

MBA (TECHNOLOGY MANAGEMENT) DAY AND EVENING SYLLABUS 2023-24

**MBA- TM - II YEAR
SEMESTER-IV**

CourseCode	Course Title	Nature	Credits	HPW (Th+Tu+P)	Max Marks (CIE+SEE)
MTM401	Business Process Reengineering	Core	4	4Th + 1 Tu	30+70
MTM402	Emerging Trends in Technology	Core	4	4Th + 1 Tu	30+70
MTM403	Technology Risk Management	Core	4	4Th + 1 Tu	30+70
DSE404	Finance/Marketing/HR	Elective	5	4Th + 1 Tu	30+70
DSE405	Tech Elective III / Tech Elective IV	Elective Elective	5	3Th + 2P	30+ 50+20P*
DS 406	Dissertation		1		25
FP 407	Final Presentation		2		50
VV 408	Viva Voce during Final Presentation		1		25
Credits for Semester IV			26		600
Total Credits at the end of IV Semester			104		

DSE 404

Finance: International Finance
Marketing: Buyer Behaviour
HR: Performance Management

DSE 405

Tech Elective III– Advanced MIS with E-commerce lab
Tech Elective IV– Project Management with MS Projects lab

- **HPW –Hours Per Week**
- **CIE–Continuous Internal Exam**
- **SEE– Semester End Exam**
- **Th- Theory**
- **Tu – Tutorial**
- **P – Practical**

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SEMESTER-IV PAPER CODE-MTM 401

Course: BUSINESS PROCESS REENGINEERING

Course Objectives:

1. Providing the learners with contemporary concepts in Business Process Reengineering
2. Enabling the learners to understand various tools and techniques in BPR
3. Understanding the importance of BPR in assisting organizational effectiveness and the related drivers

Course Outcomes:

1. Learners will be enabled with holistic perspective of BPR in the contemporary context
2. Learners will be able to understand the current and methodology of BPR
3. Learners will be able to understand the dynamics of BPR in Industry 4.0 scenario

Unit I- Introduction to Business Process Reengineering

Historical background and evolution of BPR, Definition and principles of BPR, Importance and benefits of BPR in organizations and introduction to Industry 4.0-A paradigm shift from manufacturing context to services

Unit II - Design Thinking and Innovation strategies in BPR

Need of Innovation in BPR projects, Applying design thinking to process innovation, Aiming cost reduction with Optimization techniques, BPR vs. continuous improvement approaches, Process mapping and modeling techniques

Unit III-Technology and Digital Transformation

Role of technology in BPR – Technology - An essential imperative, Automation and usage of Advanced tools and technology, Industry 4.0 – An era of Data-Driven Decision Making- Dynamic Analysis, real time analysis, Role of ERP, Predictive Analytics: Machine learning in process optimization and automation, Data Analytics and Data Science, Role of Automation tools – Power BI, Tableau, UI Path and Blue prism, Challenges and contemplations in implementing new technologies

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Unit IV - Organizational Culture and Change Management

Building resilient frame work with robust road map, Managing resistance to change in BPR, Building a culture of continuous improvement - Role of TQM in BPR, Having a wider Approach - From Process improvements to organizational improvements, KPIs and Balanced scorecard, Role of leadership in driving successful BPR initiatives, Project Management – An indispensable constituent, Project Management tools, Agile Methodology, Strategies for effective communication and negotiation

Unit V- Operational factors in BPR:

Role of Ethics in BPR -Leadership context, Social and environmental responsibility in BPR , Targeting Green BPR approach, Balancing efficiency with social impact, Corporate social responsibility , Competitive world and disruptive environment, lessons in BPR, Timelines in BPR, Skill issue of consultants , Documentation in BPR

Reference Books

1. Michael Hammer, James Champy “Reengineering the Corporation”, Wiley
2. Radhakrishnan. S, Balasubramanian, “Business Process Reengineering” PHI
3. Michael Hammer, “Beyond Reengineering, Harper Collins
4. Robert J. Howlett, “Smart Innovation, Systems and Technologies Springer publication
5. Mark O. George “The Lean Six Sigma Guide to Doing More With Less: Cut Costs, Reduce Waste, and Lower Your Overhead”, Wiley
6. Sridhara Bhat. K, “Business Process Reengineering”, Himalaya Publishing House
7. Samir Parikh, “The Consultant's Handbook: A Practical Guide to Delivering High-value and Differentiated Services in a Competitive Marketplace”, Wiley
8. James M. Kouzes and Barry Z. Posner “The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations" Wiley
9. Daniel H. Pink “Drive: The Surprising Truth About What Motivates Us" Cannongate Books
10. Andrew Roberts , "Leadership in War", Penguin Random House
11. Eric Ries, “The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" Penguin Books
12. Michael E. Porter, ”Competitive Strategy: Techniques for Analyzing Industries and Competitors" The Free Press

