHM
7. Marketing strategy for home appliances – UTAIL
8. Capacity Utilization for Tyre factory – Modi Rubber
9. Business plan for IIT – Ways – IIT Ways
10. Brand Equity Valuation Study – Logicstat

3.31

3.83.11 New areas of research which are different from the faculty's PhD thesis area.

Prof. Kanika T. Bhal

- i) Business Ethics
- (ii) Environmental Responsibility
- (iii) Strategic Human Resource Management
- (iv) Organizational Culture

Prof. PK Jain:

- (i) Financial Management Practices in Corporate Sector & Banks
- (ii) Financial Decisions in Corporate Sector

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- [\(iii\) Commercialization of New Technology](#)
- [\(iv\) Financial performance of Public sector Enterprises](#)
- [\(v\) Derivatives & Options](#)
- [\(vi\) Rates of Return on Equity](#)

Prof. Sushil:
[Flexibility in Business Management](#)

- 3.32 **Prof. SS Yadav:**
[Financial practices in the private corporate sector,](#)
[Financial practices in the public sector](#)
- 3.33 [SE Asian financial crisis.](#)

Prof. M.P.Gupta:

E-commerce
Business Intelligence
Cyber Intelligence

- Prof. Ravi Shankar:**
[Logistics & Supply Chain Management](#)
[Business Analytics](#)
- 3.34 [Total Quality management & Six Sigma](#)

Dr. Mahim Sagar:

Health Awareness, Property Valuation, Consumer Awareness, Telecommunication Policy, Spectrum Pricing, Marketing Innovations, Cloud Computing

Dr. Shuchi Sinha:

Role of language in international business, postcolonial analysis.

Dr. P. Vigneswara Ilavarasan:

ICTs and Development
Mobiles and Microenterprises
Role of Sub national governments & Indian IT industry
Electronic governance

- 3.12 [Methodology for \(i\) identifying obsolescence in research areas, and \(ii\) identification of new areas for future research.](#)

Prof. Kanika T. Bhal

- 3.35 [Constant interaction with the industry along with literature trends](#)

- Prof. Ravi Shankar:**
[Through Industry interactions, workshop etc](#)
3.36 [Through Literature survey](#)

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Dr. Shuchi Sinha:

Attending conferences, collaborations with colleagues from international universities, staying abreast with papers in top journals in my area).

3.37

3.93.13 Number of large interdisciplinary projects (within department's areas, and across the institute).

Prof. Ravi Shankar:

Large interdisciplinary projects within department's areas: 03

Large interdisciplinary projects across the institute: 01

Dr. Mahim Sagar: 02

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4. Innovation, Design and Development

4.1 No. of students who have been funded for innovating (TePP, PRISM, etc.).

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4.2 Technology developed (give list and brief information).

Not Applicable

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4.3 Technology transferred (give list and brief information).

Not Applicable

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4.4 Number of patents filed and patent granted as a fraction of patents filed.

Not Applicable

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4.5 Innovations of products, processes, designs, etc. in the department.

Not Applicable

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4.6 Availability and access to students' workshops, "tinkering laboratories" so that they may pursue their own ideas.

Not Applicable

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4.7 No. of students/teams who have competed in national / international competitions, and outcome.

Not Applicable

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5. R & D Environment

5.1 No. of post-doctoral scholars hired in the department/centre and their durations, from (i) abroad, (ii) on project, and (iii) others, and outcomes.

Not Applicable

5.1

5.2 No. of foreign students enrolled in (i) Masters, and (ii) PhD programmes.

Dr. Surya Prakash Singh

5.2 PhD: 01

Dr. Mahim Sagar:

5.3 PhD: 01

5.4 Dr. Harish Chaudhry

PhD: 01

5.3 No. of Indian and foreign faculty/researchers who have spent a sabbatical in the department.

Prof. Ravi Shankar:

5.5 *Prof. Ashok Kumar, Grand Valley University, USA (2013)*

5.6

5.7.5.4 Sabbatical taken by faculty and where spent.

Dr. P. Vigneswara Ilavarasan:

16 May 2012 - 31 March 2013 - Indian Institute of Management Rohtak

5.5 Number of seminars (education and research separately) given by the faculty (i) in the department, (ii) in other departments, (iii) at other institutions.

5.8 *Prof. SS Yadav:*

Invited every year as a visiting Prof. to the Univ. of Paris to deliver lectures for the students of Master's programme.

Prof. Ravi Shankar:

5.9 *Invited every year as a visiting Prof. to the Univ. of Economics, CFVG, Vietnam to deliver lectures for the students of Master's programme in the area of Operations & Supply Chain Management.*

Dr. Mahim Sagar:

(i) in the department: 4

(ii) in other departments: 2

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(iii) at other institutions: 1

Dr. P. Vigneswara Ilavarasan:

1. 2011. *ICTs & Urban Microenterprises: Inferences for B2G/G2B e-governance Initiatives*, Ecole Polytechnique Federale Lausanne (EPFL), Switzerland, Executive Masters in e-Governance, Anna University, 3rd Mar. (Invited by Prof. Abdul Razak)
2. 2010. *Bridging the digital divide for inclusive growth*. Management development programme on New Generation E-Governance, Indian Institute of Foreign Trade. 7th June (Invited by Dr. R. K. Mitra)
3. 2010. *Do mobile phones lead to development? Case of urban microentrepreneurs in Mumbai City*. Center of Development Studies, Trivandrum, 1st July (Invited by Prof. K. J. Joseph)
4. 2010. *Use of ICTs by urban microenterprises in developing countries*. INSEAD Business School, Abu Dhabi Campus, May 13. (Invited by Prof. Mezias)
5. 2010. *How do you rank the 28+2 States/provinces in India? Index for potential investors*. INSEAD Business School, Abu Dhabi Campus, May 11. (Invited by Prof. Mezias)
6. 2010. *Part of Brains or executing arms? R&D Centers of IT MNEs in India*. INSEAD Business School, Abu Dhabi Campus, May 12. (Invited by Prof. Mezias)
7. 2009. *Open Standards & Universities: Need for Collaborations*. China Education & Research Conference, 22nd April, Chengdu. (Invited by Dr. Dennis Ding)
8. 2009. *Labour Process in Indian Software Work: Some Developments*. 34th All India Sociological Conference, Research Committee: Science, Technology & Society, 10-12 Oct., Srinagar. (Invited by Prof. Batra)
9. 2009. *Politics of Technology Open Standards*. School of Social Sciences, Hyderabad Central University, 24 Jan. (Invited by Dr. Nagaraju)
10. 2008. *ICT for Development in India: A view from the research world*. NASSCOM Foundation National Consultation: ICT for rural Inclusion: Access, Empowerment, Employability, New Delhi, 16th Dec. (Invited by Ms. Rufina Fernandes)
11. 2008. *Homogeneous workforce & Social segmentations: Insights from the Indian software sector*. Mahatma Gandhi Labour Institute, Ahmedabad, 6th February. (Invited by Prof. I. S. Singh)
12. 2008. *Using Software for qualitative data analysis: Experiences of an empirical study*. V. V. Giri National Labour Institute, 8th February. (Invited by Dr. Babu Remesh)
13. 2007. *Open standards and E-governance: Implications for India*. Gargi College, University of Delhi, 31st October. (Invited by Ms. Pooja)
14. 2007. *Small Software Firms in India: Innovators or Hygiene Factors?* Centre for Studies in Science Policies, Jawaharlal Nehru University, 22nd Aug, New Delhi. (Invited by Prof. V.V. Krishna)
15. 2007. *Social Impact of Open Standards: Case of ODF in India*, National Seminar on Open Standards, 8th June, Kolkata. (Invited by the ODF Alliance)

Dr. Jitendra Madaan:

1. Conducted Session on “Green/Clean Supply Chains” for SIDBI Sponsored 22nd SIMP at IIT Delhi, 23 June 2013.
2. Structured Seven Sessions on “Role of Modeling and Simulations in Naval Operations” and Inventory Management, Naval Operations Analysis III, Training Sponsored by Ministry of Defense (Indian Navy) conducted by DMS at IITD 3rd June to 16 Aug 2013.
3. Chaired sessions, titled Flexible Supply Chains, Thirteenth Global Conference on Flexible Systems Management Theme: Managing Flexibility: People, Process and Technology, December 13-15, 2013
4. Chaired session, Titled Decision Analytics and Performance, Productivity and Benchmarking at XVI Annual International Conference of the Society of Operations Management, IIT Delhi, December, 21-23, 2012.
5. Chaired session, Titled Service & Manufacturing Practices in India/SE Asia and Regulation and Supply Chains at POMS 23rd Annual Conference “Socially Responsible Operations” Chicago, IL, U.S.A, and April 20 –23, 2012.
6. Chaired session Titled Risk Management in Emerging Economy Supply Chains and Industry Case Studies at POMS 2011 - Operations Management - The Enabling Link conference of the Production and Operations Management Society (POMS) held in Reno, Nevada, U.S.A in April 29 - May 2, 2011.

Prof. D. K. Banwet (Emeritus Professor)

1. *Guest Lecturer* in senior (9-16 years experience) IASOfficers' FiveMDPs held at Centre for Systems & Management Studies, IIT Delhi.
2. *Guest Faculty* At Panjab State Institute Of Public Administration at Chandigarh for:
3. *MDP* on "General Management" for Executives Of Food Corporation Of India.
4. *MDP* on MISfor Panjab Government Officers.
5. *MDP* on PIME for Central & State Government undertakings.
6. *MDP* on "Management in Government" sponsored by the GOI, Ministry of Personnel & Administrative Reforms.
7. *Guest Lecturer*At HCM Rajasthan State Institute Of Public Administration, Jaipur in *MDP* on *Materials Management* for the State Government Officers.
8. *Guest Faculty* for various *In-Company Training* on *Enhancing Productivity & Effectiveness* Training Programmes for Managers & Supervisors conducted by the *Shri Ram Centre For Industrial Relations (Delhi)* in:
9. *MDP* held at vehicle factory
10. *MDP* held at Andhra Pradesh Heavy Engineering Corporation.
11. *MDP* held at Mahavir Spinning Mills at Hoshiarpur.
12. *MDP* held at IFFCO, Kalol for Managers & Supervisors.
13. *Guest Expert Lecturer* on 'Project Management & Operation Research in Bharat Heavy Electricals (Power)" in:
14. Senior Managers General Management Programme.
15. One month Engineer Executive Trainees' Appreciation Programme.

