



## INDIAN INSTITUTE OF MANAGEMENT ROHTAK

Management City NH-10 Southern Bypass, Sunaria, Rohtak-124010

### **Sub - Welcome to the Online Executive Education Programme in Strategic Digital Marketing & Analytics**

Dear Participants,

Greetings from IIM Rohtak!

As scheduled, the programme will commence on 4<sup>th</sup> Sept, 2021 and will culminate on 5<sup>th</sup> Feb, 2022.

This program focuses on Digital – known to be the future of all marketing. The consumer today is more informed and well connected. Organizations, thus, need to continuously reinvent themselves to stay relevant and offer customized experiences. The program, designed by experienced faculty at IIM Rohtak, and delivered by both academic and digital practitioners, shall offer a real-world outlook into the digital world. The program aims to offer essential as well as advanced insights into digital marketing techniques and analytics using case-studies and hands-on exercises.

We believe that this programme is going to take the participants through a unique learning experience in the coming weeks.

The Information brochure comprising programme objectives, day-wise session schedule and faculty profile is being shared with you.

We wish you a pleasant and fruitful interactive learning experience.

Best wishes,

IIM Rohtak



# भारतीय प्रबद्ध संस्थान Indian Institute of Management Rohtak

**Online Executive Education  
Programme in Strategic Digital  
Marketing & Analytics**

**Executive Education**

**Programme Coordinator**

Prof. Dheeraj Sharma

**Faulty Incharge (s)**

Prof. Neha Bhardwaj



## **Course Objectives**

The advent of digital media channels have made the consumer more empowered. The digital consumer, is not only well connected and informed, but also wants to be engaged on its own terms. There are a plethora of media channels at the marketer's disposal, and abundance of information on each channel. However, marketers struggle to make sense of this data and draw meaningful conclusions. An end-to-end understanding of the digital marketing ecosystem and its associated best practices, is thus essential for all in the business today. Digital analytics help in devising insightful consumer strategies, making informed marketing decisions, and enhancing marketing efforts. This course shall equip managers to identify digital best practices, draw strategic and tactical insights, analyze the digital ecosystem to enable enhanced managerial decision making and business outputs.

## **Pedagogy**

A combination of cases, exercises, lectures, and hands-on practice using analytics tools will be used.

## Detailed Lecture Schedule – eMDP (SDM&A)

Time: 12.30-1515

Session No	Session (s) in the day	Session Topics	Coverage of Topics	Case/ Reading	Faculty
<b>Day 1 – Sep. 04, 2021</b>					
1	Session I	<b>Topic:</b> Introduction to the Course and Case Method pedagogy	<ul style="list-style-type: none"> <li>• Conceptualization and Importance of Digital Marketing</li> <li>• Digital Revolution, Changing trends in Marketing.</li> <li>• Rising relevance of marketing analytics</li> </ul>	<p style="text-align: center;"><i>Case:</i> Social Media Marketing at Reebok India – the dilemma of ROMIN and beyond (Emerald) <i>Case:</i> Indomie Noodles in Africa – Lessons on Digital &amp; Cultural Branding (Emerald)</p>	Dr. Neha Bhardwaj
2	Session II				
<b>Marketing Analytics</b>					
<b>Day 2 – Sep. 11, 2021</b>					
3	Session I	<b>Topic:</b> Slicing and Dicing Marketing Data with Pivot Tables	<ul style="list-style-type: none"> <li>• Analyzing Sales</li> <li>• Analyzing how Demographics affect sales</li> <li>• Pulling data from a pivot table</li> </ul>	Hands-on in-class exercise. Raw data and problems will be given two days before the session.	Dr. Rama Shankar Yadav
4	Session II				
<b>Day 3 – Sep. 18, 2021</b>					
5	Session I	<b>Topic:</b> Excel Charts to Summarize Marketing Data	<ul style="list-style-type: none"> <li>• Combination Charts</li> <li>• Summarize Market Research Surveys</li> <li>• Making Chart Labels Dynamic</li> <li>• Summarizing Monthly sales – Force Rankings</li> <li>• Control Data in a Chart                             <ul style="list-style-type: none"> <li>• Using Sparklines</li> </ul> </li> <li>• Creating the End-of-Week Sales Report</li> </ul>	<p style="text-align: center;">Hands-on in-class exercise. Raw data and problems will be given two days before the session.</p> <p style="text-align: center;">Exposure to Tableau will be also made</p>	Dr. Rama Shankar Yadav
6	Session II				
<b>Day 4 – Sep. 25, 2021</b>					