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SEMESTER-II PAPERCODE–MTM402

Course: EMERGING TRENDS IN TECHNOLOGY

Course Objectives:

1. Understand the latest developments in technological advancements
2. To enable learners' to gain an understanding of working of new technologies
3. To help understand the role of developing technologies in enhancing management efficiency

Course Outcomes:

1. Understand the importance of emerging trends in technology
2. Appreciate the role of Artificial Intelligence and its applications in daily life
3. Get a hands on experience of Machine Learning

Unit-1: Artificial Intelligence:

Introduction to AI, History and concepts, Philosophy and nature, Goals of AI, Drivers and enablers, Programming with AI, Applications, AI techniques and tools, intelligent systems, Types of intelligent systems

Unit-2: Machine Learning:

Introduction–Types of machine learning –Machine learning process- preliminaries, testing machine learning algorithms, Turning data into probabilities and statistics for machine learning, probability theory – Probability distributions – Decision theory

Unit-3: Fundamentals of IoT:

Evolution of Internet of Things – Enabling technologies – IoT Architectures: one M2M, IoT World Forum (IoTWF) and Alternative IoT models – Simplified IoT architecture and core IoT functional stack – Fog, Edge and Cloud in IoT – Functional blocks of an IoT ecosystem – Sensors, Actuators, Smart objects and Connecting smart objects

Unit -4: Digital Supply Chains:

Digital supply chain strategy, Role of IoT, AI, Block chain to build digital supply chain, Supply chain analytics optimization, Managing supply chain to support omni channel strategy, Smarter supply chains, Agile supply chains, Best practices & implementation issues

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Unit -5: Green Technologies:

Introduction, Use of technology & science, Human impact on environment, Range of scientific research spanning green technologies: Energy, Atmospheric science, Agriculture, Material science, Hydrology, Innovations in green technology

REFERENCES:

1. Christopher Bishop, “Pattern Recognition and Machine Learning” Springer, 2007.
2. Stephen Marsland, “Machine Learning – An Algorithmic Perspective”, Chapman and Hall, CRC Press, Second Edition, 2014.
3. Pandey S.N., “Future of Green Technology” Jananda Prakashan Publishing, 2018
4. Bengio, Yoshua. "Learning deep architectures for AI", Foundations and trends in Machine Learning, Edition 2.1 (2009)
5. R. Singh, “Green technologies and environment sustainability” Springer, 2017
6. Stuart Russell, “Peter Norvig, “Artificial Intelligence – A Modern Approach”, Pearson Publication, 2nd Edition, 2002.
7. Jeff Heaton, “Artificial Intelligence for Humans-Fundamental Algorithms, Create Space, Independent Publishers 1st edition, 2013.
8. Digital Supply Chains and Human Factor, Springer Edition 2020
9. Clayton M. Christensen, ”The Innovators Dilemma” Harvard Business Review Press, 2013

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PAPER CODE - MTM 403

Course: TECHNOLOGY RISK MANAGEMENT

Course Objective:

1. To understand the changes in market risk dynamics and ensure utility of technology
2. To enable to take on a more strategic view of organization's technology architecture and business risk landscape
3. Lead technology transformation towards organizational success and in turn achieve organization goals

Course outcomes:

1. Effectively manage technology risks
2. Enhance organizational performance and security
3. Ensure improved compliance and achieve organization benchmarks

Unit I: Technology Management Introduction

Foundations of Technology Management, Technology Forecasting and Assessment, Technology Creativity and Innovation, Technology Transfer Management, Information Technology for Business, Strategic Management of Technology, Technological innovation

Unit II: Enterprise Technology Strategy

Introduction of Enterprise Technology Strategy, Digital Transformation, Data to Insights to Strategy, Enabling Technologies with Data and IOT, Value creation–A strategic approach to Innovation Management, Agile Approach and Methodology, Financial appraisal of new technology–Technology obsolescence and strategic investment