Internal Review

16. *Guest Faculty Speaker* at the Business Management Department, University of Udaipur. Delivered lectures on *Production & Operations Management*.
17. *Expert Lectures* Delivered In '*Dairy Business Managers Training Programmes* of the National Dairy Research Institute, Karnal. Topics covered were in Operations Research mainly.
18. *Guest Lecture* in *Materials Management Programme* conducted by the *National Productivity Council* at Chandigarh.
19. *Sole Faculty Expert* for 1 day MDP on '*Operational Research Techniques For Managerial Decision Making*' conducted By *The Baroda Management association*.
20. *Delivered Lectures* In Directorate Of *Industries*, Punjab Government for their Officers on "*Project Planning&Evaluation*".
21. *Guest Lecturer* In *Project Management* for PunjabState Planning Board.
22. *Expert Lecturer* in MDP on *Project Planning & Control* for PunjabState Electricity Board Officers.
23. *Expert Lecturer* in MDP on *Production Planning & Control at the INTEORA 7ED Training Centre, Nilo kheri*.
24. *Delivered Lectures* in Entrepreneurial Development Programmes held at
25. *EDP* of PunjabUniversity, Chandigarh for Educated Unemployed Engineering Graduates sponsored by the Punjab Government in 1975.
26. *EDP* held at Indian Institute of Technology, Delhi Entrepreneurship Development Cell for Science & Technology Prospective Entrepreneurs.
27. *Entrepreneurship Awareness Camps*for B. Tech. students of IIT Delhi and MITS Gwalior.
28. Programme of National Development Centre on "*Setting up an industry in their camps held at Delhi and Tavangar*."
29. *Guest Faculty*speaker at the '*Indian Society*' for Mechanical Engineers *MDP on Materials Management*.
30. *Guest Expert Lecturer* for *Institute of Public Relations management* in their Programmes held at Delhi on:
Stores Management.
Project Management.
31. *Delivered Guest Lectures* in *PPC, Materials Management* etc. at the *International Management Institute, Delhi*.
32. Gave lectures in various Personal Contact Programmes (PCP) of Management Departments imparting *distance open education* through correspondence.
33. PCP on *Materials Management & Physical Distribution*of PunjabUniversity, Patiala.
34. PCP on DIP. Office Organization & Procedures of PunjabUniversity, Chandigarh.
35. PCP on Diploma in Management of the All India Management Association, New Delhi.
36. *TUTOR of Summer School on Machine Tools held at IIT, Kanpur*, Mechanical Engineering Department.
37. *Delivered Guest Lectures* in WinterSchool of ISTE for EngineeringCollege Teachers on '*Systems Approach to Waste Management*'.

Internal Review

38. *Delivered Lectures* in a Programme of QIP on "*Pollution & its Management*" at Chemistry Department at IIT Delhi.
39. *Guest Lecturer* in a 3 week MDP on "*Rural Energy Project Planning*" conducted by RDAT, IIT Delhi.
40. *Guest Faculty Speaker On "Decision Support Systems"* at the Water Land Management Institute, New Delhi.
41. *Delivered Lectures on MIS, DSS and AHP for Project Management* in courses on PIME under the aegis of Ministry of Personnel & Administrative Reforms, conducted by the Civil Engineering Department of IIT, Delhi.
42. *Guest Speaker on Quality Of Life* in a CD Cell Working on Social responsibility held at IIT, Delhi.
43. *Gave a Guest Lecture on Project Monitoring and MIS* at the Textile Institute Of Technology at Bhiwani.
44. *Delivered Guest Lectures on PPC & Workstudy* in a In-Company Training Programme Of Panjab Khand Udyog, Gurdaspur.'
45. *Delivered Guest Lectures for 'Defence Officers' on Operations Research* at Panjab University, Chandigarh.
46. *Delivered Guest Lectures* in a refresher course on '*Systems Engineering*' at Punjab Engineering College, Chandigarh.
47. *Delivered Guest Lectures on 'Industrial management* at Technical Teachers Training Institute at Chandigarh, 1975.
48. *Gave Invited Extension Lectures on PERT/CPM and MIS* at invitation of *Institution Of Chartered Accountants, Delhi*.
49. *Programme Director for MDP on 'Decision Support Systems For Effective Decision Making'* held at Mussoorie under the aegis of the Indian Society for Training & Development.
50. *Programme Director* for two In-Company MDP, on '*Project Management*' for C-DOT Executives and for Indian Oil Corporation executives.
51. *Program Director* for In-Company MDP on '*Project Management*' for DCM Executives and delivered lecture in *Aggregate Production Planning & MIS* also.
52. *Guest Faculty on MIS at the Indian Institute Of Foreign Trade*.
53. *Delivered Guest Lectures on 'Total Quality Management' for International Marketing of Apparels* at the National Institute of Fashion Technology, New Delhi.
54. *Delivered a Guest Lecture on 'Analytic Hierarchy Process'* for Technological forecasting in MDP of Indian Oil Corporation.
55. *Delivered Guest Lecture on 'Marketing Information System'* in a MDP conducted by Management Development Institute, Gurgaon.
56. *Delivered Guest Lectures on Project Management* at the Hawana Institute of Public Administration, Chandigarh.
57. *Delivered Guest Lecture on 'Towards AI and Expert Systems'* in a MDP on Expert Systems in Business held at IIT, Delhi.

5.6 No. of faculty/researchers/scholars invited by the department for giving (i) seminars, (ii) spending at least a week in the department.

Not Applicable

5-10

5.7 No. of faculty/researchers who visited the department on their initiative for giving (i) seminars, (ii) spending at least a week in the department.

Not Applicable

5-11

5.8 Adequacy of research infrastructure.

Department has Strategic lab, Computing lab, Behavioral lab, Optimization lab and Marketing lab where PhD students carry out their research work. In addition, procurement of Bloomberg database has been started which can provided access to financial and econometric data of industry.

5-12

5.9 Adequacy of technical staff – existing numbers and competency areas; competency areas in which there is a shortage.

Currently department has two technical staff which looks after computing lab.

5-13

5.10 Work space available for (a) Masters students, (b) Ph.D. students, (c) project staff, (d) post doctoral scholars.

PhD scholar and other project staff sits in computing lab and other associated lab as per their area of research work and project.

5-14

5.11 No. of national conference/workshops/seminars attended by PhD students (*total and per student for 5 years*).

Dr. Surya Prakash Singh:

5-15 No. of National conference/workshop attended by PhD.: 10

Nilesh Ware: 03

Seema Shukla: 03

Zeinab Karimi: 01

Akash Tayal: 01

Harpreet Kaur: 02

Dr. Mahim Sagar:

Murali Krishna Medudula: 5

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Internal Review

Deep Shree: 3
Rojalin Pradhan : 1
Archana Sharma: 2
Ravi Gandhi : 1
Pooja Sehgal : 2
Bijoyanand Mishra: 3
Anshul Yadav : 1

Dr. Shuchi Sinha:

1 FT student has presented at one national conference, attended 2 methodology workshops; 1 PT student presented at the GLOGIFT conference, attended one SEM workshop.

5.12 No. of international overseas conference/workshops/seminars attended by PhD students (*total and per student for 5 years*).

Dr. Surya Prakash Singh:

No. of International overseas conference by PhD.: 04

Nilesh Ware: 01
Zeinab Karimi: 02
Vivek Soni: 01

5.13 No. of students who have continued to Ph.D. (i) in same dept., (ii) other departments of IITD, (iii) in India, and (iv) abroad (separately for M.Tech. and B.Tech. students).

One (Ms. Harpreet Kaur) under Dr. Surya Prakash Singh

5.14 No. of projects with co-guide from industry

Prof. Ravi Shankar:

5.18 One PhD co-guidance

Dr. Jitendra Madaan:

Studies for Improvement of Productivity of Fabrication and Painting Shops, by Everest Industries Ltd., Bhagwanpur, Roorkee, Dr Jitendra Madaan (PI), Dr I.D Singh & Dr A. Divedi (Co-PI), Amount Rs. 5,00,000. (Completed)

5.15 No. of students who have spend time in industry as part of thesis/project work (give number and duration).

5.20 Not applicable.

5.16 Self assessment reports of the department/centers/schools if any.

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Every faculty provides self assessment report on an annual basis. It is mandatory from the Institute and departmental faculty does this.

5.21

5.17 Placement of M.Tech. and PhD graduates in technical careers (as per format at Annexure-5).

5.22 Not Applicable as department do not offer M.Tech programme. Also, there is no placement assistant as such for PhD scholars. However, students completed their PhD are in high demand and they are well placed in top institutes such as IIMs, IITs, NITs and other top rated public and private B-schools. Students completed their PhD are also working in foreign universities.

5.18 Inter-disciplinary work :- (i) joint thesis guidance by faculty across groups within a department, or across departments/centres, (ii) Proposals submitted and funded – PI-CoPI and their group/department affiliations.

5.23

Prof. SS Yadav:

One Proposal submitted with the Co-PI from other department.

Prof. Ravi Shankar:

Joint thesis guidance by faculty across groups within a department: 09

Joint thesis guidance by faculty across departments/centres: 06

Proposals submitted and funded – as PI-: 13

Proposals submitted and funded – as Co-PI-: 09

Dr. Mahim Sagar:

(i) joint thesis guidance by faculty across groups within a department, or across departments/centres, (ii) Proposals submitted and funded – PI-CoPI and their group/department affiliations: 2

Dr. Shveta Singh:

1 consultancy proposal submitted with Prof. Iyer from Civil engineering.

