SYMBIOSIS INSTITUTE OF BUSINESS MANAGEMENT PUNE

MBA I & E

2023-25 BATCH

SEMESTER II

SYLLABUS BOOKLET

MASTERS IN BUSINESS ADMINISTRATION (INNOVATION & ENTREPRENEURSHIP) [2023-25]
Semester II

Day	Date	Event
Saturday	16th December 2023	Commencement of Semester II Sessions
Monday	25th December 2023	X'mas Holiday
Monday	1st January 2024	New Year Day Holiday
Monday	15th January 2024	Makar Sankranti Holiday
Friday	26th January 2024	Republic Day
Monday	25th March 2024	Dhulivandan Holiday
Tuesday	9th April 2024	Gudhipadawa Holiday
Wednesday	10th April 2024	Ramzan ID Holiday
Saturday	20th April 2024	Sem. II Ends
Monday – Saturday	22nd to 27th April 2024	Preparatory Leave
Monday - Wednesday	29th April – 15th May 2024	End Semester Examination

Note: - Holidays as declared by SIU.

MBA I & E Sem. II 2023-25 – Faculty List

Generic Core Courses

Sr. No.	Catalog Course Code	Course Code	Course Title	Credit	Continuous Assessment	Term End Assessment	Total Marks	Faculty	Email ID
1	T2805	0201430201	Project II	5	150	100	250	Prof. Arjun M. Panchal	arjunpanchal@sibmpune.edu.in
2	T3656	0201430202	AI and ML for Business Management	2	60	40	100	Prof. Girish G. Phatak	girish.phatak@gmail.com
3	T2660	0201430203	Sectorial Innovations - II	3	90	60	150	Dr. CP Gupta	chandragupta@sibmpune.edu.in
4	T2903	0201430204	Internship	3	90	60	150	Dr. CP Gupta	chandragupta@sibmpune.edu.in
5	T2227	0201430205	Business Analytics	2	60	40	100	Dr. Anugamini Srivastava	anugaminipriyasrivastava@sibmpune.edu.in
6	T2573	0201430206	Organizational Behaviour	2	60	40	100	Dr. Deepika K. Pandita	deepikapandita@sibmpune.edu.in
7	T2528	0201430207	Management of Operations	2	60	40	100	Prof. Dhirendra Apte	aptedhirendra@gmail.com
8	T2645	0201430208	Lean Startup	2	60	40	100	Dr. Praveen Dorna	hello@pdorna.com
9	T2253	0201430209	Strategic Management	2	60	40	100	Dr. Bhuvneshkumar Sharma	bhuvaneshsharma@sibmpune.edu.in
10	T2617	0201430210	Product Design	2	60	40	100	Prof. Ajay Bhave	ajay.bhave@sid.edu.in
11	T7623	0201430211	Industrial Automation & Robotics Lab	1	30	20	50	Dr. Arunkumar Bongale	headra@sitpune.edu.in
12	T4005	0201430212	Integrated Disaster Management		0	0	0	Non – Letter Grade Mandatory	NA
			Generic Elective Courses Group						
13	T2625	0201430214	Doing Business in India	2	60	40	100	Dr. Santosh Gopalkrishnan	santoshgopalkrishnan@sibmpune.edu.in
14	T2389	0201430216	Business, Government & the Global Political Economy	2	60	40	100	Dr. Madhura M. Bedarkar	madhurabedarkar@sibmpune.edu.in

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GUIDELING_PRO|ECT II

SEM II_MBA (I&E) SIBM PUNE | BATCH - 2023-25
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Project Mentor: Mr. Arjun Panchal

Welcome to Project II.

The goal of Project II is to develop a Prototype-MVP and apply Go-To-Market strategies to test the Traction Channels and validate your Prototype-MVP.

The key activities in the project will include conducting deep market research of potential customers and competitors, developing prototype and MVP, creating GTM strategies, testing traction channels and validating your MVP that brings the right product-market fit. Project II's pedagogy and components are completely aligned with those of the Lean Startup.

There are a few initiatives to help you achieve your goals that include the Startup Drive, Workshops, Personal Mentoring Sessions, effective LinkedIn courses, and BPlan competition guidance.

The above initiatives will be supported by the Innovation Council, who will provide assistance in achieving the targets successfully.

CREDITS: 5 Credits **|** Marks - 250 marks

STRUCTURE AND PROCGS

1. To set the targets, 16 deliverables in the Project will be provided on Day 1.
2. To maintain the pace and keep track, you will be assigned an **Accountability Partner** under the Startup Drive initiative.
3. Some practical knowledge and hands-on training are required for any startup, for that **workshops** on essential topics will be conducted. A form will be floated by IC where you will be asked to fill in the topics of your need/ choice. If IC does not receive the response, then IC will goahead and conduct the workshops on the topics of basic required skills in startups.
4. Choose the LinkedIn learning modules which are relevant to your industry/startup that are **skill-based.**
5. Once achieving the hands-on exercise and completing relevant **LinkedIn courses,** personal mentoring sessions will be provided (if asked for) to go deeper and cater to your startup's respective needs.
6. To keep things on the same page, one IC member will assist a group of 10 students (or 5 teams). Students in the group can reach out to their respective Group Representatives (GR) from IC.
7. Each GR will be the SPOC for the entire group. The entrepreneurs in the group can reach out to GR for any startup assistance.
8. Each deliverable has a point (grade). These points will resemble your startup performance and will be updated in every Startup Drive organized every two weeks.

