



## 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!

Indian Institute of Management Rohtak welcomes you to the 50-hour online course on 'Strategic Digital Marketing & Analytics'.

As scheduled, the programme will commence on 24<sup>th</sup> April, 2022 and will culminate on 11<sup>th</sup> September, 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 प्रबन्ध 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. Ankit Kesharwani



## 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.

## Tentative Detailed Lecture Schedule – eMDP (SDM&A- III)

Time: 08.45 AM– 11.35 AM (Sunday)

S. No.	Session (s) in the day	Session Topics	Coverage of Topics	Case/ Reading	Faculty
<b>Domain: Digital Marketing &amp; Analytics</b>					
<b>Day 1 – April 24, 2022</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>	<i>Case: Guthali – challenges in marketing Indian handicrafts and handloom (Emerald)</i>	Dr. Neha Bhardwaj
2	Session II				
<b>Domain: Marketing Analytics</b>					
<b>Day 2 – May 01, 2022</b>					
3	Session I	<b>Topic:</b> Effective Segmentation	<ul style="list-style-type: none"> <li>Analyzing Sales</li> <li>Use of metrics</li> <li>Analyzing how Demographics and other variables impact sales</li> <li>Pulling data from a pivot table</li> <li>Creation of dashboard for data visualization</li> </ul>	"It's a New Day: Microsoft's office 2007 launch campaign [Case source: Emerald]  Hands-on in-class exercise.  Raw data is to be given two-three days before the session.	Dr. Rama Shankar Yadav
4	Session II				
<b>Domain: Marketing Analytics</b>					
<b>Day 3 – May 08, 2022</b>					
5	Session I	<b>Topic:</b> Sales Planning	<ul style="list-style-type: none"> <li>Graphical Representation of Sales Performance</li> <li>Making interactive charts</li> <li>Sales Reports analysis</li> <li>Slicing</li> </ul>	Case: "Sample Superstore"  Hands-on in-class exercise (Tableau Public).	Dr. Rama Shankar Yadav
6	Session II				
<b>Domain: Marketing Analytics</b>					
<b>Day 4 – May 21, 2022</b>					
7	Session I	<b>Topic:</b> Estimating Demand Curves and Optimize Price, Price Bundling	<ul style="list-style-type: none"> <li>Estimating Demand curves</li> <li>Drawing demand curves from elasticity</li> <li>Understanding Price elasticity and its role in demand estimation</li> <li>Optimizing demand, sales, profit using the right price</li> <li>Pricing bundled goods - complementary</li> </ul>	Session 7: Caselet – Moon Pharma Company  Session 8: 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. Barrutia Legarreta, J.M. and Echebarria Miguel,	Dr. S. K. Pandey
8	Session II				

				C. (2004), "Collaborative relationship bundling: a new angle on services marketing", International Journal of Service Industry Management, Vol. 15 No. 3, pp. 264-283.	
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**Domain: Digital Marketing & Analytics**

**Day 5 – May 22, 2022**

<b>09</b>	Session I	<b>Topic:</b> E-mail & Mobile Marketing	<ul style="list-style-type: none"> <li>• A/B Testing</li> <li>• Email Design and Functionality</li> <li>• Email Marketing Analytics</li> <li>• Email Optimization and Testing</li> </ul>		Mr. Mohit Lohani
<b>10</b>	Session II				

**Domain: Marketing Analytics**

**Day 6 – May 29, 2022**

<b>11</b>	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>	Tandon, A., Dhir, A., Kaur, P., Kushwah, S., & Salo, J. (2020). Behavioral reasoning perspectives on organic food purchase. <i>Appetite</i> , 154, 104786;	Dr. Ashwani Kumar
<b>12</b>	Session II			Davies, M. A. (1994). Using the AHP in marketing decision-making. <i>Journal of Marketing Management</i> , 10(1-3), 57-73;	

**Domain: Marketing Analytics**

**Day 7 – June 05, 2022**

<b>13</b>	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> <li>• Managing unprofitable customers</li> </ul>	Case: Murray, K., & Moffat, M., (2008). <i>Conroy's Acura: Customer Lifetime Value and Return on Marketing</i> . Ivey Publishing. (908A01-PDF-ENG).	Dr. Kuldeep Baisya
<b>14</b>	Session II				