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6. Outreach / External stakeholder engagement

6.1 Educational

(a) Workshops/Short term courses – topical research for disseminating research of IITD.

Prof. Ravi Shankar:

05 (on: Naval Operations Analysis, ERP, Sustainable Freight Transportation, Six-sigma, Authors workshop, etc.)

Dr. Mahim Sagar:

Workshops/Short term courses – topical research for disseminating research of IITD.

- i. Capacity Building Initiative for Telecom Industry. "Certificate program on Telecom technology and Management" under Bharti School of Telecommunication technology & Management
- ii. Branding and Corporate Communication workshop.
- iii. Internal Branding and Corporate Communications Workshop
- iv. Strategic Management Workshop

Dr. Jitendra Madaan:

1. Principal Member, IIT Delhi Representative to Quality Management Sectional Committee, Bureau of Indian Standards, Manak Bhawan, Delhi.
2. Faculty Coordinator, Department of Management Studies, IIT Delhi Open House (I2Tech- 2013), IIT Delhi.
3. Representative, Institute Environment Health & Lab Safety Unit, (EHLSU), IIT Delhi.
4. Faculty Coordinator, Campus Wide Network Implementation at Department of Management Studies IIT Delhi.
5. Member Institute, Proctorial Committee, Students Residence Kumaon House, IIT Delhi.
6. Joint Coordinator, Mission Vision-2020 Development Committee, Department of Management Studies, IIT Delhi.
7. Coordinator, MBA Fee Utilization Committee for Fund Apportion (hardware procurement), Department of Management Studies, IIT Delhi
8. Member, Institute Advisory Committee for Library (ACL) for session 2013-14, IIT Delhi.
9. Co-Coordinator, PhD (Research Scholar) Admissions Program, Department of Management Studies, IIT Delhi.
10. Coordinator, Faculty Selection Program, Department of Management Studies, IIT Delhi.
11. Faculty in Charge for Work System & Simulation Laboratory at Department of Mechanical and Industrial Engineering IIT, Roorkee.
12. Member, Institute Disciplinary Committee (Anti-ragging), Department of Mechanical and Industrial Engineering IIT, Roorkee for 2011-2012 and 2012-2013.

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Internal Review

13. Member, Department Academic Committee (DAC), Department of Mechanical and Industrial Engineering IIT, Roorkee
14. Member Representative, UG and PG Curriculum Development Committee, Department of Mechanical and Industrial Engineering IIT, Roorkee

- (a) Workshops/Short term courses – educational methods (teaching, learning resources, pedagogy).

Prof. Kanika T. Bhal

Total Programs: 20

1. Communication in organizations’ for Senior Managers of IFFCO, Phulpur in Feb. 1994.
2. Management Sensitization Program’ (Three Weeks) for Senior Doctors of PGI, Chandigarh, at Chandigarh, Jan. 16 to Feb.3, 1995.
3. ‘Management Growth’ for Senior Executives of Allen Bradley India Ltd., at Sahibabad, March 18, 1995.
4. ‘Team Building-Leadership Program’ for Berger Associates in New Delhi, July 15, 1995.
5. ‘Understanding Self’ for the senior executives of PGR group of companies at Simla, 1996.
6. ‘Stress Management’ for project leaders at Tata InfoTech, NOIDA (Jan. 20, 1999)
7. ‘Stress Management’ for the middle level managers of Tata Infotech, NOIDA (April, 1999)
8. ‘Interviewing Skills’ for the Project Leaders of Tata Infotech, NOIDA (July, 1999)
9. ‘Management Techniques and Human Resource Management’ for the probationers of the Indian Statistical Service XXII batch at IIT Delhi (July 26 to Aug 6, 1999).
10. ‘Management Techniques and Human Resource Management’ for the probationers of the Indian Statistical Service, XXIII batch at IIT Delhi (Jan 31 to Feb 11, 2000).
11. ‘Effective Supervision and Performance Management’ For the managers of the Australian High Commission, 18th -19th January 2001.
12. ‘Management Techniques and Human Resource Management’ for the probationers of the Indian Statistical Service, XXIV batch at IIT Delhi (July 30 to Aug 10, 2001).
13. Management Techniques and Human Resource Management’ for the probationers of the Indian Statistical Service, XXV batch at IIT Delhi (Feb. 18 to March 1, 2002).
14. Skills to cope with renewed work challenges at UPSC, for the Joint Secretaries and Under Secretaries of UPSC, at IIT Delhi. (Dec 10, 11 & 12, 2002).
15. Management of Change for the officers of the Indian Economic Service at IIT Delhi (Sept 27, 2004 to Oct 1, 2004).
16. Building Ethical Organization for senior managers of IRCON, New Delhi, Nov. 1, 2004.
17. Competence Mapping & Gap Analysis-I for senior managers of Bharat Electronics Limited, Ghaziabad (Dec 5 & 6, 2005)

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Internal Review

18. Competence Mapping & Gap Analysis-II for senior managers of Bharat Electronics Limited, Ghaziabad (Feb 22 & 23, 2006)
19. DMC-I People Management Skills for Middle Management of Degremont for Degremont (June 1 & 2, 2011).
20. DMC-I Interpersonal Skills for Middle Management of Degremont for Degremont (Sept 1 & 2, 2011)

Prof. Ravi Shankar:

(b) 04 (on: Project management, Six-sigma, Logistics & supply chain management, Production & Operations Management)

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Prof. M.P.Gupta:

- Keynote speaker at the Seminar 'Organizing for Economic Growth: Emerging Issues in Management of Finance, Enterprise and Resources' held on 13-14 May 2010 at IIT Delhi
- Keynote Speaker at the International Conf on E-government and E-governance, Ankara, Turkey, 12-13 March 2009.
- Keynote Speaker at the National Conf on Modern Trends in Information Technology 13-14 Jan, 2009

Dr. Mahim Sagar:

DREAM (Developing Research Excellence & Awareness in Management)-Course for Doctoral Students

Prof. D. K. Banwet (Emeritus Professor)

Guest Faculty At Panjab State Institute Of Public Administration at Chandigarh for:

1. MDP on 'General Management' for Executives Of Food Corporation Of India.
2. MDP on MIS for Panjab Government Officers.
3. MDP on PIME for Central & State Government undertakings.
4. MDP on "Management in Government" sponsored by the GOI, Ministry of Personnel
5. MDP held at vehicle factory
6. MDP held at Andhra Pradesh Heavy Engineering Corporation.
7. MDP held at Mahavir Spinning Mills at Hoshiarpur.
8. MDP held at IFFCO, Kalol for Managers & Supervisors.
9. Senior Managers General Management Programme.
10. One month Engineer Executive Trainees' Appreciation Programme..
11. Sole Faculty Expert for 1 day MDP on 'Operational Research Techniques For Managerial Decision Making' conducted By The Baroda Management association.

Internal Review

12. *Delivered Lectures* in Entrepreneurial Development Programmes held at *EDP* of Punjab University, Chandigarh for Educated Unemployed Engineering Graduates sponsored by the Punjab Government in 1975.
13. *EDP* held at Indian Institute of Technology, Delhi Entrepreneurship Development Cell for Science & Technology Prospective Entrepreneurs.
14. *Entrepreneurship Awareness Camp* sfor B. Tech. students of IIT Delhi and MITS Gwalior.
15. Programme of National Development Centre on "*Setting up an industry in their camps held at Delhi and Tavangar.*
16. PCP on *Materials Management & Physical Distribution*of PunjabUniversity, Patiala.
17. PCP on DIP. Office Organization & Procedures of PunjabUniversity, Chandigarh.
18. PCP on Diploma in Management of the All India Management Association, New Delhi.

Dr. Harish Chaudhry:

S.No.	Title	For	Year
1	Marketing Management	Coca Cola (I) Ltd	2008
2	Selling Skills	BPL Ltd	2002, 2003 and 2004
3	Managing Competition	STC	2001
4	Strategic Selling	Godfrey Philips	1996 - 1999
5	Sales Management	Pertech Computers Ltd	1994 - 1996
6	Quality Management	Century Mills	2000 - 2003
7	Managerial Excellence	Degremont	2010
8	Management Imperatives for Educational Institutions	Open Program (School Principals)	2008 - 2012
9	Creating an Institute of Excellence	Open Program (Directors of Engineering/Management Institutions)	2010 - 2012
10	Case Study Methodology	Open Program (Management School's Faculty)	2008 - 2012

- (e) _____
- (c) Learning, research material on the website.
- Prof. Ravi Shankar;**
On: web.iitd.ac.in/~ravi1
- Dr. Surya Prakash Singh;**
https://sites.google.com/site/sprsinghphd/
- (e) _____
- (e)(d) Science & technology for public information – on website.

Not applicable

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(e) Courses taught to students of other IITs/NITs/Other institutions.

Prof. PK Jain:

Select topics in Management Accounting and Financial Management

(f)

Prof. SS Yadav:

Course modules in the areas of International finance and Security analysis taught at other institutions like IITMGW.

Prof. Ravi Shankar:

Course modules in the areas of Supply Chain management taught at other institutions like IIM Raipur.

Prof. M.P.Gupta:

Dr. Shveta Singh:

- Invited lectures on "Financial Management" at IIT Mandi.
- Taught modules on "Corporate Finance" and "Security Analysis and Portfolio Management" to the SIDBI (SIMAP) programme conducted by DMS.
- Taught module on "Naval Budgeting and Planning" to Indian Navy officers during the course on "Naval Operations Analysis" for the Indian Navy, conducted by DMS.

(f) Courses taught via NKN.

Not applicable.

(g) Courses developed for NPTEL.

Prof. Ravi Shankar:

01 Course for NPTEL on Operations Management.

(h)

(h) Books, monographs, study material made available outside IITD.