Unit III: Risk Management–A Brief Introduction:

Enterprise Risk Management(ERM), Operational Risk Management, Risk management frameworks, ERM Framework, The Committee of Sponsoring Organizations (COSO)ERM Integrated Framework, The ISO 31000 ERM Framework, The Control Objectives for Information and Related Technology(COBIT)ERM Framework, The National Institute of Standards and Technology(NIST)ERM Framework, Risks and Insurance Management Society(RIMS) Risk Maturity Model ERM Framework, Risk Management Governance

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Unit IV: Risk culture, appetite and tolerance

Organizational behavior and risk culture—Introduction, Risk appetite and tolerance, Risk training and communication, Risk practitioner competencies, Risk assessment and findings, Risk Register & Risk reporting, Emerging trends and future developments

Unit V: Technology Risk Assessment

Factors/Reasons leading to technology risk assessment, Risk Management Competencies, Strategic Decision making, Emerging technology risks, Compliance and legal risks, Operational risks, Infrastructure risks, Data security and privacy risks

Suggested Readings:

1. Betz. F. Strategic Technology Management, McGraw-Hill.
2. Tarek Khalli, Management of Technology, McGraw-Hill.
3. Schilling “Strategic Management of Technological Innovation”, McGraw-Hill, 2nd edition.
4. V.K., “Narayanan, Managing Technology and Innovation for Competitive Advantage” Pearson Education Asia
5. Burgelman, R.A., M.A. Madique, and S.C. Wheelwright, Irwin, “Strategic Management of Technology& Innovation”
6. Gaynor, Handbook of Technology Management, McGraw Hill
7. Souder, W.C, C.M. Crawford, Managing New Technology Development, McGraw Hill.
8. Twiss, B, Pitman Managing Technological Innovation,
9. Kathleen R Allen,”Bringing New technology To Market”, Prentice Hall India
10. Management Of New Technologies For Global Competitiveness—Christian N Madu, Jaico Publishing House

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SEMESTER-IV- Discipline Specific Elective Paper Code –DSE404-F

Course: INTERNATIONAL FINANCE

Course Objectives:

1. To provide an analysis of the evolution of International financial system
2. To learn about international banking
3. To study about the foreign exchange markets
4. To learn the financial management to MNCs.
5. To understand the international tax environment.

Course Outcomes:

1. Differentiate between fixed and floating rates
2. Make calculations relating to foreign exchange rates based on parity theories
3. Understand the financial instruments in International markets
4. Make decisions relating to capital budgeting decisions in an international environment

Unit-I: International Financial System:

Evolution of international financial system –Gold standard, Breton woods standard, Floating exchange rate, EMS, currency board, sterilized and unsterilized intervention: international financial markets.

Global financial institutions:IMF, Bank for International settlements: International banking –Euro bank, types of banking offices, Correspondent bank, Representative office, foreign branch, subsidiary bank, offshore bank. International financial instruments- Euro CP, Euro bonds, foreign bonds, Global bonds, Euro equity, ADRs, GDRs.

Unit-II: Foreign Exchange Market:

Distinctive Features and types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism-quotes in spot market and forward market ,triangular arbitrage, nominal effective exchange rate (NEER), Real effective exchange rate (REER),currency derivatives-forwards, Futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BoP, BoP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report.

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Unit-III: Exchange Rate Determination & Risk Management:

Theories of exchange rate behavior, Parity conditions, Purchasing power parity, Interest rate parity. International Fisher effect, unbiased forward rate theory. International debt crises and currency crises, Asian currency crisis, Greek debt crisis. Risk management in Multinational Corporations, Types of risk-currency risk, Transaction exposure, Translation exposure, economic exposure and assessment, interest rate risk. Country risk assessment, political risk. Financial risk, risk management through hedging natural hedges, hedges with currency derivatives-forward market hedging, options market hedge, Money market hedge, hedging exposure through swaps, other financial and non-financial methods of hedging.