7	Session I			<p><i>Session 7:</i> Caselet – Moon Pharma Company</p> <p><i>Session 8:</i> Dominique-Ferreira, S. and Antunes, C. (2020), "Estimating the price range and the effect of price bundling strategies: An application to the hotel sector", European Journal of Management and Business Economics, Vol. 29 No. 2, pp. 166-181.</p> <p>Barrutia Legarreta, J.M. and Echebarria Miguel, C. (2004), "Collaborative relationship bundling: a new angle on services marketing", International Journal of Service Industry Management, Vol. 15 No. 3, pp. 264-283</p>	
8	Session II	<p><b>Topic:</b> Estimating Demand Curves and Optimize Price, Price Bundling</p>	<ul style="list-style-type: none"> <li>• Estimating Linear and Power Demand Curves</li> <li>• Optimize Pricing</li> <li>• Pricing Using Subjectively Estimated Demand Curves</li> <li>• Pricing Multiple Products</li> <li>• Why Bundling</li> <li>• Find Optimal Bundle Prices</li> </ul>		<p>Dr. S. K. Pandey (session 7)/ Dr. Rima Mondal (session 8)</p>
<b>Day 5 – Oct. 9, 2021</b>					
9	Session I	<p><b>Topic:</b> Forecasting- I</p>	<ul style="list-style-type: none"> <li>• Simple Regression and Correlation</li> <li>• Multiple Regression to forecast sales</li> <li>• Modeling Trend and Seasonality</li> <li>• Ratio to Moving Average Method</li> <li>• Winter's Method</li> </ul>	<p><i>Session 9:</i> Excel based exercises, which will be shared with the participants prior to the class.</p> <p><i>Session 10:</i> Ramanathan, U. (2012), "Supply chain collaboration for improved forecast accuracy of promotional sales", International Journal of Operations &amp; Production Management, Vol.32 No. 6, pp. 676-695</p> <p>R for forecasting methods, simple and multiple regression, moving average method</p>	
10	Session II	<p><b>Topic:</b> Forecasting- II</p>			<p>Dr. Madhu Mandal (Session 9)/ Dr. Rima Mondal (Session 10)</p>
<b>Day 6 – Oct. 16, 2021</b>					
11	Session I	<p><b>Topic:</b> Market Basket analysis and lift &amp; RFM Analysis</p>	<ul style="list-style-type: none"> <li>• Computing Lift for two products</li> <li>• Computing three way lifts</li> <li>• Using lift to optimize store layout</li> <li>• RFM Analysis</li> <li>• Optimizing Direct Mail Campaign</li> </ul>	<p>Exercise: Market Basket Analysis Exercise from the Handout (to be distributed before class)</p>	<p>Dr. S. K. Pandey</p>
12	Session II				
<b>Day 7 – Oct. 23, 2021</b>					
13	Session I	<p><b>Topic:</b> Positioning Analytics –</p>	<ul style="list-style-type: none"> <li>• Segmenting</li> <li>• Targeting</li> <li>• Positioning</li> </ul>	<p>Case: Radio Mirchi: Entry into the Kolkata Market (IIMA)</p>	<p>Dr. Naman Sreen</p>