Prof. Kanika T. Bhal

- Bhal, Kanika T. (1998). *Making Sense of Personal Values and Organizational Culture*. Hindustan Publishing House: New Delhi.
- Bhal, Kanika T. & Ansari, M.A. (2000). *Quality of interaction in leader-member dyads: Measurement, antecedents and consequences*. New Delhi: Sage.
- Sharma P. & Bhal, Kanika T. (2004). *Managerial Ethics: Dilemmas and Decision Making*. New Delhi: Sage.

Prof. PK Jain:

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1. [Financial Management-Text, Problems and Cases, Tata McGraw Hill Publishing Co. Ltd., New Delhi \(Coauthored with Prof. M.Y. Khan\)](#)
2. [Management Accounting – Text, Problems and Cases, Tata McGraw Hill Publishing Co. Ltd., New Delhi \(Coauthored with Prof. M.Y. Khan\)](#)
3. [Cost Accounting and Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi\(Coauthored with Prof. M.Y. Khan\)](#)
4. [Basic Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi\(Coauthored with Prof. M.Y. Khan\)](#)
5. [Cost Accounting, Tata McGraw Hill Publishing Co. Ltd., New Delhi\(Coauthored with Prof. M.Y. Khan\)](#)
6. [International Financial Management, Macmillan, New Delhi\(Coauthored with Prof. S.S. Yadav and Prof. J. Peyrard\)](#)
7. [Theory and Problems of Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi\(Coauthored with Prof. M.Y. Khan\)](#)
8. [Theory and Problems of Management and Cost Accounting, Tata McGraw Hill Publishing Co. Ltd., New Delhi\(Coauthored with Prof. M.Y. Khan\)](#)
9. [Management Accounting and Financial Management–Problems and Solutions, Tata McGraw Hill Publishing Co. Ltd\(Coauthored with Prof. M.Y. Khan\)](#)
10. [Foreign Exchange Markets – Understanding Derivatives and Other Instruments, Macmillan, New Delhi \(Coauthored with Prof. S.S. Yadav and Prof. Max Peyrard\)](#)

Prof. SS Yadav:

1. [The book, International Financial Management, published by Macmillan India Ltd.\(Co-authors: Prof P K Jain and Prof Josette Peyrard\)](#)
2. [The book, Foreign Exchange Markets – understanding derivatives and other instruments, published by Macmillan India Ltd.\(Co-authors: Prof P K Jain and Prof Max Peyrard\)](#)
3. [Helped edit and develop course modules for IGNOU](#)

Prof. M.P.Gupta:

- 1 Book, 2 Edited

Prof. Ravi Shankar:

1. [Tareek Khalil and Ravi Shankar \(2013\): Management of Technology \(2nd Edition\), McGraw-Hill Publishing Company Ltd, New Delhi,](#)
2. [Roma Mitra Debnath, Surender Kumar, and Ravi Shankar \(2012\): Modeling Quality Issues in Curriculum Design in Technical Education in India, LAMBERT Academic Publishing, Germany,](#)
3. [Ravi Shankar \(2012\): Industrial Engineering and Management \(2nd Edition\), Galgotia Publications, New Delhi \(First Edition in 2000; Reprints in 2002, 2003, 2004, 2005, 2006 & 2007\),](#)
4. [Richard B. Chase, Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano \(2010\): Operations & Supply Management \(12th Edition\), McGraw-Hill Publishing Company Ltd, New Delhi,](#)

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5. [David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar \(2008\): *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*, \(Third Edition\), McGraw-Hill Publishing Company Ltd, New Delhi,](#)
6. [V. K. Khanna, Prem Vrat, B. S. Sahay and Ravi Shankar \(2008\): *Total Quality Management: Planning Design and Implementation*, New Age International Publication, New Delhi,](#)
7. [Ravi Shankar and S. Jaiswal \(1999\): *Enterprise Resource Planning*, Galgotia Publications, New Delhi,](#)

CHAPTER CONTRIBUTED TO EDITED BOOK

1. [Evaluating Environment-Conscious Manufacturing Barriers with Interpretative Structural Modeling \(Co-authors: Joseph Sarkis and Mohd. Asif Hasan\). In: Environment Conscious Manufacturing: A book edited by Surendra M. Gupta and A.J.D. \(Fred\) Lambert, CRC Press \(Taylor & Francis Group\) London, 2008,](#)
2. [Solving machine loading problem of FMS: An artificial intelligence \(AI\) based random search optimization approach. \(Co-authors: Anoop Prakash, Nagesh Shukla, and M.K. Tiwari\). In: Handbook of Computational Intelligence in Manufacturing and Production Management: A book edited by Dr. Dipak Laha, and Dr. Purnendu Mandal, Lamar University, USA, Idea Group Publishing, 2007,](#)

UNITS AUTHORED/EDITED IN TEACHING MATERIAL OF IGNOU

- [Industrial Engineering and Management Science \(TME-102: Productivity Management\), 2001, Indira Gandhi National Open University \(4 Units in 116 pages\): Content Edited with Dr. S. K. Garg;](#)
- [Production and Productivity \(TME-102: Productivity Management\), 2001, Indira Gandhi National Open University \(4 Units in 75 pages\): Co-authored with Dr. S. K. Garg](#)
- [Computer Integrated Manufacturing, 2005, Indira Gandhi National Open University \(4 Blocks\): Co-authored with Prof. M. K. Tiwari](#)
- ⊕ [Supply Chain Management, 2005, Indira Gandhi National Open University \(6 Blocks\): Edited with Prof. Sushil](#)

Dr. Shuchi Sinha:

Designed and developed course material on ‘communication methodology’ for the MBA students at the School of Commerce & Management, YCMOU, Nashik

Dr. Harish Chaudhry:

1. Chaudhry H (ed) (2010), Excellence in School Education – Some Ideas from Leading Practitioners, Scholastic
2. Chaudhry H (ed) (2011), Excellence in School Education – Transformational Leadership, Scholastic
3. Chaudhry H (ed) (2011), Excellence in School Education – Curricula, Pedagogy and Assessment
4. Chaudhry H (ed) (2011), Excellence in School Education – Systems and Processes
5. Chaudhry H (ed) (2012), Excellence in School Education -

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(m)(i) Experiments developed and made available to other institutions.
Not applicable

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(n)(j) Seminars live/via NKN, web to other institutions in India/abroad
Not applicable

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(o)(k) Reach out to schools, NCERT, KVs, etc. (e.g. K-12 programmes).
Not applicable.

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(p)(l) Mentoring of other institutions, e.g. new IITs, NITs, universities, etc. including faculty mentoring, curriculum development, laboratory development, etc.
Not applicable

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6.2 Industry collaboration

(a) No. of students (Ph.D./Masters) directly linked to industry funded projects.
Dr. Mahim Sagar: 03

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(b) No. of industry staff/engineers who have taken a regular course(s) for entire semester.
Only one in the last five years. He was from Helwett Packard.

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(c) Technology transfer to companies, entrepreneurs, local and other governments/government agencies, NGOs (separately).

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Not applicable

(d) Continuing education/courses for industry.
(e)

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Prof. SS Yadav;

Training in Naval operations analysis for the officers of the Indian Navy

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Prof. Ravi Shankar;

07 (on: Project management, Six-sigma, Logistics & supply chain management, Production & Operations Management, ERP, Naval Operations Analysis, Business Analytics, etc.)

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Dr. Mahim Sagar

i.Capacity Building Initiative for Telecom Industry. "Certificate program on Telecom technology and Management" under Bharti School of Telecommunication technology & Management

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ii. Branding and Corporate Communication workshop.

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iii. Internal Branding and Corporate Communications Workshop

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iv. Strategic Management Workshop

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(f)(e) Faculty secondment to industry.

(f) Research projects undertaken with industry as partner.

Prof. Ravi Shankar:

(g) 01

Dr. Mahim Sagar

- i. Immovable Property Valuation Index, Indian Context
- ii. Developing A Framework of Consumer Awareness on Radio Signals for Telecommunication Industry

(h)

(g) Laboratories, equipment, etc. provided by industry for use in UG / PG teaching laboratories and student projects.

(h) Seminars/workshops held with industry by the department.

Prof. Ravi Shankar:

05

6.3 Professional

(a) Service as Board, Senate, selection committee member at other IITs, NITs, and Universities.

(a) **Prof. PK Jain:**

1. Ex-member, Governing Body of Acharya Narendra Dev College, University of Delhi and Maharaja Agarsen College, University of Delhi.
2. Member, Advisory Board of Two years Post-graduate Programme on Global Business Operations conducted by Shri Ram College of Commerce, University of Delhi.
3. Member, Investment Committee of IIT Delhi.
4. Associated with confidential assignments of Professional institutes like Institute of Chartered Accountants of India, Institute of Company Secretaries of India, National Institute of Financial Management, etc.
5. Reviewer of research papers / articles to be published in Journals, such as, Chartered Accountant, Finance India, Abhigyan, International Journal of Management and Systems, Management & Accounting Research.
6. Member of the expert committee of All India Council of Technical Education (AICTE), Government of India to grant recognition to start Institute imparting MBA education.
7. Member, Governing Body, Lady Irwin College, New Delhi.

Prof. SS Yadav:

(b) Member in the Committees at IITs, NIT, IIMs, NIFM, DU, GNDU, GGIPU, Thapar Univ, UPSC etc.