**Domain: Digital Marketing**

**Day 8 – June 12, 2022**

15	Session I	<b>Topic:</b> Web Analytics Primer	<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>	Case: MakeMyTrip: 2013 (C): Redesigning the Home Page [Emerald]  Hands-on in-class exercise: Raw data and problems will be provided before the session.	Dr. Ankit Kesharwani
16	Session II				
<b>Domain: Digital Marketing</b>					
<b>Day 9 – June 19, 2022</b>					
17	Session I	<b>Topic:</b> Search Engine Optimization (SEO)	<ul style="list-style-type: none"> <li>• SEO basics and getting started with website auditing</li> <li>• Keyword research tools</li> <li>• Important SEO action items and SEO tools</li> <li>• On-page SEO and off-page SEO techniques</li> <li>• White hat SEO and Black hat SEO techniques</li> </ul>	Hands-on session with the various SEO tools and techniques	Dr. Mahamaya Mohanty
18	Session II				
<b>Domain: Digital Marketing</b>					
<b>Day 10 – June 26, 2022</b>					
19	Session I	<b>Topic:</b> Digital Promotions, Sponsored Search Marketing: Google Ads	<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>	<b>Reading Resources (pre-session reading)</b> <a href="https://ads.google.com/intl/en_in/home/case-studies/">https://ads.google.com/intl/en_in/home/case-studies/</a>  <a href="https://www.thinkwithgoogle.com/qs/documents/673/2011-winning-zmot-ebook_research-studies.pdf">https://www.thinkwithgoogle.com/qs/documents/673/2011-winning-zmot-ebook_research-studies.pdf</a>  <b>Tools &amp; Dashboards</b> 1) <i>Google Ads</i> : <a href="https://ads.google.com">ads.google.com</a> (Access required) 2) <i>Google Keyword Planner</i> : (Available within Google Ads) 3) <i>Google Trends</i> : <a href="https://trends.google.com/trends/?geo=IN">https://trends.google.com/trends/?geo=IN</a> ( Free tool)	Dr. Niti Beri
20	Session II				
<b>Domain: Digital Marketing</b>					
<b>Day 11 – July 03, 2022</b>					
21	Session I	<b>Topic:</b> Measuring Campaign Effectiveness – Google Analytics	<ul style="list-style-type: none"> <li>• Setting up goals</li> <li>• Examining Analytics reports</li> <li>• Choosing the right report for your analysis</li> <li>• Creating custom reports, dashboards, and segments</li> </ul>		Dr. Niti Beri
22	Session II				

**Domain: Digital Marketing****Day 12 – July 17, 2022**

23	Session I	<b>Topic:</b> Strategy and Business Models for the Virtual World (B2C)	<ul style="list-style-type: none"> <li>Marketing in the age of Metaverse</li> <li>Interrelationship between social networks and concept of virtual life space</li> <li>Brands foray into virtual life platforms</li> <li>Social commerce</li> <li>ABC Segmentation</li> <li>Focus of B2C market</li> </ul>	<ul style="list-style-type: none"> <li>Metaverse–the new marketing universe</li> </ul>	Dr. Ankit Kesharwani
24	Session II				

**Domain: Digital Marketing****Day 13 – July 24, 2022**

25	Session I	<b>Topic:</b> Strategy and Business Models for the Virtual World (B2B)	<ul style="list-style-type: none"> <li>Business model canvas for the digital marketing landscape</li> <li>Infomediary businesses</li> <li>Choosing a target market</li> <li>Focus on B2B market</li> </ul>		Dr. Sanket S. Dash
26	Session II				

**Domain: Marketing Analytics****Day 14 – July 31, 2022**

27	Session I	<b>Topic:</b> Conjoint analysis for product development	<ul style="list-style-type: none"> <li>Identifying product features</li> <li>identifying part-worth of a feature</li> <li>determining optimum combinations of product features</li> <li>Negotiating with customers on the basis of part-worth knowledge</li> <li>Dummy variable coding</li> <li>Regression in Excel</li> </ul>	<b>Caselet:</b> Retro Automation Conjoint Analysis Exercise	Dr. Mahamaya Mohanty
28	Session II				

**Domain: Digital Marketing****Day 15 – August 07, 2022**

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. Archit V. Tapar
30	Session II				