9. One of the goals of Startup Drive is to help startups participate in and win various BPlan competitions across the country. Entrepreneurs are encouraged to participate as much as possible. This will not only help you win prize money but also build a sound network.
10. The fundamentals of the entire project will be sourced from the course Lean Startup taught by the Lean Startup expert Mr. Praveen Dorna.

FLOW OF THE PROJECT:

1. The anchor faculty Mr Praveen Dorna will deliver a course on Lean Startup clearing all important concepts on MVP, Channels and Traction Building.
2. You will be assigned 16 deliverables as targets for the course.
3. An Accountability Partner (AP) will be assigned to you to support you throughout the project.
4. You are officially required to meet AP after every ~25 days under Startup Drive (SD) (tentative dates are given in the below table). Of course you're in touch on a regular basis. There will be a total of 5 meetings with AP in a semester. You will fill the Startup Drive form for your AP after the meeting.
5. After the meeting with AP, you will meet your assigned mentor in the next 3 days (as given in the table below) based on their availability and present the Master Template showing your progress and seeking guidance for the future tasks. There will be a total of 5 meetings with your assigned mentors. Mentor meetings are consecutive to meetings with AP.

Startup Drive	Tentative Dates	Review Meetings	Tentative Dates
SD 1	19 Dec '23	Mentor Review 1	20 Dec '23
SD 2	19 Jan '24	Mentor Review 2	20 Jan '24
SD 3	14 Feb '24	Mentor Review 3	15 Feb '24
SD 4	9 Mar '24	Mentor Review 4	10 Mar '24
SD 5	4 Apr '24	Mentor Review 5	5 Apr '24

6. After the meeting, you will submit the Master Template provided by IC.
7. The mentors will assign you marks for the components I, II and III.
8. There will be a total of 5 workshops conducted by IC. These practical workshops will be task based on essential topics of startups (Comp V)
9. Keep fueling yourself with the knowledge via LinkedIn. (Component VI)
10. Internal review meeting will be taken by Project Mentor Mr. Arjun Panchal. (Partial Comp VII)
11. External viva will be conducted by Mr. Praveen Dorna and Mr. Arjun Panchal. (Component VII)

COMPONENTS AND MARKS

S NO	COMPONENTS & TASKS	MARKS	SUBMISS-ION DATE	MODE OF SUBMISSION
	INTERNAL EVALUATION			
I	**VALIDATION BOARD** The students will have to come up with their first version of the validation board based on the Lean Startup Concepts. It will be an excel sheet deliverable. Make sure the concepts are super clear in this section. This is the base of your startup/spin-off. **Will be evaluated in External Viva**	20	15th Jan	Excel
II	**GO-TO-MARKET/ TRACTION CHANNEL** The students will have to come up with their first version of their top 3 channels to acquire their first 100 customers based on the Traction workshop concepts. Make sure to test various channels for experiments. Only market research as an experiment will **not** be sufficient. It will be a small deck with a 2 min recorded video explaining the deck. **Will be evaluated in External Viva**	20	10th Mar	PPT + Video
III	**DELIVERABLES OF STARTUP DRIVE** There are a certain set of deliverables categorized as Fixed and Variable deliverables for any entrepreneur to achieve to get their idea operational. The list of deliverables is given below. You need to upload a Master template given to you. Each deliverable (2 to 12) carries 3 marks (Del 1 carries 2 marks)	35	Every two week	Upload Master Template via Google form link
IV	**STARTUP DRIVE ATTENDANCE** There will be a total of 5 startup drives conducted in the semester. Each startup drive's attendance weightage is 4 marks	20	~25 days	Attendance will be taken in the class
V	**WORKSHOPS** Workshops on various topics will be conducted. Each workshop attendance is to be counted towards grades.	25	~25 days	Learnings to be updated in Master Template
VI	**LINKEDIN COURSES** 5 LinkedIn courses having a practical approach towards your startups need to be completed with certificates	30	As required	Certificates /Work in Master Template

	EXTERNAL EVALUATION			
VII	**EXTERNAL VIVA** - Problem - Solution - Validation board + Market Research - Work on Prototype/ MVP - Validation and Traction Channels used for Tests - Customer feedback and measures taken to improve - Competitor analysis - Financials - 3-year Projections (P&L)	60	March End	In-person/ Present Master Template + LS Excel
VIII	**FINAL REPORT - UPDATED COMPONENT I + II + III + V + VI** - What did you aim to validate? - Reiterate on the 3 months of work - Details including surveys, tests, etc - Final lean startup board/sheet (excel) - Detailed timeline and tests, activity, reach, outcome. - Accompanying data, Insights, and Learnings - Timeline - GTM Plan for the selected channels. - Next steps	40	March End	PDF
	TOTAL MARKS	**250**		

DELIVERABLG OF STARTUP DRIVE

1. Brand name
2. Logo, theme - Brand Design
3. Website
4. Market Research
5. Social Media Pages
6. Unique posts in 2 weeks
7. Wireframing/ Prototyping
8. Customer feedback
9. GTM - Channels Tests
10. Pitch Deck
11. Projections
12. BPlan Participation
13. Company Registration
14. Bank Account
15. IP and Licenses
16. Revenue Generated

Note: Deliverables 1 to 12 are *"need to have"*. Deliverables no 13 to 16 are *"nice to have."*

SUBMISSION FORMAT OF FINAL REPORT (COMPONENT VIII)

File type	PDF
Font	Calibri
Font Size	12
Spacing	1.5
File Save as	Name_Roll No._Assignment Name

Note: Strictly use professional Word templates only. Submission **only** in PDF.