Prof. M.P.Gupta:

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Internal Review

<p>Member- Sam Pitroda Committee on Prasar Bharti</p>	<p>to review functioning of the Prasar Bharati</p> <p>Status of Past Reports (Sengupta committee, the Bakshi Committee and the Narayanamurthy committee)</p> <p>Review PB-government relations</p> <p>Review of archival material and digitalization</p> <p>New media to deliver digital content</p> <p>creating an exclusive overseas service</p> <p>New Business/ financial model on for PB in light of current realities</p>	<p>Sam Pitroda-Chairman [alongwith former I&B secretary- Asha Swaroop, Mission director e-gov-B K Gairola, National Innovation Council member Shekhar Kapur, IIT Delhi's Prof M P Gupta, Additional secretary (I&B ministry) J S Mathur Prasar Bharati CEO Jawhar Sircar]</p>
<p>Member of Software Committee of Justice P K Balasubramanyan (Chairman e-committee of Supreme Court)</p>	<p>Common Software for e-court (mission mode project of GoI)</p>	<p>E-Committee (alongwith Justice Madan B. Lokur (Supreme Court)</p>
<p>Member, Working Group (WG), Deity (GoI)</p>	<p>Funding R& D projects</p>	<p>assessing R&D Project proposals in the area of e-Governance</p>
<p>Member, Departmental Peer Review Committee (DPRC), Deity (GoI)</p>	<p>Promotion of S&T officers</p>	<p>Promotion of Scientists 'E' to 'F' of National Informatics Center (NIC)</p>
<p>Member, Review Committee of National Informatics Center (NIC)</p>	<p>Scientists of NIC</p>	<p>for promotion from Scientist-D to Scientist-E in NIC</p>

Internal Review

Member, Project Review & Steering Group (PRSG), Deity (GoI)	IIM Ahmedabad	for monitoring the project on the impact of ICT application in the public sector in developing countries
Member, Project Review & Steering Group (PRSG), Deity (GoI)	ERNET India	for monitoring the Deity (GoI) project on Data Centre, Video Conferencing
Expert for Strategic Consultant	Jharkhand Govt Central Drugs standards Control Organization (CDSCO), GoI	Appointment of Strategic consultant for the implementation of state egov projects
Expert for Technical evaluation	E-DRT project (Ministry of Finance, GoI) ERP for Employees Provident Fund Organization (EPFO) Roll out of ERP in Coal Mines Provident Fund Organization (CMPFO) Smart card based ERP systems (NDMC) ERP for IIM Lucknow Backoffice Automation (IGNOU) Smart card based ERP for Bangalore University	Large Projects
Keynote panelist	Mobile Governance 2011 (by World Bank) E-governance 2.0 (by Network18), 2013 2012 Intl National Conference	Covered - Evolution of E-gov in India - IT industry & India's GDP - Revisit NEGP - Challenges of Mobile

Internal Review

	<p>on E-gov at Cochin 2012 National Workshop on “e-Gov” at Central University of Rajasthan 2011 National Workshop on “e-Gov” on at Manipur University ‘Organizing for Economic Growth: Emerging Issues in Management of Finance, Enterprise and Resources’ held on 13-14 May 2010 at IIT Delhi National Conference on Modern Trends in Information Technology 13-14 January, 2009 International Conference on E-government and E-governance, Ankara, Turkey, 12-13 March 2009</p>	
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<p>Jury of Award Committees</p>	<p>Data Security Council (NASSCOM) Excellence Award 2012 Web Ratna Award (GoI) CSI-Nihilent E-gov Awards e-North East Award (chair) MP Govt Award for e-gov SAP-ACE Award 2013</p>	<p>Web Ratna Award chaired by Secy (Deity). Chaired the screening Committee of Web Ratna award DSCI Excellence Awards for Information Security (The jury also comprised of Jerry Rao (Former Chairman & CEO, MphasiS), Dr. Ganesh Natarajan (Vice-Chairman & CEO of Zensar Technologies), Dr. K Ramakrishnan (CEO, IBA) and Dr. D.P.S Seth (Former member, TRAI & Ex-Chairman, BSNL)</p>
<p>Maruti Udyod</p>	<p>Costing for e-procurement</p>	

IBM India Research lab	- on auction - on integration of two asset management software - Security practices in corporates	Regular interaction
Dilli Haat	Review	For Delhi Govt
Tool Room & Training Center	Turn around study	For Delhi Govt

Prof. Ravi Shankar;

(e) [Member in the Committees at IIT Kharagpur, IIT Rajasthan, UPSC, Aligarh Muslim University, etc](#)

Dr. Mahim Sagar

- i. Did a diagnostic study of Civil Service Main Examinations for UPSC.
- ii. Capacity Building Initiative under Bharti School of Telecommunication Technology & Management

Dr. P. Vigneswara Ilavarasan:

Member of Board of Studies of Humanities and Social Sciences of V.N.I.T.Nagpur.

Prof. D. K. Banwet (Emeritus Professor)

1. Involvement in various committees of AICTE for almost all bureaus / divisions
2. Chairman of 3& Member of Expert committee of NBA Accreditation.
3. Involvement in Min. of HRD Committees of Modernization, Thrust Area etc.
4. Member of World bank sponsored TEQIP committees as Mentor &/ or Auditors
5. Member of EDCIL requisitioned DPRs for N-E area Manipur Inst. Of Excellence in Management &Technology

(b) [Service as Ph.D. thesis examiner at other institutions.](#)

Prof. Kanika T. Bhal

IIM Calcutta, IIT Bombay, FMS Delhi University, UPTU, Jamia etc.

(e) **Prof. PK Jain;**

[IIT Madras, IIT Roorkee, IIT Bombay, IIM Calcutta, Indraprastha University and Delhi University.](#)

Prof. SS Yadav:

[Ph D thesis examiner at IIT, IIM, IISc, DU, GNDU, IIFT etc.](#)

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Prof. M.P.Gupta:

IIM Lucknow
IIT Bombay
IIT Roorkee
MDI Gurgaon
IP University
Barkulla University, Bhopal
Sambalpur University

Prof. Ravi Shankar:

Ph D thesis examiner at IIT Kanpur, IIT Kharagpur, IIT Roorkee, IIT Bombay, IIM Lucknow, IIM Kozikod, Delhi University, NIT Allahabad, NIT Jamshedpur, NIT Calicut, BITS Pilani, BIT Ranchi, , IMT Ghaziabad, etc

Dr. Shveta Singh:

1 PhD examiner at SHIATS, Allahabad University

Dr. P. Vigneswara Ilavarasan:

Guru Nank Dev University, Amritsar.

(c) Service as technical expert on committees – MHRD, DST, DSIR, DRDO, Pan-IIT initiatives, other ministries, state and local governments.

(e) **Prof. SS Yadav:**

(f) Technical expert in committees of MHRD, DST, Plg Comm.

Prof. M.P.Gupta:

Expert as:

Jury Chair, eNorth East Award 2012
Jury Member, Data Security Council of India (DSCI) Excellence Annual Award
CSI Award Committee on E-gov
Web Ratna Committee on Govt Portals
MP Govt Award Committee E-gov
Member, Academic Council, GGS Indra Prastha University (GGS IPU)
Member, Academic Council, Delhi Technological University (DTU)
IGNOU for Back-office computerization (ERP)
Bangalore University for ERP
IIM Lucknow for ERP
CBI for strategic consultant
CDSCO for strategic consultant
NDMC for Smart Card project
NIC for 'Technical Standards and e-Gov Architecture'

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Internal Review

NIC for E-courts
DIT for project assessment
Govt of Jharkhand for strategic consultant
CMPFO for strategic consultant
Powergrid for strategic consultant
AICTE, UGC & UPTU for program review, grants, deemed university status etc.

Prof. Ravi Shankar;
(e) Technical expert on committees of DST

Dr. Mahim Sagar

Government of India nominated me on Shri. Sam Pitroda's Committee for turnaround of Prasar Bharati (All India Radio & Doordarshan). I have held the post of Convener for Business Development Group and have submitted the report and is in consideration by the government

Dr. P. Vigneswara Ilavarasan:

Member - UPSC - Syllabus review - Sociology - 2007
Member - DST - Research Project review committee on Reverse Migration & Knowledge Spillovers, NSTMIS.

(H)(d) Technical expert on policy, regulatory, laws, standards committees.

Prof. PK Jain;
(+) Ex-Member, Finance Committee Indian Institute of Technology, Roorkee.

(e) Member of Board/Advisory Board of public and private sector corporations.

Prof. Kanika T. Bhal

1. Member of Selection Committee for faculty posts up to Professor Level in academic institutions
2. Expert member of UPSC for Civil Services.
3. Expert member to develop question paper on Ethics for Civil Service Examination conducted by UPSC.
4. Member of Academic Committee constituted by Ministry of Finance for restructuring of National Institute of Financial Management (NIFM) Faridabad.

Prof. PK Jain;
1. Member of Selection Committee for faculty posts up to Professor Level in academic institutions and for appointment of Finance Directors and Project Managers in Government and Private Sector Enterprises.

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2. Ex-member, Core Group on Accounts and Finance, Institute of Company Secretaries of India, New Delhi (to study matters referred to Institute by Central Government and Other Govt. bodies like SEBI).
3. Ex-member, Board of Studies, All India Management Association, New Delhi.
4. Ex-Member, Board of Directors, DCM Limited Delhi.
5. Expert member of UPSC for Civil Services.
6. Expert member to revise syllabus of commerce for Civil Service Examination (Prelims and Main) conducted by UPSC.
7. Member of Academic Committee constituted by Ministry of Finance for restructuring of National Institute of Financial Management (NIFM) Faridabad.

Prof. SS Yadav:

1. Member BOG, NIFM
2. Member Risk Management Advisory Committee of NHB
3. Convenor Research Committee, UPTU
4. Member Board of Studies, GGIPU

Prof. M.P.Gupta:

TC3 of IFIP
Center for Digital Economy & Policy Res (CDEP)
Computer Society of India
Systems Society of India
Global Institute of Flexible systems Mgt
2013 Annual Symposium on Information Assurance (ASIA), NY
2nd International Conference on Consumer Electronics, Communications and Networks (CE 2012), which held at Three Gorges,

Prof. Ravi Shankar:

1. Member Board of Studies, ITM Gurgaon
2. Member Board of Studies, GLA University Mathura
3. Member Board of Studies, Central University, Himanchal Pradesh

Prof. D. K. Banwet (Emeritus Professor)

1. Fellow of Institution of Engineers (India)&Life Member ISTE
2. National President ISTD (2011-12), Fellow & Life Member of ISTD
3. Vice Chairman Northern zone, Chairman Delhi Chapter &National Treasurer of ISTD for 2 terms.
4. Chairman /Member BOS of Indian Institution of Materials Management
5. Member Research Council of UPTU & MTU & VC 's nominee in Faculty selections
6. Member Board of LBSIM, Delhi & quite a few management & Technical institutions

Dr. Harish Chaudhry:

Have been working on Schools leadership and conducting training programmes for government and non-government schools' head-teachers in India. This includes both rural and urban schools.