Unit-IV: Multinational Corporate Decisions in Global Markets:

Nature of International finance functions and the scope of International financial management, TFM and domestic FM, Foreign investment decision, Foreign direct investment (FDI) motives, FDI theories, Theory of comparative advantage, OLI paradigm of FDI in India, Modes of foreign investment, Evaluation of overseas investment proposal using NPV and APV, International cash management, Multinational capital structure decision, Cost of capital, International portfolio diversification rationale, barriers, home country bias

Unit-V: International Tax Environment:

Types of taxation-income tax, withholding tax, value added tax, Tobin tax; tax environment- worldwide approach, territorial approach, Foreign tax Credits; Tax havens, Organization Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation, netting, offshore financial centers, Re-invoicing center, Tax Havens; Objectives of Taxation -tax neutrality, Tax equity; Double taxation, Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning -TP methods, TP rules in India

Suggested Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", Tata McGraw Hill Education
2. Levi M., "International Finance", Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", Orient Blackswan.
4. Hendrik Vandenberg, "International Finance and Open Economy Macro Economics" Cambridge.
5. Sharan V, "International Financial Management", 2009, PHI,
6. Madura J, "International Financial Management", Cengage Learning.
7. Apte P.G, "International Finance", McGraw Hill.
8. "Risk Management, Indian Institute of Banking & Finance, Macmillan, 2006
9. Madhu Vij, "International Financial Management", Excel Books.
10. Jain, Peyrard and Yadav "International Financial Management", Trinity Press.

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SEMESTER-IV - Discipline Specific Elective Paper Code – DSE404-M

Course: BUYER BEHAVIOUR

Course Objectives:

1. The main objective of this course is an introduction to the world of buyer behavior.
2. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.
3. This course will explore how perceptions, learning, memory, personality, and attitudes influence consumption behavior.
4. It establishes the relevance of buyer behavior theories and concepts to marketing decisions.

Course Outcomes:

1. Students can examine and identify the major influences in buyer behavior
2. Students can develop an understanding between different consumer behavior influences and their relationships.
3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.

Unit - I: Understanding Buyer Behaviour

Introduction to Buyer Behaviour, Contemporary Dimensions of buyer Behaviour, Buyer behaviour research process, Concepts and theories of motivation Marketing implications, Motivation and buyer behavior, motives and motivation theories, personality and its role in buyer behavior.

Unit - II: Components of Buyer Behaviour

Perception and Learning Theory: Introduction, meaning, nature, Importance and limitation of perception, Theories of buyer behavior, its role in Learning principles and their marketing implications. Concepts of conditioning, important aspects of information processing theory, encoding and information Retention, Retrieval of information

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Unit - III: Role of culture and groups

Impact of Culture on Buyer Behaviour, Social and cultural settings: Meaning of culture, Characteristics of culture, functions of culture. Types of cultures, Sub-culture and Cross cultural marketing practices. Reference groups and Family Life Cycle: advantages and disadvantage of reference groups, types of reference groups. Role of Family life cycle in Buyer behavior

Unit - IV: Attitude and Buyer decision process

Consumer decision making and buyer attitude: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour. Attitude and consumer behaviour:-Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation

Unit - V: Models of Buyer behaviour

Models of Buyer Behaviour: Modelling Behavior, Traditional Models, Contemporary Models, Generic Models of Buyer Behavior, Howard Sheth Model, Engel Blackwell model and Rao-Lilien model, Consumerism

Suggested Books:

1. Schiffman and Kanuk, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior, 2014, oxford University Press.
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Satish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

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SEMESTER-IV - Discipline Specific Elective Paper Code –DSE404-HR

Course: PERFORMANCE MANAGEMENT

Course Objectives

1. Understanding of various approaches to measure performance and facilitate studying different methods of performance appraisal.
2. knowledge of the processes performance bench - marking and framework of Competencies
3. Understanding of various performance metrics and models.

Course Outcomes:

1. To produce Competent Executives
2. To transform Performance Appraisals, Performance Management
3. To build pivotal performance
4. To establish leading Human Capital

Unit - I: Introduction:

Definition, concerns and scope of PM, Performance Appraisals, Determinants of job performance, Mapping, process, sequence and cycle of PM, Performance planning and Role clarity, KPAS- Performance Targets, Trait, Behavior and Results approaches to measuring performance, The impact of HRM practices on performance.

Unit - II: Performance Appraisal:

Assessment center-psychometric tests, Role Play-Self appraisal, 360 Degree appraisals- Rating-less appraisals for the future of PMS.Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix, Diagnosis and Performance improvement, Performance review, Performance analysis.

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Unit - III: Performance Bench marking:

Human information processing and performance loop, performance shaping factors- Yerkes- Dodson's Law-Corporate performance management-EFQM Excellence model-Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit - IV: Competency mapping and Pay Plans:

Competency Mapping-Mercer's Human Capital Wheel-Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model- Competency causal flow model-Competency gap-Competency Assessment-Balanced Score Card framework.