14	Session II	how to position your brands/ companies	<ul style="list-style-type: none"> <li>Cluster Analysis</li> </ul>	Sreen, N., Sadarangani, P. H., & Gogoi, B. J. (2019). Profiling green Consumers through culture, beliefs and demographics: an Indian study. International Journal of Indian Culture and Business Management, 19(2), 168-188.	
<b>Day 8 – Oct. 30, 2021</b>					
15	Session I	<b>Topic:</b> Customer choice Analytics	<ul style="list-style-type: none"> <li>Understanding the consumer decision making process</li> <li>Analytical Hierarchy Process Tool</li> </ul>	Chapter 7, Analysing Consumer Markets, Marketing Management by Philip Kotler, Kevin Keller, Mairead Brady, Malcolm Goodman, M Torben Hansen 2017	Dr. Aditya Sahu
16	Session II			Tandon, A., Dhir, A., Kaur, P., Kushwah, S., & Salo, J. (2020). Behavioral reasoning perspectives on organic food purchase. Appetite, 154, 104786;  Davies, M. A. (1994). Using the AHP in marketing decision-making. Journal of Marketing Management, 10(1-3), 57-73;  Javalgi, R. G., Rao, S. R., & Thomas, E. G. (1991). Choosing a hospital: analysis of consumer tradeoffs. Marketing Health Services, 11(1), 12.	
<b>Day 9 – Nov. 13, 2021</b>					
17	Session I	<b>Topic:</b> Conjoint Analysis for product development		<b>Caselet:</b> Retro Automation <b>Exercise:</b> Conjoint Analysis Exercise	Dr. S K Pandey
18	Session II				
<b>Day 10 – Nov. 20, 2021</b>					
19	Session I	<b>Topic:</b> Calculating Customer Lifetime Value and Online Market Segmentation	<ul style="list-style-type: none"> <li>How to decide profitable and non-profitable customers</li> </ul>	Customer Lifetime Value Analysis CLTV using Pareto/NBD ; BG/NBD ; BG/BB & RFM Analysis	Guest Faculty - Dr. Rajesh Sinha (IIM Indore)
20	Session II			1. Customer Profitability and Lifetime Value, Elie Ofek (HBSP: 9-503-019) 2. Case: Murray, K., & Moffat, M., (2008). Conroy's Acura: Customer Lifetime Value and Return on Marketing. Ivey Publishing. (908A01-PDF-ENG). 3. Research Paper: Fader, P. S., Hardie, B. G., & Lee, K. L. (2005). "Counting your customers" the easy way: An alternative to the Pareto/NBD model. Marketing	

## Digital Marketing

### Day 11 – Nov. 27, 2021

21	Session I	<b>Topic:</b> Digital Marketing Planning and Strategy	<ul style="list-style-type: none"> <li>• Aligning Digital Strategy with Business Objectives.</li> <li>• Target markets and creating digital personas.</li> <li>• Understanding User Behavior and reaching target audiences digitally.</li> <li>• Designing Digital Marketing Strategy.</li> </ul>	<p>Case: Bloomberg Quint: Growing Users with WhatsApp (IIMA)</p> <p>Sreen, N., Sadarangani, P. H., &amp; Giridhar, V. (2019). A path from cultural values to mobile travel app use.</p> <p>International Journal of Indian Culture and Business Management, 18(3), 251-271.</p>	Dr. Naman Sreen
22	Session II				

### Day 12 – Dec. 4, 2021

23	Session I	<b>Topic:</b> Content Marketing	<ul style="list-style-type: none"> <li>• Engagement of People and Probable Customers.</li> <li>• Managing Content on different Platforms.</li> </ul>	<p>Case: Youtube, Google &amp; Rise of Internet Video (Emerald)</p> <p>Content Marketing – Getting Started - <a href="https://contentmarketinginstitute.com/getting-started/">https://contentmarketinginstitute.com/getting-started/</a></p>	Dr. Neha Bhardwaj
24	Session II				

### Day 13 – Dec. 11, 2021

25	Session I	<b>Topic:</b> Digital promotions: Sponsored Search Marketing	<ul style="list-style-type: none"> <li>• Overview of Google Ad-words</li> <li>• Ad-words Account Structure, Ad Creating Formats</li> <li>• Targeting Methods</li> <li>• Advanced Search Network Advertising, Keyword Planner</li> </ul>		Guest Faculty -Ms. Niti Beri (Head Digital Marketing – ICICI Bank)
26	Session II				