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- Best Professor award in 2012 at Singapore World Education Congress and CMO Asia
- CIT Innovation & Excellence Award 2012
- Humanities & Social Sci Fellowship of Shastri Indo Canadian Institute (6 month fellowship at the univ of Manitoba, 1996)

Prof. Ravi Shankar:

- Recipient of award for "BEST PROFESSOR IN SUPPLY CHAIN MANAGEMENT" 2012 by WORLD EDUCATION CONGRESS, Global Awards (For Excellence in Education Leadership & Teaching) on 29th June 2012 at Mumbai, India
- Recipient of NATIONAL EDUCATIONAL AWARD for "BEST PROFESSOR IN OPERATIONS MANAGEMENT" 2012 on 14 December 2012 at Taj Ambassador, New Delhi, India
- Recipient of AWARD FOR EXCELLENCE 2011 BY LITERATI CLUB FOR PAPER PUBLISHED in: *Journal of Modeling in Management*" (Vol. 5, Issue 2) AS A 'HIGHLY COMMENDED' AWARD IN 2010 VOLUMES OF EMERALD JOURNALS
- Recipient of Dr. HARI SINGH GOUR AWARD FOR EXCELLENCE IN MANAGEMENT TEACHING in 5th IES National Teachers' Excellence Awards-2011 (Awarded on 13th December 2011)
- Recipient of AWARD FOR EXCELLENCE 2008 BY LITERATI CLUB FOR PAPER PUBLISHED IN *Journal of Enterprise Information Management*" (Vol. 20, Issue 6) AS A 'HIGHLY COMMENDED' AWARD IN 2007 VOLUMES OF EMERALD JOURNALS
- Recipient of Certificate-of-Merit from Elsevier Science for co-authoring the "TOP 10 MOST CITED ARTICLES" between 2005 and 2009. The article is: "Modeling Agility of Supply Chain," *Industrial Marketing Management*, Volume 36, Issue 4, 2007.
- Recipient of BEST CASE STUDY AWARD 2007-08 (TRADITIONAL AREA) BY NATIONAL COUNCIL OF INDIAN INSTITUTION OF INDUSTRIAL ENGINEERING (IIIE) FOR PAPER PUBLISHED IN "INDUSTRIAL ENGINEERING JOURNAL" May 2008
- Recipient of AWARD FOR EXCELLENCE 2005 BY LITERATI CLUB FOR PAPER PUBLISHED IN *International Journal of Quality and Reliability Management*" AS A 'HIGHLY COMMENDED' AWARD IN 2004 VOLUMES OF EMERALD JOURNALS
- Recipient of AWARD FOR EXCELLENCE 2004 BY LITERATI CLUB FOR PAPER PUBLISHED IN *WORK STUDY* AS A 'HIGHLY COMMENDED' AWARD IN 2003 VOLUMES OF EMERALD JOURNALS
- Leading German Scholars have ranked Prof. Shankar as the Top-most Indian academics in Logistics/SCM Research by virtue of highest number of well-referred research publications in the area (Ref.: C. Thaller, N. Moraitaki, H. Rogers, D.

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[Sigge, U. Clausen, H.-C. Pfohl, E. Hartmann, & B. Hellingrath \(2012\). Analysis of the Logistics Research in India – White Paper, German Federal Ministry of Education and Research \(BMBF\), p. 3/11\).](#)

Dr. Mahim Sagar

Awards to faculty.: Awarded "Teaching Excellence Award" by IIT Delhi

Dr. Shveta Singh:

[Literati Award for 2012 by Emerald Publishing.](#)

Dr. Jitendra Madaan:

1. Director IIT Roorkee appreciation for best GATE 2012 Institute Representative (IR).
2. BEST PAPER AWARD FOR “Lean Focused Approach for Improving Performance of a Shop Floor” SOMS, 2012, XVI Annual International Conference of the Society of Operations Management, IIT Delhi, December 21-23, 2012
3. Consultant to Everest Industries Ltd, Bhagwanpur, Roorkee, (till March 2013)
4. Editorial Board Member International Journal of Network and Mobile Technologies (IJNMT) ISSN: 2229-9114
5. Associate Editor, Global Journal of Flexible Systems Management (GJFSM), Springer, ISSN: 0972-2696
6. Institute Fellowship for Research, Indian Institute of Technology, Delhi, 2003-2007

Prof. D. K. Banwet (Emeritus Professor)

1. Eminent Engineer Award 2011 conferred on 44th Engineers Day by Institution of Engineers(India)
2. Life time Achievement Award of DMS IITD (2012) & Global Open Learning University of Nagaland for contribution to Technology & Management Education 2011
3. Awarded Pioneer Excellence Award (2009)by Pioneer Institutions Indore for doyen inrSupply Chain Mgt
4. Awarded Scroll of Honour by NSB IILM Being Guest of Honour at the Annual ConvocationDec 4, 2010
5. Literati Award Winning Paper for the 2003 Volume in InternationalJournal of Productivity & Performance Management. R&D For Enhancing Quality in Education: Application of Quality Function Deployment-An Industry Perspective, Work Study(renamed as the Journal of Productivity and Performance Management).
6. 2 Emerald Literati Excellence Awards -Highly commended Paper Journal of Enterprise Information Management, Vol. 20 NO. 6, pp 677-699 (2007) in 2006-2007& in Modelling of Management Systems(2011)

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Internal Review

7. 16TH Dewang Mehta Bus. Sch. Excellence Award for Best Teacher in Operations Mangement
8. Silver Medal from Indian Institution of Industrial Engineering, for best case study entitled, "Location-Allocation of Coal Dumps: a case study" published in the Journal of Industrial Engineering, in 1980.
9. Second best theoretical paper prize at the Annual Operations Research Society of India convention held in Delhi-1989. Paper was entitled "Multicriteria based Automation Test strategy determination using fuzzy set theory".

(b) Fellows of academies, INAE, etc.

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Dr. Shuchi Sinha:

Awarded the 'Abdulaziz Alsagar Young Faculty Incentive Fellowship' for a period of three years starting November 2012, by IIT Delhi

Dr. P. Vigneswara Ilavarasan:

1. 2011 Nixi Fellowship, National Internet Exchange of India, Govt. of India.
2. 2009 Prof. M.N. Srinivas Memorial Prize, Indian Sociological Society.
3. 2008-2013 Outstanding Young Faculty Fellowship, IIT Delhi, INR 10,000 / month
4. 2003-2005 Post Doctoral Fellowship in Information Technology, IIIT Bangalore. ~ INR 5,10,000

7. Governance

7.1 Governance

(a) Organization structure – their autonomy/ terms of reference

Department is being headed by the Head of the Department. Department has four major areas viz. Accounting & Finance, Operations & Supply Chain Management, Economics, Marketing, Strategy, and Organizational Behaviour & Human Resource. Each area has its Chairmen and is called Area Chair. Department appoints Coordinator, MBA Admissions whose role and responsibility is to take care of complete admission related process of MBA (FT) and MBA (PT) programme from the start of advertisement till the closure of the admission process. Once the admission is closed, academic process such as registration or any other academic related matters is being governed by the Programme coordinators for each programme MBA (FT), MBA (PT), and PhD. To look into buying and procurement process department has Store-In-Charge who is assisted by Store keeper to take care of resource requirement and buying process. To look after staff issues department has Office-In-Charge who maintains day to day administration within the department. Department has Information officer who connect department with IIT Delhi and outside for any type of information.

Department also constitutes Professorial committee where only Professors are members and they also meet regularly to discuss matters such as faculty shortlisting and selection matters.

In addition to above, department constitute committees. There are following three committees which meets on regular basis at least once in a month to discuss and approve academic and non-academic matters. These are DRC (Departmental Research Committee) and DFB (Departmental Faculty Board). In DRC only DRC members are the members appointed by the Head while in DFB every faculty members are the members.

(b) Planning documents developed by the department – space, faculty, staff related.

Department keeps the record of the DRC minutes and DFB minutes. These minutes are maintained at the office level and can be accessed as and when required. All the documents except purchase documents are maintained in the form of DFB and DRC minutes only. Purchase documents are maintained at the store level of the department and also at the central store level.

(c) Records of discussions within the department – internal documents (meeting minutes, position papers, discussion papers, concept papers, etc.)

Department keeps the record of the DRC minutes and DFB minutes. These minutes are maintained at the office level and can be accessed as and when required.

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- (d) Physical resources – percentage utilization for UG PG core and electives teaching separately, UG and PG student projects, Ph.D. student research. Projections for future.

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Physical resources such as computing facility, departmental library and the lab are being fully utilized by the MBA (FT), MBA (PT) and PhD students.

- (e) Financial resources – (i) funds provided to the department, (ii) processes of distribution, (iii) funding for focus areas, (iv) funding for UG and PG core teaching laboratories. Outcomes of funds utilization. Changes in funding pattern and funds utilization, and effects on departmental strategy.

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At the beginning of the financial year, Store-in-charge prepares the list of the requirement and based on that the fund is asked from the IIT Delhi. If the fund is utilized then it is again raised. There is no strategy of funding pattern. It is raised as per the requirement basis.

- (f) Delegation of decision making within department/centre. List the processes and structures for financial and academic management, and the methodology for their review.

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Within the department decision making process is done through DFB, DRC and Professorial committee.

7.2 Department management and operations

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- (a) Organization structure - mandates, flexibility, etc.