Unit - V: Performance Metrics and Models:

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model, Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg's Integrated model of PM, Sears model for organizational performance.

Suggested Books:

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli, T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

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SEMESTER-IV – Technology Elective-III Paper Code-DSE405

SUBJECT: ADVANCED MIS

Course objectives:

1. Analyze real world case studies to apply theoretical knowledge in solving practical MIS challenges faced by organizations
2. Understand the role of MIS in fostering innovation and creating business opportunities in a rapidly changing technological landscape
3. Apply critical thinking and problem solving skills to address complex business challenges using MIS solutions

Course outcomes:

1. Understand advanced concepts and theories in MIS, including business intelligence, data analytics, cloud computing, cyber security, and emerging technologies.
2. Integrate different information systems and technologies for seamless data flow and communication within the organization.
3. Explore the societal and organizational impact of information systems, including digital divide, social media, and ethical considerations in technology adoption.

Unit I: Introduction to MIS

Introduction to MIS, Understanding MIS, History Definition and significance of MIS, Basic Concepts of Information Systems, Strategic Role of MIS in organizations, Organization structures, Business Process Systems, Evolution of information systems from inception days to contemporary digital era

Unit II: Information systems and networks

Information Systems and Data -Database Management, Types of information systems, Introduction to Networks, types and essential components, Programmed and Non-Programmed decisions, Importance of Decision Support Systems, Models and approaches to DSS

Unit III: Concepts in MIS

Latest trends in MIS and Technology impact on MIS, Data warehousing and data mining, Artificial Intelligence and role of predictive analytics, Executive Support Systems and Strategic Information Systems, Data analytics and visualization, process improvement methodologies

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Unit IV: ERP systems:

Enterprise Systems & E-Commerce, ERP revolution, SAP, Oracle, Sage ERP, NetSuite, Microsoft Dynamics 365

Introduction to Enterprise Resource Planning (ERP) systems, Data Analysis and Reporting in ERP, Real-world examples of successful ERP implementations

Unit V: Trends in MIS

Emerging technologies & Reporting tools in MIS world and miscellaneous topics, Recent tools and technologies in MIS reporting, World Business Intelligence (BI) and Data Visualization Tools

Power BI, Tableau, QlikView / Qlik Sense, Looker, Micro Strategy, Advanced Data Analytics and Data Science Tools, Python and R Programming

Role of MIS in Risk Management, Legal Considerations in ERP Compliance with regulations, Understanding the importance of Contract Management

Suggested Readings:

1. A O'Brien Management Information Systems, McGraw Hill Education
2. Laudon and Laudon Management Information Systems, Pearson education
3. Sadagopan S, "Management Information Systems", PHI Learning
4. D P Goyal, "Management Information Systems: Managerial Perspectives", Vikas Publishing House
5. Gupta A K, "Management Information System", S. Chand Publishing
6. W.S Jawadekar, "Management Information System", Tata McGraw Hill Publication
7. D.P. Goyal, "Management Perspective", Macmillan Business Books.
8. Raj K. Wadwha, Jimmy Dawar, P. Bhaskara Rao, "MIS and Corporate Communications" Kanishka Publishers.
9. Kenneth C. Landon, Jane P. Landon, "Managing the digital firm", Pearson Education.
10. Joseph Valacich, Christopher Schneider, "Information Systems Today: Managing the Digital World" Prentice Hall Publication
11. Foster Provost, Tom Fawcett, "Data Science for Business" O'Reilly Publication
12. Bruce Schneie, "Data and Goliath: The Hidden Battles to Collect Your Data and Control Your World" W.W. Norton & Co
14. Efraim Turban, Linda Volonino, and Gregory R. Wood "Information Technology for Management: Advancing Sustainable, Profitable Business Growth", Wiley

SEMESTER-IV

E-COMMERCE PRACTICAL LAB

Following E-Commerce exercises need to be executed using either VB, ASP, SQL or JAVA

- Creating E-Commerce Site
- Designing and maintaining WebPages.
- Advertising in the Website and Portals
- E-Commerce Interaction
- Comparison Shopping in B2C Exchanges
- Handling in B2B, Interaction Examples: Virtual Shopping Carts.
- E-Commerce Applications: Online Store, Online Banking, Credit Card Transaction Processing.