BENEFITS OF PROJECT II

1. Lean Startup Pedagogy mapped with project
2. 16 Deliverables to achieve your startup goal
3. Accountability Partner to help you in your progress
4. Workshops to give you hands-on training on the required skills for your startup
5. LinkedIn courses to grow knowledge and skills
6. Personal mentoring sessions
7. Group Representative (GR) from IC to help a team of 10 student-entrepreneurs
8. Pre-Grand Pitch
9. BPlan competition assistance

KEY TO SCORING GOOD MARKS:

1. **Plagiarism:** Do not plagiarize (Simply copying from the internet is a crime, Period!). Mention the source if it is taken from somewhere.
2. **Incomplete**: Missing a few components that were required to be submitted in guidelines. One way to score good marks is to follow the guidelines.
3. **Content Quality:** as expected from MBA grads. Read business journals, and business newspapers and observe their language.
4. **Proof of Work done:** Add pictures/ proofs of work done wherever you can. This course is different. Primary research weighs more than secondary data. Whether it is a paper or presentation, the evaluator is keen to see your work done on the ground. If you do it, show it and score well!
5. **Punctuality:** Submit the assignment on time. If you submit after the deadline, you will be given marks out of 50% of the original max marks.
6. **Language and Grammar:** Need not explain, if wrong, big turnoff in MBA submissions. Make sure to run a grammar check before submitting. In fact, you can use online tools such as Grammarly, etc. for self-correction.
7. **Formatting:** Make sure the font, font size, indexing, spacing, alignment, etc are standard throughout the paper. It's a turnoff for any evaluator if the mentioned parameters are not aligned. Use professional templates for writing papers.

ALL THE BEST

BE A DOER, BE AN ENTREPRENEUR!

SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY)

(Established under section 3 of the UGC Act 1956)

Re - accredited by NAAC with 'A' Grade
Founder: Prof. Dr. S. B. Mujumdar, M.Sc.,Ph.D. (Awarded Padma Bhushan and Padma Shri by President of India)

Course Name :   AI and ML for Business Management

Course Code :   T3656

Faculty :   Computer Studies

Course Credit :   2

Course Level :   4

Sub-Committee (Specialization) : Emerging Trends in IT

Learning Objectives :

1. To understand Basics of AI and ML2. To understand Role of AI and ML in Business Performance. 3. To be able to apply AI and ML approach for Business Process Automations, Manufacturing Analytics and for Inventory and Supply Chain Excellence

Books Recommended :

Book	Author	Publisher
1. Machine Learning for Beginners 2019,	by Matt Henderson,	eBook
Machine Learning	by Tom M. Mitchell,	Mc-Graw Hill

Course Outline :

Sr. No.	Topic	Hours
1	Basics of AI, ML and Deep Learning, Understanding similarities and Differences. (Case Discussions with Current Trends)	3
2	AI and ML Applications for - Image/Speech/Video recognition, - Frau Detection / Security and Authentication Applications - Geo-Analyticsand Predictions - Emotional Recognition and its business applications(Case Discussions and Current Trends, One hands on application using Open source software like R, MATLAB, TensorFlow, Accord.net, Kaldi, Julius)	10.5
3	Robotic Process Automation (RPA)- What is RPA, Basics of using RPA.- Applications of RPA across Business Functions (3 Case Discussions from different functions)- One Exercise using Open Source RPA tool like Automai, Automation Anywhere, RPA Expressetc.	9
4	Smarter Manufacturing - AI and ML Algorithms for Product Design, Development till Packaging and Dispatch. - Use and Study of following A. Siemens " Mindsphere B. GE "s PrdixC. FANUC PMCD. KUKA Robotic Softwares	4.5
5	AI and ML for Inventory and Supply Chain Excellence (Case Discussions)- Automated Inventory Monitoring and Control- Simulating and Forecasting of Demand and Supply Chain Operations	3
	Total	30

Pre Requisites :

Participants should have thorough knowledge of all Business Operations and Supply chain management processes before this course.

Evaluation :

Assignment case studies

Project

Pedagogy :

Classroom and Lab sessions for Hands on Training.

Format to submit syllabus

Course Name: Sectorial Innovations - II

Course Code: T2660

(UG/PG): PG

Number of Credits: 3

Level: 4

Learning Objective(s):

The students will be able to understand the evolution and disruptions in the services sector in the past decades to derive insights to innovate in this sector.