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Department is being headed by the Head of the Department. Department has four major areas viz. Accounting & Finance, Operations & Supply Chain Management, Economics, Marketing, Strategy, and Organizational Behaviour & Human Resource. Each area has its Chairmen and is called Area Chair. Department appoints Coordinator, MBA Admissions whose role and responsibility is to take care of complete admission related process of MBA (FT) and MBA (PT) programme from the start of advertisement till the closure of the admission process. Once the admission is closed, academic process such as registration or any other academic related matters is being governed by the Programme coordinators for each programme MBA (FT), MBA (PT), and PhD. To look into buying and procurement process department has Store-In-Charge who is assisted by Store keeper to take care of resource requirement and buying process. To look after staff issues department has Office-In-Charge who maintains day to day administration within the department. Department has Information officer who connect department with IIT Delhi and outside for any type of information.

Internal Review

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In addition to above, department constitute committees. There are following three committees which meets on regular basis at least once in a month to discuss and approve academic and non-academic matters. These are DRC (Departmental Research Committee) and DFB (Departmental Faculty Board). In DRC only DRC members are the members appointed by the Head while in DFB every faculty members are the members.

(b) Processes for curriculum planning.

At the department level curriculum planning such as course pedagogy is being done at faculty level.

(c) Processes and methods for teaching resources management.

Every faculty has its own way of teaching resource management. However, department has very good library and alos access to online journals.

(d) Guest faculty, affiliation for teaching core, elective UG & PG courses.

No guest faculty for entire course. Department/ Institute discourage this. However, small portion of the course can be taught by the guest faculty for which the approval has to be taken from Dean (Faculty). In addition, a faculty for entire semester can join and stay in the Institute and take one full course. Recetly, Prof. Ashok Kumar from USA visited department and took one course of Current and Emerging Issues in Manufacturing Management in the year 2013.

(e) Faculty short-listing criteria.

Following are the Faculty short listing criteria in addition to the norms given by the MHRD, GoI.

For Assistant Professor:

PhD degree with good track record of high quality publication (AT least four publication in International journals).

For Associate Professor:

Guided at least one PhD. Completed at least one Industry sponsored project.

For Professor:

Guided four PhD. Completed at least two research project and/or two consultancies.

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(g) How collectiveness of the faculty has enhanced academic output and enhanced quality, etc.

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Faculty do lot of collective research work through jointly guiding PhD students. Also, faculty collectively do research project and consultancies.

(h) Nature, quantum and quality of support from of secretarial staff, stores and inventory management, purchases, ambience, etc.

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For administrative work, department has four staffs. One staff is dedicated for only store work. Two staff for office administration work and one staff for departmental library work. In addition, two more contractual staffs are hired. One contractual staff assist in day to day technical problem related with computing system. Another staff assist fully in MBA admission related work.

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7.3 Faculty

(a) Faculty profile, and a critique of the same.

Prof. Kanika T. Bhal
Professor of OB/HRM

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(b) Diversity in faculty profile by: (i) gender, (ii) category, (iii) region, (iv) Ph.D. institution, (v) post-doctoral institutions worked in, (v) organizations/industry worked in, (vi) employment prior to joining the department.

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Prof. Kanika T. Bhal

- (i) Gender – Female
- (ii) Category – Professor
- (iii) Region – Delhi
- (iv) Ph.D institution –IIT Kanpur
- (v)Post-doctoral institutions – Visiting Fellow, Sloan School of Management, MIT, USA.
- (vi) Employment prior to joining the department – Assistant Professor, Lal Bahadur Shastri National Academy of Administration

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Prof. PK Jain;

- (i) Gender – Male
- (ii) Category – Professor
- (iii) Region – Delhi
- (iv) Ph.D institution –University of Delhi.
- (v)Post-doctoral institutions – NA
- (vi) Employment prior to joining the department – Lecturer, Shri Ram College of Commerce, Delhi.

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Prof. SS Yadav;

- Gender – Male
- Category – Professor(HAG)
- Region – Delhi

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- [Ph D institution – Paris University](#)
- (e) [Worked in Paris School of Management and GOI earlier](#)

Prof M.P. Gupta:

[Gender – Male](#)
[Category – Professor](#)
[Region – Delhi](#)
[Ph D institution – IIT Delhi](#)

List of Past Employment
>23 years (since 1990)

Professor (since 2008), IIT Delhi
Associate Professor (2002-2008), IIT Delhi
Assistant Professor (1997-2002), IIT Delhi
Assistant Professor (1996-97), IIT Roorkee
Lecturer (1990-96), IIT Roorkee

Prof. Ravi Shankar:
[Gender – Male](#)
[Category – Professor](#)
[Region – Delhi](#)
[Ph D institution – IIT Delhi](#)
[Worked in NSIT, Delhi, NIT Allahabad, NIT Jamshedpur earlier](#)

Dr. Surya Prakash Singh:
[Gender – Male](#)
[Category – Assistant Professor](#)
[Region – Delhi](#)
[Ph D institution – IIT Kanpur](#)
[Post Doctoral Fellow: NUS Singapore-MIT USA Alliance.](#)
[Worked in NUS Singapore-MIT USA Alliance, Singapore, Xavier Institute of Management Bhubaneswar earlier](#)

Dr. Shveta Singh:
[Gender – Female](#)
[Category – Assistant Professor](#)
[Region – Delhi](#)
[Ph D institution – Allahabad University](#)
[Worked in IIIT Allahabad earlier](#)

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Dr. Seema Sharma:

Gender – Female

Category – Associate Professor

Region – Delhi

(+) Ph D institution – IIT Delhi

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Dr. Jitendra Madaan:

Jan, 2003-Jul, 2007 Indian Institute of Technology (IITD), Delhi, India

PhD, Department of Mechanical Engg. (CGPA 8.54/10)

- Developed sustainable reverse enterprise system architecture.
- Multidisciplinary Approach: Enhanced product recovery efficiency using flexible setups.
- Published several research papers in leading international journals & Conferences of repute.

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Dissertation: Enterprise System with Flexibility: Some Studies on Performance Improvement: The research has been identified as one of the premier efforts to develop a reference framework as Reverse Enterprise System (RES) which aims to improve the sustainability and performance of reverse supply chains pertaining to flexibility in product recovery of perishable products.

- July, 2000-Apr, 2002 Malaviya Regional Engineering College, Jaipur, India. M.E., Dept. Mechanical Engineering, Manufacturing Systems Engineering (72.54%, Honors, 2nd Position/32)
 - 1996-2000 MBM Govt. Engg. College, JNV University, Jodhpur, India. B.E., Production & Industrial Engineering (65.59, 1st Division; 3rd Position/45)
1. Mar, 2013 - Indian Institute of Technology, Delhi, New Delhi, India Assistant Professor, Department of Management Studies, Operations Management
 2. Oct, 2009- Mar, 2013 Indian Institute of Technology, Roorkee, India Assistant Professor, Dept. of Mechanical & Industrial Engineering, Operations & Industrial System Management.
 3. July, 2007-Oct, 2009 Guru Gobind Singh Indraprastha Govt. University, Delhi, India Assistant Professor, Dept. of Mechanical & Automation Engineering Indira Gandhi Institute of Tech., (GGSIPU & Govt. of Delhi), Industrial System Engineering.
 4. Jan 2003-July 2007 Indian Institute of Technology, Delhi, New Delhi, India Research Assistant/Scholar, Dept. of Mechanical Engineering. Aug
 5. 2001-Jan 2003 Sobhasaria Engg. College, Univ. of Rajasthan, Sikar, India, Lecturer, Dept. of Mechanical Engineering.

Prof. D. K. Banwet (Emeritus Professor)

Internal Review

- Ph. D. (Industrial Engineering / Production & Operations Management), Indian Institute of Technology, Delhi, 1981.
 - M. E. (Mechanical) specialisation in Industrial Engineering (Production Control) , Bengal Engineering College, Shibpur, Calcutta University, 1970.
 - B.E. (Mechanical) with Industrial Engineering Electives, Regional Engineering College, Durgapur, Burdwan University, 1968.
 - Senior Cambridge (Pure Science), Cambridge University, St. Vincent's Technical School, Asansol, 1961.
1. Currently w.e.f. July 2012 after retiring as HAG Professor at IIT Delhi Department of
 2. Management Studies till date a Emeritus Professor for 2 years at DMS IIT Delhi.
 3. January 1994 - till date*: Professor(Operations Management), Department of Management Studies, Indian Institute of Technology, Delhi. (HOD 3 yrs w.e.f Sep '99)
 4. April 1991 - January 1994:Associate Professor (Production Management &Operations Research), Department of Management Studies, Indian Institute of Technology, Delhi.
 5. May 1984 – March 1991:Assistant Professor (Production Management & Operations Research), Center for Systems & Management Studies, Indian Institute of Technology, Delhi.
 6. December 1984 – April 1984:Reader (Production & Operations Management), Department of Business Management & Commerce, Panjab University, Chandigarh.
 7. January 1973 – December 1983:Lecturer (Production & Operations Management), Department of Business Management &Commerce, Panjab University, Chandigarh.

* (1 ½ years we.f. 5 September 1994, as Research Scientist, on *deputation on EOL from IIT Delhi, at Kuwait Institute for Scientific Research, Techno Economics Division, at Kuwait*).

Dr. Harish Chaudhry:

[Gender – Male](#)

[Category – Assistant Professor](#)

[Region – Delhi](#)

[Ph D institution – IIT Delhi](#)

INDUSTRY EXPERINCES

Business Executive, RAAG SYSTEMS, 1985 – 1988

Marketing Executive, NIIT Ltd, 1984 – 1985

Management Trainee, Dunlop (I) Ltd, 1980 – 1982

(c) Procedure for faculty searches.

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It is advertize from Establishment unit-I of the institute. For Assistant Profssor it is on rolling basis and for Associate Professor and Professor level it is advertised periodically.

(d) Result of faculty searches – area-wise (as in Annexure IV), number of applicants, short-listed and offered a position, their educational qualifications & experience.