Suggested Readings:

1. W Clarke "E-Commerce through ASP" BPB Publications
2. Mathew Reynolds "Beginning E-Commerce with VB, ASP, SQL Server & MTS, Wrox Publishers
3. Allamaraju et al "Professional Java Server Programming J2EE"

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SEMESTER-IV – Technology Elective-IV Paper Code-DSE405

SUBJECT: PROJECT MANAGEMENT

Course Objectives:

1. To outline the need of project management.
2. To understand the importance of project planning and Management.
3. To examine the process of project approval based on human interventions with accountability.

Course Outcomes:

1. To recognize the importance of project management and describe the project life cycle
2. To analyse organizing systems and procedures for planning and execution.
3. To appraise project direction, coordination, control & review process.

UNIT I: Introduction to Project Management:

Defining a Project – Evaluating the Project Life Cycle, Role of Project Stake Holders and the Project Manager, Importance of Project Management, Project Management in the present times: An illustrative Approach - Integration of Projects with Organizational Strategy and Portfolio Management, Process of Implementing actual Projects.

UNIT II: Project Management Parameters: Scope, Time, Quality, Cost, And Selection of projects

Defining project scope, Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices, Factors influencing the quality of estimates, Estimating guidelines for times, costs and resources, Macro and micro estimating, Methods for estimating, Level of detail, Developing budgets, Types of costs, Refining estimates and contingency fund, Selection of project

UNIT III: Project Teams:

Five stage team development model, Situational factors affecting teams, Building high performance project teams, Managing virtual project teams, Project Management Maturity Model (PMMO)

Project Expediting: Gantt chart, Crashing of projects, Cost analysis for project crashing, Project procurement.

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UNIT IV: Developing a Project Plan:

Creating the Project Network, Evolving from Work Package to Network, Constructing a Project Network, Project network Terminology, Basic Rules to Follow in Developing Project Networks, Activity-on-Arrow (AOA) Fundamentals, Network Computation Process, Understand PERT and CPM

Managing Risk: Risk Management Process, Probability Analysis, Risk Response Development, Mitigating Risk, Contingency Planning, Opportunity Management, Contingency Funding and Time Buffers, Budget Reserves, Management of Reserves, Risk Response Control, Change Control Management

UNIT V: Project Progress:

Project progress & performance measurement and evaluation-Structure of a project monitoring information system, Project control process, Monitoring time performance, Need for an integrated information system, Progress monitoring indexes, Environment, Health and Safety(EHS) in Projects, Ethical issues in Project Management.

Project evaluation- Project Auditing – Phases of project Audit- Project closure reports Guidelines for closeout reports.

Suggested Readings:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Clements, Gido, “Effective Project Management”, Thomson India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R. Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGrawHill
5. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI
6. Harold Kerzner “Project Management Metrics, KPIs, and Dashboards - A Guide to Measuring and Monitoring Project Performance

SEMESTER-IV

MICROSOFT PROJECTS PRACTICAL LAB

MS Projects lab covers:

- Overview of Project Management Principles
- Introduction to MS Projects interface
- Creating a new project plan
- Setting up project information and calendar
- Creating and organizing tasks
- Tasks dependencies and constraints
- Task duration and deadlines
- Milestones and summary tasks

Suggested Readings:

1. Cindy Lewis, Carl Chatfield “Microsoft project 2019 step by step”
Microsoft Press
2. Paul E. Harris “Planning and control using Microsoft Projects “Universal
Book Sellers
3. Srikant Shirodkar “ Learning Microsoft projects 2019” Packt publishing
Mumbai

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Semester-IV – DS406 DISSERTATION

A dissertation has to be prepared and submitted at the end of the IV semester. This carries one credit. A broad outline for the dissertation is as follows

1. Introduction
2. Review of Literature
3. Research Methodology
4. Data analysis and findings
5. Conclusions, Suggestions and Recommendations
6. Annexure(Bibliography / References /Questionnaire)

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Semester-IV – FP407

FINAL PRESENTATION

A final presentation of the research / project work carrying two credits (50 Marks) is compulsory. This will be at the end of semester IV

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Semester-IV – VV408

VIVA VOCE DURING FINAL PRESENTATION

The viva voce during final presentation will carry one credit and cover various aspects of the research project and also topics covered in the program curriculum. It will be a comprehensive viva voce