Leaning outcomes

The students will be able to

- Critically understand the evolution of new and disruptive models in the services sector in the last few decades

- Research and learn factors that led to the emergences of services sectors in India

- Apply these learning's to find innovative solutions to the challenges students have identified in the first semester of the course in the services sector.

- Lead innovation programs in the corporate and social organizations in services sectors.

Pedagogy:

1. Case Study discussions and analysis.
2. Audio-Video supplements and debate.
3. Write up assignments.
4. Mini Project and presentations.

Pre-learning: Not required

Course outline

S.No	Course Content	Hours
1	Evolution of services sector in various geographies in the world	5
2	Innovations case studies in various subsectors of services, such as, • E-Commerce • IT & ITeS • Banking and Financial • Engineering and R&D Services • Hospitality & Wellness • Media & Entertainment	15
3	Case studies of the successful large services companies in the world	10
4	Case studies of startups in the services sectors	10
5	Analysis of the factors and circumstances that led to Disruptive and Game Changing innovations in services industry	5
	Total hours	45

Books Recommended

1. The Innovator's Solution: Creating and Sustaining Successful Growth – September 1, 2003 by Clayton M. Christensen, Michael E. Raynor
2. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail – May 1, 1997 by Clayton M. Christensen
3. The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators – July 19, 2011 by Jeff Dyer, Hal Gregersen, Clayton M. Christensen
4. Reverse Innovation: Create Far From Home, Win Everywhere – April 10, 2012 by Vijay Govindarajan, Chris Trimble
5. India Inside: The Emerging Innovation Challenge to the West – November 8, 2011 by Nirmalya Kumar, Phanish Puranam
6. Amidon, D. M. (1997). Innovation Strategy for the Knowledge Economy: The Kan Awakening. Butterwork-Heinemann, New Delhi, India.

Suggested Evaluation Methods:

1. Case study discussions
2. Written assignments
3. Presentations

Objectives

- To sensitize towards India's social sector, issues and challenges faced by masses

- To create understanding of the role of NGOs and their contribution to the society

- To understand NGOs' functioning as a social venture and identify several aspectspertaining to effective functioning of NGOs

Guidelines

The following guidelines are framed to help you understand what needs to be focused on during your winter internship. The duration of winter internship will be **between 17th November to 17th December, 2023.**

It is mandatory to report to college (join back) on/by 18th December, 2023

Please focus on the following aspects related to the NGO you'd be working with:

1. Vision & objectives of the NGO
2. It's positioning or area of its activities
3. Business Model of the NGO (Functioning, activities or mode of operating)
4. Funding model of the NGO
5. Impact generated by the NGO on its several stakeholders
6. Perform value chain analysis and SWOT analysis of the NGO
7. Issues and challenges faced by the NGO
8. Suggestions & Recommendations for further improvement.
9. Participation in any one of their activities
10. Learnings

Evaluation Parameters

Please note that evaluation is bi-focal: internal (90 marks) and external (60 marks).

Failure to comply with the deadlines will lead to deduction of 2 marks for each day of delay.

1

Internal evaluation (Total marks: 90)

S.No.	Internal Component	Details	Marks	Date	Mode of submission
1	Joining report	Joining report has to be filled online *within 3 days of joining*. (Day of joining = Day 1). Link will be shared soon. *2 marks would be deducted for each day of delay from day 4 onwards.*	10		Online Link
2	Interim report	a. A brief introduction about the NGO & the role assigned to you in the NGO **b.** A *write up* on your initial impression about the NGO & its functioning. *(300 words)*	35		Mail to guide
3	Log book	A *log book shall be maintained* during the winter internship, wherein you will record your assignments, tasks undertaken, *on daily basis*. Format for the log book is attached with this booklet. Sample sentences are given. You may replace them with your own.	15		Mail to guide
4	Poster	A hand-made poster (No print) (A2 size) on your major internship learnings and outcomes.	30		Present during Viva in chart paper
5	Completion Certificate	Must contain duration of internship (dates). To be attached with Final Report	No evaluation without it.		Submit to guide with final report

External evaluation (Total marks: 60)

S.No.	External Component	Details	Marks	Date	Mode of submission
1	Final report	Format 1. Vision & Objectives of the NGO 2. Its positioning or area of its activities 3. Business Model (Functioning, activities or mode of operating) 4. Funding model of the NGO 5. Impact generated by the NGO on its several stakeholders 6. Perform value chain analysis and SWOT analysis of the NGO 7. Issues and challenges faced by the NGO 8. Suggestions & Recommendations on improving the business model of the NGO **Format:** Caption: Times New Roman, font size:14 Body: Times New Roman, font size: 12 Page size: A4; 1.5" paragraph spacing Length: 15-20 pages	40		Mail to guide
2	Viva	-	20		Carry hard copy of project report

Sub Committee for Curriculum Development

QS &A Specialization

Course Name: Business Analytics

Course Code: T2227

(UG/PG): PG

Number of Credits: 02

Course No. QS&A P 14

Level: 04

Learning Objective(s):

1. To equip students to critically evaluate business situations   and analyze business data for decision making
2. To enable students to synthesize concepts of data mining and business intelligence

Pedagogy:

1. Lectures
2. Case studies using real life data
3. Use of advanced statistical softwares

Pre-learning:

Basic Statistics, Operations Research

Course Outline:

S.No.	Topic	Hours
01	**Foundations of Business Analytics** • Introduction to Business Analytics • Analytics on Spreadsheets • Introduction to Big Data	02
02	**Descriptive Analytics** • Visualizing and Exploring Data • Descriptive Statistical Measures • Probability Distributions and Data Modeling • Statistical Inference	06
03	**Predictive Analytics** • Predictive Modeling and Analysis • Regression Analysis • Forecasting Techniques • Risk Analysis • Introduction to Data Mining	06
04	**Prescriptive Analytics** • Linear Optimization • Applications of Linear Optimization • Integer Programming • Logistic Models	06
05	**Making Decisions** • Decision Analysis	03
06	**Business Intelligence** • Data warehousing & OLAP • Business Performance Management • Balanced Scorecard and Dashboard	04
07	**Simulation Models**	03
	Total	**30**

Books Recommended

1. Business Analytics for Managers (2011),Kank Wolfgang,Springer Publications New York.
2. Business Analytics for Managers: Taking Business Intelligence beyond Reporting (2010), Gert H. N. Laursen, Jesper Thorlund, John Wiley& Sons Publications,New Jersey.
3. Business Analytics:Methods,Models and Decisions (2012),Evans,R.James,Cengage Learning.
4. Miller T.W. (2005) Data and Text Mining- A Business Applications Approach, Pearson, New Jersey
5. Introductory Time Series with R by Cowpertwait and Metcalfe, Springer, 2009.
6. Analysis of Financial Time Series by Ruey Tsay, Wiley Series in Probability and Statistics, 2009.
7. Forecasting: Methods and Applications- by Spyros G. Makridakis, Steven C. Wheelwright, Rob J Hyndman.

Sub Committee for Curriculum Development

Human Resource Specialization

Course Name: Organizational Behavior   HR P1

Course Code: T2573

(UG/PG):__P.G.

Number of Credits:_2

Level: 4

Learning Objective(s):

3. To help the students describe how organizational behavior affects the performance and effectiveness.
4. To understand the dynamics of individual and group behavior in organizations
5. To have a basic frame work of predicting individual and group behaviour in organizations
6. To enable students to use organizational behavior theories and methods to achieve better interpersonal relationships and manage people effectively.

Pedagogy:

5. Lectures
6. Class discussions
7. Case studies
8. Presentations

Pre-learning: Nil

Course Outline Gaze

S.No.	Topic	Hours
1	Introduction to OB Definition of OB, Growth of OB, Challenges and Opportunities for OB, Models of OB	2 hr
	Basic Human Processes	
2	Perception, Social perception - impression formation and attribution; Errors in social perception, Organizational applications of perception	2 hr
3	Learning- Definition; Theories; Principles of Adult Learning; Applications in Organizations	2 hr
4	Personality- Definition; Theories; Big 5 Model; MBTI; Erikson's 8 stages of Psycho- physical development .	4.30 hrs
5	Emotions and Stress- Nature of Emotions; Nature of Stress; Stressors; Stress Management.	2 hrs
	The Individual in the Organization	
6	Motivation- Theories-Early and Contemporary Approaches; Applications at work	2 hrs
7	Attitudes- Nature and types- job satisfaction, job involvement, organizational commitment, types of organizational commitment	2.30 hrs
	Group Dynamics and Team Management	
8	Foundations of group behaviour- Nature of groups, stages of group development, group structure- roles, norms, status; group decision making Types of teams- Creating high performance teams	2.30 hrs
9	Leadership- Nature and Theories- contemporary leadership roles	3 hrs
10	Power and Politics- Definition and basis of organizational politics	1.30 hrs
11	Art of Conflict Management- Definition of conflict; conflict process; causes of conflict; Managing organizational conflict	2.00 hrs
12	Understanding Organizational culture and climate Definition, Impact of work culture on behavior and productivity How culture is formed in organizations	2 hrs
13	Managing Change- Nature of planned change, Resistance to Change, Lewin and Kotter's model of planned change	2 hrs
	TOTAL	30 HRS

2

Recommended Books

1. Robbins, S. P., & Judge, T. A. & Vohra, Organizational Behavior, Stephen P. Robbins, Judge & Vohra Pearson. (latest edition)
2. Luthans, F   Organizational Behavior, (12th Edition), Mc Graw Hill.
3. Aswathappa.K , Organizational behavior: Text, Cases and Games. Himalaya Publishing House. (latest edition)
4. Greenberg.J and .Baron.R Behavior in Organizations. (latest edition)
5. Kinicki, A. & Kreitner, R. Organizational Behavior: key concepts, skills, & best practices. 2nd edition. McGraw Hill. (latest edition)
6. Nelson, D. & Quick, J. Organizational Behavior: Foundations, Realities and Challenges. 5th ed. Thomson South-Western. (latest edition)
7. Newstrom, J. & Davis, K Organizational behavior: readings and exercises. 8 th ed. New York: McGraw Hill. (latest edition)
8. PareekUdai, "Understanding Organizational Behavior", Oxford University Press. (latest edition)
9. Parikh.M and Gupta.R, Organizational Behavior. New Delhi: Tata McGraw Hill. (latest edition)
10. Schermerhorn, J., Hunt, J. & Osborn, R. Managing Organizational Behavior. 3rded. New York: Wiley. (latest edition)

Suggested Evaluation Methods:

Students will be evaluated through a mix of presentations, regular assignments, involvement in class activities and examinations.