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For Assistant Professor, the search process is open ended. A large number of applications at this is received by the department and only few around 5% are being called for presentation and recommended for Interview.

(e) Success in recruitment (data for last 5 years), and offers that the persons had from other IITs/IISc/TIFR.

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For the last five years, seven offers were made at Assistant Professor level and all seven have joined. One offer was made at Associate Professor level and he has also joined.

(f) Faculty lost to other institutions post selection.

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(h) For last five year two faculties lost after post selection.

(g) Faculty time utilization – in class, in meetings, project management, Ph.D. guidance, Masters project guidance, UG project guidance.

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Vary form faculty member to faculty member. Generally, department faculty takes two courses every semester and busy in guiding 3-4 PhD scholars every year. This is in addition to any other administrative load being given by the department.

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(h) Level of harmony amongst department faculty.

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A very high level of harmony is maintained.

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7.4 Students

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(a) Criteria for short-listing and selecting students for admission to Master's and Ph.D. programmes of past 5 years.

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CAT examination for MBA (FT) programme. EMET (Executive Management Entrance Test) conducted by the GATE Office of the Institute for MBA (PT) programme. For PhD programme, department conduct written test followed by the Interview to test academic knowledge.

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(b) Facilities provided to students and their maintenance/management system.

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Internal Review

Department has software and databases such as Lingo, Crystal ball, Arena, Capital line. Also, online has subscription of the journals published by Springer, Taylor Francis, Elsevier, Wiley, IEEE etc.

(c) Mentoring seminars/sessions held for Ph.D. students for prospective faculty careers.

Not applicable.

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8. Benchmarking

8.1 Identify departments/centres within IITD as peers.

No such department.

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8.2 Identify departments/centres/schools/divisions from other IITs, IISc, NITs, private universities as peers, and reasons/criteria there for.

Following are the details.

- IIM Ahmedabad
- IIM Banglore
- IIM Calcutta
- XLRI
- SJ Mehta school of management of IIT Bombay
- NITIE Mumbai

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8.3 Identify departments/centres from institutions in other countries as peers.

Following are the details.

- Sloan school of management
- Kellogg school
- Wharten school
- Oxford University
- NUS Business school
- Hong Kong university of Science and Technology
- Curtin University, Australia.

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8.4 Define parameters for benchmarking (i) research, (ii) curriculum - separately for UG, Masters, and Ph.D. programmes, (iii) teaching-learning processes.

Parameters on which the benching is done are:

- Research publications
- Funded projects
- Presence in society at national or International level
- Consultancies

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- Exchange programme

8.5 Perform benchmarking and report the analysis/findings for the last 5 (or 10) years.

Not applicable

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9. Feedback systems and results

9.1 System for feedback from UG students and its results.

– Formal and informal

Every semester, for all courses during the mid-term and before the end-term online feedback is taken from the students and is implemented based on the feedback. Filling online feedback is mandatory for each student else he/she cannot view his/her grades. Also, the feedback is blind and the concern faculty cannot see the details fo the student.

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9.2 System for feedback from PG, Master's and Ph.D., students, and their outcome.

-Formal and informal

Online system for feedback for MBA (FT), MBA (PT) nad PhD student is in place.

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9.3 System for feedback from recruiters (i) on-campus, and (b) off-campus - separately for UG and PG graduates; and the results.

Feedback is maintained by the placement cell and is kept with the placement committee which is in the department is managed by the students body only.

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9.4 Mechanism of obtaining industry feedback and the findings.

Through the MBA (PT) programme the department take the feedback. Also, time to time department organize expert lecture from industry and get the feedback.

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9.5 Alumni feedback mechanism and its outcome.

Department organize two Alumni meet every year and through this only the department get the feedback.

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9.6 Placement records – Ph.D., M.Tech. and B.Tech.

MBA (FT) students are 100% placed. There is no placement support for MBA (PT) and PhD students.

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Internal Review

Some statistics for summer placements of 2012 batch:

Number of students: 50

Number of companies on campus: 23

Highest domestic stipend: INR 1, 20,000

Highest international stipend: USD 5,000

Some big names in recruiters are:

Banking and finance: American Express, Citibank, JP Morgan Chase, Nomura, SBI Caps, Vista Soft, eClerx, GE(FMP), Gulf Bull Securities, SMU's Cox, CRISIL, IDBI, Parasuram Group, Unicon Securities, SMC Capital, Potomac River Capital, PTC, NCDEX

Consulting & IT: PwC, Ernst & Young, Deloitte, IBM, Infosys, Genpact, Wipro, HP, Titan, Sun Microsystems, Polaris, DTZ, Saviance Technologies, Synergy, Siemens, Frost & Sullivan, Educomp, ITDC, IHM, DeNA Japan, CTS, DIT, Omnitech, Mindsight consulting, KMPG, Accenture

Operations: P&G, Reckitt Benckiser, Johnson & Johnson, RPG, Bharti Wal mart, Mitsui-Japan, Hero, Larsen & Turbo, Yamaha, Aramex, Otis, BASF, UB Group, Tata Motors

Marketing & Sales: Hindustan Coca Cola Beverages, RPG, Perfetti Van Melle, Berger Paints, LG, Idea Cellular, Airtel, Tata Teleserices, Aditya Birla Group, Godrej Lifestyle, Marketing Insights, iMarketing Advantage, BASF, Stryker, Panasonic

General Management: HIT Labs, New York, GE (IMLP), DSCL, ONGC, DTZ, Xerox, Al Faisal Group (Saudi Arabia), Tech Mahindra, Virtusa

10. Vision for next 5-10 years

- 10.1 Goals and benchmarking for future in relation to (i) curricula, (ii) research, (iii) outreach, and (iv) processes for regular internal assessment.

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Our Vision

To attain global prominence by developing thought leadership, innovative solutions, and responsible business leaders through flexible, values-based management education driven by high impact research.

Our Mission

To provide high-quality and values-based management education to nurture business leaders with global outlook; conduct cutting edge research to contribute to the body of knowledge in management; and offer innovative management solutions to our stakeholders integrating technology and management for a sustainable world.

Our Commitment to Stakeholders

- Students: To provide high impact learning for growth and development
- Industry: To provide globally relevant and responsible leaders and solutions
- Professional Community: To create knowledge and thought leadership.
- Society: To be a responsible citizen and provide innovative solutions for social problems.
- Government: To address national priorities and technological competitiveness for efficient governance

Our Core Values

Excellence, Transparency, Flexibility and Mutual Respect

Our Thrust Areas

- All functional areas
- System approach and innovation management
- Consumer research and business analytics
- Sustainability and business ethics
- International management
- Management of education

- 10.2 Vision of curricula and teaching-learning processes - UG, PG and Ph.D.; innovations proposed.

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Every ten years Institute re-visit its curricula of UG, PG and Ph.D. Currently, curricula of PG and Ph.D. programme is under revision.

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- 10.3 Areas identified for improvement in (i) curriculum, (ii) teaching-learning processes.

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No such specific area. Revision is being done on regular basis to incorporate new developments.

10.4 New areas for research and Masters programme, and industry participation in these.

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Not applicable

10.5 Projections for (i) funded projects, (ii) journal publications.

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Though the department has maintained very good track record in terms of funded research project and publication, yet department is targeting to publish their high quality impact research in top tier journals such as Management Science, Management academy review etc. Also, department stands one of the top B-schools in the country in terms of publications in the high impact journals.

10.6 Projected graduation numbers - Ph.D., M.Tech. and B.Tech.

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Every year 2-3 PhD students get degree. Around 60 and 50 students in MBA (FT) and MBA (PT) get graduated every year.

10.7 Projected faculty profile, and areas for recruitment of faculty.

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Currently, department is projecting to recruit faculty in the area Telecom management and Innovation management. In rest other area department has good pool of faculty.

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10.8 Projections for future benchmarking (for comparison after 5 years) – institutions in India and abroad, and parameters for future comparison.

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As mentioned, department compare itself with top B-Schools in the world. However, at international level department projects itself with Sloan school of management, Wharten schools of management, Kellog B-School and NUS B-School. Within India, department compare itself with IIM A, IIM B and IIM C.

10.9 Infrastructure and governance - limiting factors that affect achievement of benchmarks and methods to overcome these.

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There is no such limiting factor.

10.10 Working with other departments/centers and institutions in teaching and research.

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Internal Review

Department is very closely associated with many departments with the IIT Delhi. To name a few are Mechanical Engineering, Humanities, Textile Engineering., Civil Engineering, Bharti school of Telecommunications.

10.11 New initiatives that the department/centre will undertake.

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Department takes new initiatives as and when needed. Recently, Global field study initiatives has been taken where every MBA (FT) student will visit top B-school in the world and undergo 2-3 weeks of training under the mentor of departmental faculty as well as foreign faculty. Similarly, another initiative has been taken to offer Post Doctoral Programme where PhD students can be recruited for high quality research work. Also, department has recently initiated the process of procuring Bloomberg database where all finacila and econometric data can be obtained for research work.

Dual degree : B.Tech & MBA
Executive program

10.12 Outreach goals and anticipated limitations in the attainment of these.

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There is no such limitation in terms of fund or any other.

10.13 Mechanisms for effective changes based on feedback received and development and implementation of corrective measures.

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Feedback is taken and is discussed for better development.

10.14 Questions to which the department seeks answers from the Review Committee.

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No such questions.

11. Information in public domain

11.1 Minutes of all meetings.

Minutes of the departmental DFB and DRC is attached as hard copy.

11.4

11.2 All reports archived in the central/department/centre libraries.

Yes, department maintains the records of all meetings and is kept in the office.

11.3 Past vision documents, review documents, Standing Review Committee documents.

Not applicable.

11.3

11.4 Any other documents developed by the department, a group/section of the department/centre.

No

11.5 Feedback documentation and action taken on the same, and its outcome.

Feedback is taken on every meeting and the action is taken immediately.

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