### Day 14 – Dec. 18, 2021

27	Session I	<b>Topic:</b> Display, Email and Mobile Advertising	<ul style="list-style-type: none"> <li>• Display Targeting Methods</li> <li>• Display Ad Planner</li> <li>• Email Design and Functionality</li> <li>• Email Marketing Analytics</li> <li>• Email Optimization And Testing (Tentative)</li> </ul>	<p>Case: BBVA Compass, Marketing Resource Allocation</p> <p>HBR Article: Advertising's new medium: Human Experience</p>	Guest Faculty - Dr. Rajat Sharma (IIM, Ahmedabad)
28	Session II				
<b>Day 15 – Jan. 01, 2022</b>					
29	Session I	<b>Topic:</b> Social Media Marketing	<ul style="list-style-type: none"> <li>• Leveraging Social Media Platforms</li> <li>• Measuring ROI of Social Media Platforms</li> <li>• Social Media Ads</li> </ul>	Case: Meteor Solutions: Measuring the Value of Social Media Marketing [Emerald]	Dr. Rama Shankar Yadav
30	Session II				
<b>Day 16 – Jan. 08, 2022</b>					
31	Session I	<b>Topic:</b> Website Optimization & Web Analytics	<ul style="list-style-type: none"> <li>• Functional Design and Layouts</li> <li>• Optimizing UI/UX</li> <li>• Landing Page Design</li> <li>• Website Tools</li> </ul>	<p>Case: MakeMyTrip: 2013 (C): Redesigning the Home Page [Emerald]</p> <p>Hands-on in-class exercise: Raw data and problems will be provided before the session.</p>	Dr. Abhishek Verma
32	Session II				
<b>Day 17 – Jan. 15, 2022</b>					
33	Session I	<b>Topic:</b> Social & E-commerce	<ul style="list-style-type: none"> <li>• M- Commerce and Social Commerce</li> <li>• E- Tailing</li> </ul>	<p>Book chapter: (2017), "Theoretical Foundation of E-Commerce", <a href="#">Ye, Q.</a> and <a href="#">Ma, B.</a> (Ed.) <i>Internet+ and Electronic Business in China: Innovation and Applications</i>, Emerald Publishing Limited, Bingley, pp. 1-2</p> <p>Book Chapter: <a href="#">Siddiqui, N.</a> (2021), "Social Shopping: Implications for Store Retailing", <a href="#">Ritch, E.L.</a> and <a href="#">McCull, J.</a> (Ed.) <i>New Perspectives on Critical Marketing and Consumer Society</i>, Emerald Publishing Limited, Bingley, pp. 113-128.</p> <p>Case: "Competition in Hyper Local E-Grocery Space: Tokri.com", Neeraj</p>	Dr. Kuldeep Baishya
34	Session II				

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<b>Day 18 – Jan. 22, 2022</b>					
35	Session I	<b>Topic:</b> Integrated Media Planning: Combining Offline and Online	<ul style="list-style-type: none"> <li>• Overview</li> <li>• Strategies and Techniques</li> </ul>	Marketing Mix Modelling – How to build a market mix model using Python; what portion of Sales can be attributed to which Promotion Channel	Guest Faculty - Dr. Sangeeta Shah Bharadwaj (MDI)
36	Session II				
<b>Day 19 – Jan. 29, 2022</b>					
37	Session I	Topic: Project Discussion			Dr. Neha Bhardwaj
38	Session II				
<b>Day 20 – Feb. 05, 2022</b>					
39	Session I	<b>Topic:</b> Project Presentations			Dr. Neha Bhardwaj
40	Session II				

## Programme Coordinator



**Name of Faculty: Prof. Dheeraj Sharma**

**Current Post held:** Director

**Employment Record/Experience:**

**Prof. Dheeraj Sharma** (Director, IIM Rohtak) is a marketing professor and writer. He has taught at numerous educational institutions including University of North Texas, Louisiana Tech University, University of Winnipeg, Ball State University, Athabasca University and IIM Ahmedabad. Prof. Sharma has a doctoral degree with a major in marketing and a double minor in psychology and quantitative analysis from Louisiana Tech University. His primary research interests are “relationships” in business domain. He explores relationships in the context of Workforce motivation (different levels of employees in an organization), behavioral channel theory (relationship between channels and organizations), international marketing strategy (cross-cultural relationship such as between brands across national boundaries), personal selling, brand management (relationship between consumers and brands), social media management (Human to Human Relationships), and ethics (Relationship between individual, organization and society). As a doctoral candidate, Dr. Sharma was Robert B. Toulouse Doctoral Fellow and Graduate School Doctoral Fellow. He is a member of who’s who of American professionals. He has conducted/participated in training programs and engaged in consulting assignment(s) with ICI Paints, Duncan Holdings LLC, Globe Rangers LLC, Hero Cycles Ltd, First Merchants Bank of America, Ambuja Cements, Mahindra and Mahindra, Tata Motors, Tata Teleservices Ltd, Tata Housing, Exide batteries, Central Warehousing Corporation, Life Insurance Company, Employee State Insurance Corporation, PGIMER, Vodafone, Alkem Pharma, Zydus Pharma, Watson Pharma, Colgate Palmolive, KPMG, Price Waterhouse Cooper, JK Fenner, Bajaj Auto, Cadbury, Punjab Milkfed among others. Prof. Sharma has been involved in consulting projects or/and executive training with several multinational corporations such as, He has conducted/participated in training programs and engaged in consulting assignment(s) with ICI Paints, Duncan Holdings LLC, Globe Rangers LLC, Hero Cycles Ltd, First Merchants Bank of America, Ambuja Cements, Mahindra and Mahindra, Tata Motors, Tata Teleservices Ltd, Tata Housing, Exide batteries, Central Warehousing Corporation, Life Insurance Company, Employee State Insurance Corporation, PGIMER, Vodafone, Alkem Pharma, Zydus Pharma, Watson Pharma, Colgate Palmolive, KPMG, Price Waterhouse Cooper, JK Fenner, Bajaj Auto, Cadbury, Punjab Milkfed among others. Dr. Sharma continues serve on boards and advisory boards of many organizations including central government appointed independent director on IRCTC (Indian Railways) and Punjab Government appointed independent director on Punjab State Cooperative Milk Producers Federation Limited. His expert views have been cited in many major international newspapers including Business Standard, Economic Times, Times of India, DNA, The Tribune, The Hindu, Asian Age, Vancouver Sun, Calgary Herald, Edmonton Journal, Montreal Gazette, National Post, CTV National News, among others.