Suggested Evaluation Methods:

- Case Theory Mix
- 80% cases, 20% Theory

Sub Committee for Curriculum Development

Operations Management Specialization

Format to submit syllabus

Course Name: Management of Operations

Course Code: T2528

(UG/PG): PG

Code: **OMP42**

 Number of Credits: 2

Level: 4

Learning Objective(s):

7. To introduce operations management and their linkages with other business functions
8. To understand the strategic importance of operations management across various sectors
9. To understand value creation & conversion processes towards customer satisfaction & how to make it more effective

Pedagogy:

9. Lectures supported by examples, case studies
10. Assignments on various Operations concept in Various organizations

Pre-learning:

None

Sr. No.	Topic	Hours
1	Introduction: History of Operations Management, Operations Organization.	2
2	Operations Strategy: Introduction, competitive dimensions, methodology, productivity measurement.	2
3	Processes & Technology: Process selection types, flow structures, Break-even analysis, process re-engineering, product process matrix and virtual factory, Technology decisions, Process technology in service and non-manufacturing operations - distribution and transport, warehousing	3
4	Products & Services Design: New product development: strategies and processes, design process, Cross functional product design, designing for manufacture and assembly, designing for customer, considerations in service design.	2
5	Locating production and service facilities: importance of location, factors affecting the decision of selecting a location	2
6	Facilities: facility location analysis , Layout planning: Layout concept, development of a process layout, product layout, factors affecting layout selection, new trends in manufacturing layouts, material handling systems.	3
7	Job Design & Work Measurement	2
8	Purchase and Procurement activities, principles, procedures and practices: 5Rs of purchasing, price determination, price forecasting, basics of strategic sourcing	3
9	Concept of quality control, design quality vs. manufactured quality, SQC techniques, sampling techniques, sampling plans, Ishikawa diagram, SQC charts, chance and assignable causes, X-r charts, P charts, np charts, c-charts, sampling errors, Quality Management: ISO9000-2000, 14001,QS/TS9000, TQM	4
10	JIT and Lean Manufacturing, Agile Manufacturing	2
13	Maintenance: why Maintenance, types of maintenance, Introduction to TPM	2
14	Service Operations Management	3
	Total Hours	30

Books Recommended

1. "Operations Management for Competitive Advantage" by Chase, Jacobs & Aquilano, Tata McGraw Hill.
2. Operations Management by Roberta Russell & Bernard Taylor, Prentice Hall India, 4th Edition
3. "Principles of Operations Management" by Heizer Jay & Render Barry, Prentice Hall.
4. Toyota Production System – Taaichi Ohno
5. "Operations Management: Strategy and Analysis" by Krajewski Lee J. & Ritzman Larry P, Pearson Education Asia / 2002
6. "Service Management Operations, Strategy, Information Technology" by James A.Fitzsimmons & Mona J.Fitzsimmons.
7. Purchasing & Supply Management by Donald Dobler & David Bust.
8. Operations Management by Normon Gaiter, Greg Frazier Cengage learning
9. Production & Operations Management, Marlin K. Starr Cengage learning

Suggested Evaluation Methods:

- Class Assignments
- Case studies

Sub Committee for Curriculum Development

Format to submit syllabus

Course Name: **Lean Startup**

Course Code: T2645

(UG/PG):PG

Number of Credits: 2

Level: 4

Learning Objective(s):

10. To provide a comprehensive overview of the new Movement of Lean Startup
11. To discuss relevant background, growth and impacts of lean practices in the business
12. Critically analyze creation, existence, sustainability and continuation of Lean Startups.

Pedagogy:

11. Case Study discussions and analysis.
12. Audio-Video supplements and debate.
13. Write up assignments.
14. Mini Project and presentations.

Pre-learning: NA

Course Outline

Week	Topic	Hours
1	Introduction to Lean Startup, background and philosophy	3
2	The Lean Startup Concepts • The Lean Startup Movement • Minimum Viable Product • Continuous Deployment • Split Testing • The Metrics • Pivot • Innovation Accounting for Startups • Build-Measure-Learn	10
3	Experimentation to Test Hypothesis	5
4	User Experience in Lean Startups	3
5	Agile Development	4
6	Lean Startup in Government	3
7	Critical evaluation of the Lean Startup movement	2
	Total	30

Books Recommended

1. The Lean Startup: How constant Innovation creates radically Successful Business, Eric Ries

2. Running Lean by Eric Ries

3. The Lean Entrepreneur: How visionaries create products, Innovate new ventures and disrupt markets by Eric Ries

Suggested Evaluation Methods:

4. 3 Case study discussions
5. Written assignments
6. Presentations
7. Midterm examination

Sub Committee for Curriculum Development: Strategy

Course Name: Strategic Management (SP 1)   (No. should be between 600 and 899)

Course Code: T2253

(UG/PG): PG

Ideal positioning will be in Sem III

Number of Credits: 2

Level: 4

Learning Objective(s):

1. Students should be able to analyze aspects related to strategic management such as environment scanning
2. Students should be able to interpret the scope of a firm and the formulation of corporate level strategies
3. Students should be able to analyze the core competence of a firm and interpret decisions related to diversification and value chain decisions
4. Students should be able to analyze the implementation of strategy with relation to the culture and structure of the firm
5. Students should be able to compare and contrast strategies related to change management decisions

Expected Outcome (s):

1. Students will get a comprehensive understanding of the entire process of creating and implementing strategy in organizations
2. Students will understand the issues that need to be focused upon while developing strategy and develop the ability to interpret organizational strategies

Pedagogy:

15. Case Study discussions
16. Interactive discussions on strategic management theories

Pre-learning:

Core courses on Economics, Marketing, Finance, HR, Quantitative Methods

S.No.	Topic	Hours
1.	Introduction to strategy	2
2.	External environment scanning – use of PESTEL and Porter's five forces model for opportunity spotting. Use of blue ocean strategy	4
3.	Deciding the 'scope' of a firm –setting the vision, mission, objectives and goals	2
4.	Corporate Level Strategy – decisions relating to product diversity, international diversity and globalization, corporate policies, diversification decisions, portfolio planning (BCG Matrix).	4
5.	Business Level Strategy or SBU strategy – Porter's competitive strategies – low cost, differentiation, niche/focus	2
6.	Internal Environment Analysis – analyzing strategic capabilities, resources, core competence. VRIO framework.	4
7.	Value chain (primary and support activities) – Porter's value chain and it's analysis	2
8.	Strategy and Structure – culture and business processes to support strategy execution; ethics and governance	4
9.	Managing Change – using the McKinsey 7S model for change management	4
10.	Guest lectures by experts in strategic management	2

Books /Articles Recommended

- Crafting and Executing Strategy by Thompson, Strickland, Gamble and Jain published by Tata McGraw Hill
- Competitive Strategy by Michael Porter published by Free Press
- Competitive Advantage by Michael Porter published by Free Press
- Strategic Management: A south Asian perspective by Michael Hitt, Duane Ireland, Robert Hoskisson and S Manikutty published by Cengage Learning
- Strategic Management by John Pearce and Richard Robinson published by McGraw Hill
- The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm by Ethan Rasiel and Paul N. Friga published by McGraw Hill
- **BLUE OCEAN STRATEGY**.   By Kim, W. Chan; Mauborgne, Renée. *Harvard Business Review*. Oct2004, Vol. 82 Issue 10, p76-84
- The Core Competence of the Corporation.   By: **Prahalad**, C. K.; Hamel, Gary. *Harvard Business Review*. May/Jun90, Vol. 68 Issue 3, p79-91

Suggested Evaluation Methods:

- Case analysis
- Group projects/assignments
- Research Paper/Book Review

Sub Committee for Curriculum Development

Format to submit syllabus

Course Name: **Product Design**

Course Code: T2617

(UG/PG): PG

Number of Credits: 2

Level: 4

Learning Objective(s):

13. To provide a comprehensive overview of concepts and practices in Product Design
14. To Introduce, discuss and differentiate between concepts of Product design in B2C, B2B and SME scenarios

Pedagogy:

17. Case Study discussions and analysis.
18. Audio-Video supplements and debate.
19. Write up assignments.
20. Mini Project and presentations.

Pre-learning:

NA

Course Outline

Week	Topic	Hours
1	Introduction to Product Designing – Material Exploration, and Basic Modeling skills	3
2	Design Research	3
3	History of Design and Design Process	3
4	Product Design for Urban and Rural Environment	3
5	Materials and Manufacturing Processes	3
6	Packaging Design	3
7	Product Design and Business, Design for Special needs	4
8	Product design in Information Technology, Systems Design	4
9	Green, Sustainable design	4
	Total	30

Books Recommended

4. Universal Principles of Design by William Lidwell, Kritina Holden and Jill Butler

5. Design for the real world by Victor Papanek

6. Design Secrets – Products 1 and 2, 50 Real-Life Product Design Projects Uncovered

7. 50 Product designs from Concept to Manufacture by Jennifer Hudson

8. Manufacturing Processes for Design Professionals by Rob Thompson

9. Product Design and Development by Karl T., Ulrich and Steven D. Eppinger

10. Digital Lighting and Rendering 2nd Edition by Jeremy Birn

Suggested Evaluation Methods:

8. 3 Case study discussions
9. Written assignments
10. Presentations
11. Midterm examination

Faculty of Engineering

Specialisation: Mechanical Engineering

Course Name	: Industrial Automation and Robotics Lab
(UG/PG)	: UG
Number of Credits	: 1
Level	: 2

Learning Objectives:

The student will be able to:

1. Discuss industrial automation in production system
2. State fundamentals of basic elements of advanced automation system
3. Illustrate about the discrete control system.
4. Explain the CNC machines and CNC software.
5. Illustrate the robot anatomy and related attributes.
6. Explain the different material handling systems.
7. Describe the planar and spatial robotic manipulators.
8. Describe the concepts of Force analysis of various basic gripper systems.
9. Explain about the different types of AGV.
10. Illustrate classification scheme for manufacturing systems.