## Faculty Profile



**Dr. Kuldeep Baishya** holds a Ph.D from Indian Institute of Management Shillong. He earned a B.Tech in Information Technology from North-Eastern Hill University in 2010 and had been working as a software engineer for 2.5 years before joining the doctoral programme at IIM Shillong in 2013. Prof. Kuldeep has published some of his research papers in reputed journals. He worked as an Assistant Professor at University of Engineering and Management Kolkata, and FORE School of Management, New Delhi before joining Indian Institute of Management Rohtak. His teaching interests include Marketing Management, Marketing Research, Consumer Behavior, and Marketing at the Bottom of the Pyramid.and national conferences.



**Dr. Neha Bhardwaj** is a faculty in the Marketing area at IIM, Rohtak. She has her doctorate from Faculty of Management Studies (FMS), University of Delhi. She completed her MBA from IBS, Hyderabad and her Bachelors in Technology (B.Tech) from Himachal Pradesh University. She was awarded the Junior Research Fellowship from the UGC in 2012. Prior to joining IIM Rohtak, Neha worked as a faculty member for over 5 years, teaching management students. Neha has published papers in reputed international journals as well as presented her work at reputed international



**Dr. Madhu Mandal** is a faculty in the Area of Marketing at IIM Rohtak. She has a Doctorate (FPM) from Indian Institute of Management, Lucknow in Marketing Area. She has completed her PGDM with Marketing specialisation from ITM, Navi Mumbai and Bachelors in Statistics from Hindu College, Delhi University. She has been awarded Junior Research Fellowship (JRF) through NET in Management by UGC in 2013. She has done a consulting project with Jaipuria Group of Institutions, Ghaziabad (2016) and worked with IMRB International, Delhi (2015) and Pepsico. India Holdings Pvt. Ltd., Mumbai (2008) as an intern.and national conferences.



**Dr. Naman Sreen** is an Assistant Professor in the Area of Marketing and Strategy at IIM Rohtak. He did his Ph.D. in Marketing from Indian Institute of management, Shillong. Dr. Sreen received his PGDM degree in Marketing from great lakes institute of management, Chennai. Dr. Sreen did his B Tech in computer science from university college of engineering, Punjabi university, Patiala. Before joining IIM Rohtak, he has served as an assistant professor at Jindal Global Business School, Sonapat for about 10 months. The current research areas he is working in are as follows: green purchasing behavior, Sustainable consumption, ethical consumption, and tourism in Covid-19. He has published in various internationally reputed journals.



**Ms. Niti Beri** is Head Digital Marketing at ICIC Bank, Mumbai Maharashtra.

Responsible for:

- Managing digital acquisition for retail and business banking product categories
- Managing awareness and consideration building campaigns for the categories listed above
- Collaborating with creative, business and marketing teams to enhance conversion funnels
- Managing relationships with digital marketing agencies, online publishers, and tech vendors
- Designing and implementing end-to-end online consumer journeys



**Dr. Rajat Sharma** is a faculty at Indian Institute of Management Ahmedabad. His current research interest targets the analysis of the marketing consequences of the Internet and digital media on consumer behavior, industries and markets. He has an expertise in the application of analytics in business, with specific emphasis to marketing, sustainability, retailing and e-commerce. He has used many statistical tools in his research including SPSS, LISREL, SmartPLS, Excel and R. He is also assisting numerous startups in their consumer behavior analysis, digital and analytical needs.