Pedagogy

21. Lab Sessions
22. Assignments

Pre-requisites

None

Course Outline

S.No.	Topic	Hours
1	Detail study of one automation System.	4
2	To study in detail one CNC system with a sample part programming.	2
3	To study robot architecture and its functionality with one detail study.	4
4	Robot assembly exercise including programming, use of sensors.	2
5	Assembly making exercise.	4
6	Exercise on grippers of robots. (e.g. pick and place robot)	4
7	To study material handling systems.	2
8	Visit to robotic industry.	2
9	Mini project on robot making.	6

Books Recommended

1. CAD/CAM M.P. Groover, Prentice Hall
2. Robotics for Engineers, Y. Koren, McGraw Hill, 1992
3. Robot Manipulators, R.P. Paul, MIT Press, 1993
4. Numerical Control and CAM, R.S. Pressman, John Wiley, 1993
5. Fluid Power Control, P. Shearer, John Wiley
6. Fluid Power with Applications, A. Espossito Prentice Hall, 1980.
7. Hydraulic and Pneumatics, A. Parr, Jaico Publishing House, 1999.
8. Pneumatic and Hydraulic Systems, W. Bolton, Butterworth - Heineman, 1997.

Research Papers/Articles recommended for reading

1. Gambao E., Balaguer C. and Gebhart F., Robot assembly system for computer-integrated construction, Automation in Construction, Volume 9, 2000, pp 479 to 487.
2. Okada Y., Advanced robot technology project in Japan, Proceedings of 5th International Symposium on Robotics in Construction, Japan Industrial Robot Association, Tokyo, Japan, 1988.
3. Paulson B., Automation and robotics for construction, Journal of Construction in Engineering and Management, ASCE, 111(3), 1985, pp190 to 207

Suggested Evaluation Methods

    A. Continuous Assessment
        1. Essential
            a. Assignments
        2. Optional
            a. Mini project
    B. End Semester Examination
        a. Viva Voce

Sub Committee for Curriculum Development

Format to submit syllabus

Course Name : **Doing Business in India**

Course Code : **T2625**

(UG/PG) : **PG**

Number of Credits : **2**

Level : **4**

Learning Objective(s) :

- To understand the fundamentals of doing business in India

Pedagogy:

Interactive sessions with emphasis on related theory, case studies on contemporary issues and latest developments in the business world.

Pre-learning:

- Basic understanding on the business functions and processes.
- Basic knowledge on the domains of industry verticals will be preferred

Syllabus, Teach Plan & Session Plan

Topic	Details of the topic to be covered	Teaching Tools (Cases/ Audio-Visual, Software etc.)	No. of hrs
The Business Context	India at a Glance Key Sectors: Overview Economic and Environment Challenges Employment law framework Socio-cultural and instituional context Infrastructure Dynamics of Corruption and Cronyism	Lecture and Discussion	12
Conducting Business In India	Entry modes and dynamics Markets Managing Projects Conflict Management	Lecture and Discussion	12
India and the world	Outsourcing and off shoring Living in India Indian multinationals overseas	Lecture and Discussion	6
			30

Recommended Text Books:

1. **Doing Business in India Pawan S. Budhwar (Editor), Arup Varma (Editor)**

Reference books or related web-sites:

1. http://www.ey.com/Publication/vwLUAssets/Doing_business_in_India_2011/$FILE/Doing _business_in_India_2011.pdf

Additional Readings:

Study materials if required and found suitable will circulated in the form of cases from ecch, and other selected sources, relevant videos of solutions providers and from other sources as selected by the faculty.

Internal Assessment Parameters
1. Quizzes
2. Assignments (Take-home)
3. Case Studies
4. Class Tests

Sub Committee for Curriculum Development

International Business Specialization

Course Name: **Business, Government and the Global Political Economy**

Course Code: T2389

(UG/PG): PG

Number of Credits: 2

Level: 4

Learning Objective(s):

1. Compare and contrast the interdependence between business and government in various countries across the world.
2. Analyse the ways in which states regulate industry, and the influence of business on government policy.
3. Interpret the current issues affecting business and government relations

Pedagogy:

1. Class Room Sessions
2. Discussions
3. Case Studies

Pre-learning:

NA

Course Outline:

S.No.	Details	Hours
1	Introduction	2
2	State and Market	4
3	State Capitalism vs. Liberal Capitalism	4
4	Business and Government in China	4
5	US and Europe: State and Market	2
6	Euro Crisis	2
7	Welfare States	2
8	Developmental States	2
9	Brazil	2
10	India	2
11	Africa	2
12	Going Global	2
Total		**30**

Books Recommended

1. Robert Grosse, International Business and Government Relations in the 21st Century, Cambridge University Press, (Cambridge, MA), 2005

2. The Oxford Handbook of Business and Government Edited by David Coen, Wyn Grant and Graham Wilson (Oxford University Press, 2010)

3. Governments, Globalization, and International Business (Oxford University Press,1997).

4. State Directed Development Political Power and Industrialization in the Global Periphery AtulKolhi (Cambridge University Press, 2004)

Suggested Evaluation Methods:

1. Class Test
2. Presentations

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