**Dr. Rajesh Kumar Sinha** is a doctorate in marketing from IIM Kozhikode. He did his doctoral research on “List Price Versus Deal Price Based Internal Reference Points in Deal evaluation: The Influences of Contextual Prices, Price-promotions, and their Dispersions”. Before joining the doctoral program, he was working as a faculty at an Accreditation Council for Business Schools & Programs (ACBSP) accredited B-school in Delhi. He holds a MBA in Marketing and a B.Sc. (Hon.) in Physics.

His areas of research interests include price, reference prices, advertised reference price (ARP), reference points, anchoring, price and promotion dispersions, advance selling, and prepaid selling of services. Recently, one of his works in the area of advertised reference price (ARP) was published in European Journal of Marketing. His teaching interests include pricing, relationship marketing, and customer relationship management (CRM).



**Dr. Rama Shankar Yadav** is a faculty in the area of Human Resource Management at Indian Institute of Management Rohtak. He has completed Fellow Program in Management (FPM) from Indian Institute of Management Ahmedabad. He worked as an HR Manager with Tata Motors for two years before joining his doctoral studies. Prior to IIM Rohtak, he was teaching at Banaras Hindu University, Varanasi. Dr. Yadav is also serving as an Associate Editor for Indian Journal of Human Relations and Indian Journal of Social Science Researches.



**Dr. Rima Mondal** is a faculty in the area of Economics and Public Policy at Indian Institute of Management Rohtak. She has completed Fellow Program in Management (FPM) from Indian Institute of Management Indore and her M.Plan (gold medalist) and B.Plan (Silver medalist) from School of Planning and Architecture, New Delhi. Prior to joining IIM Rohtak, she has worked as an Assistant Professor in National Institute of Construction Management and Research, NCR Campus. She has worked with National Institute of Urban Affairs and Delhi Development Authority where she had the opportunity to work on preparation of Zonal Development plans, land use plans, formulation of land pooling policy and transit oriented development policy. Her research is published in peer-reviewed journal and conferences. She has also qualified UGC NET-JRF examination. She was awarded with Australian conference of economist scholarship in 2015.



**Dr. S. K. Pandey** is Associate Professor (Marketing Management Area) at IIM Rohtak. He is also holding the designation of Dean (Academics) and Chairperson, Executive Education. Prof. Pandey is an MBA, UGC-NET and Ph.D. in Management from C.S.J.M. University Kanpur. He has a total of 15 years of teaching and research experience during which he has taught at prestigious institutions like FORE School of Management, Delhi Institute of Advanced Studies and Bharati Vidyapeeth's Institute of Management and Research, Delhi. He holds special interest in sales related research and has published many papers in refereed journals of national and international repute. His paper on customer satisfaction in Banks was adjudged the outstanding paper in the Marketing Management Association Conference in Chicago, USA in 2010.



**Dr Sangeeta Shah Bhardwaj** has M.Sc (Hons) Mathematics and Master of Management Studies from Birla Institute of Technology and Science, Pilani. She also has M.E. (Systems and Information) and Ph.D.(Management) from BITS, Pilani. Dr Sangeeta started her career at BITS, Pilani and was Group Leader, Management Group, BITS, Pilani. Dr Sangeeta has rich industry experience. She has worked as software engineer in a finance and insurance sector company. She has successfully run an entrepreneurial venture for four years. Dr Sangeeta has more than 25 years of teaching, research and Industry experience. She has held positions of Area Chairperson, Information Management Area, Web-in-charge, Chairperson Alumni and Chairperson Admissions, Dean Executive Management Program, Chairperson Digital Infrastructure

Her teaching interest are Management of IT Projects, HR Analytics, Machine Learning (Predictive algorithms), Excel Analytics, IT Consulting Management, Government Process Re-engineering and Management, HRIS. She has researched extensively in the area of IT Outsourcing, Agility and IT and Service Innovation and Emerging Technologies. She has a book entitled, "Business Process Outsourcing: for Strategic Advantage" to her Credit (co-author). She has published in international and national (EJIS, BPMJ, Vikalpa etc.) journals and is presently guiding doctoral thesis in IT outsourcing, Agility and IT, Service Innovation and Emerging Technologies and Role of Social Media on Performance. She has developed cases which are now available through Harvard, Ivey and ACRC (Asia Case Research Center) publishing sites.