**Domain: Digital Marketing****Day 16 – August 14, 2022**

31	Session I	<b>Topic:</b> Payment Issues on the Web	<ul style="list-style-type: none"> <li>• Innovative pricing strategies practiced by digital marketers</li> <li>• Combating price wars</li> <li>• Payment methods, Payment gateways, and their business models</li> <li>• Online digital wallets (e.g. Google Wallet, PayTM, etc.), and Mobile payments</li> </ul>	Case: Competing against free	Dr. Ankit Kesharwani
32	Session II		<ul style="list-style-type: none"> <li>• Payment banks</li> <li>• Cryptocurrencies (e.g. Bitcoin)</li> <li>• Digital currencies and their business implications</li> </ul>	Case: PayTM: Navigating the Transition from an E-Wallet to a Payments Bank	
<b>Domain: Digital Marketing</b>					
<b>Day 17 – August 21, 2022</b>					
33	Session I	<b>Topic:</b> Integrated Media Planning: Combining Offline & Online Ads	<ul style="list-style-type: none"> <li>• Marketing mix modeling - building a market mix model using Python</li> <li>• What portion of sales can be attributed to which promotion</li> </ul>		Prof. Sangeeta Shah Bharadwaj
34	Session II				
<b>Domain: Digital Marketing</b>					
<b>Day 18 – August 28, 2022</b>					
35	Session I	<b>Topic:</b> Legal and Ethical Issues	<ul style="list-style-type: none"> <li>• Fake reviews and their business impact</li> <li>• Copyright infringements and counterfeit products on the web</li> <li>• Data localization</li> <li>• E-commerce laws across the world</li> <li>• GDPR, SOPA, PIPA</li> <li>• Law of the first sale, and Law of fair use</li> <li>• Categories of privacy laws</li> <li>• Deep linking, Inline linking, Framing, Copyright issues, COPPA, etc.</li> </ul>		Dr. Ankit Kesharwani
36	Session II				
<b>Domain: Digital Marketing &amp; Analytics</b>					
<b>Day 19 – September 04, 2022</b>					
37	Session I	<b>Topic:</b> Project Discussion			Dr. Ankit Kesharwani
38	Session II				
<b>Domain: Digital Marketing &amp; Analytics</b>					
<b>Day 20 – September 11, 2022</b>					
39	Session I	<b>Topic:</b> Project Presentations			Dr. Ankit Kesharwani
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. Ankit Kesharwani** is an assistant professor in the area of Marketing and Strategy. Prior to joining IIM Rohtak, he was associated with the Indian Institute of Foreign Trade (IIFT) Delhi Campus (2018-2021), and IBS Hyderabad (2014-2018). During his Ph.D., he was a visiting scholar at Fogelman College of Business and Economics, University of Memphis, USA (2011 -2012). He has about 8 years of post-Ph.D. experience in teaching MBA students, Executive MBA students, and Doctoral students. He has specializations in Digital Marketing, Marketing Analytics, Web and Social Media, Analytics, Business Research Methods, Marketing Research, Marketing Management, and Customer Relationship Management. He has taken training sessions for employees of various government and corporate organizations, including DGR, Tata Metaliks, Electronics Corporation of India Limited, Punjab National Bank, National Cooperative Dairy Federation of India Ltd, Engineers India Ltd, and Indian Energy Exchange Limited. He was also involved in various government projects like Sector-Specific Logistics Performance Index (LPI-S) 2020 by IIFT, Logistics Ease Across Different States (LEADS) 2021 report by Ernst & Young, and Khadi and Village Industries Commission (KVIC) 2021 project by IIFT. He has also published several research papers in premier international journals such as Information & Management, Electronics Commerce Research, Behaviour & Information Technology, Journal of Strategic Marketing, Journal of Global Information Management, Journal of Internet Commerce, etc. Primarily his area of research interest revolves around Technology adoption, Mobile Health Apps, Mobile Payment Apps, Online Advertising, Service Co-creation, etc.



**Dr. S. K. Pandey** is an Associate Professor in the area of Marketing and Dean Research and Executive Education at IIM Rohtak. He is also the editor of Emerging Economies Case Journal from Sage publications. Dr. Pandey has published extensively in reputed journals such as Journal of Retailing and Consumer Services, International Journal of Retail and Distribution Management, International Journal of Market Research, Australasian Marketing Journal, Marketing Intelligence and Planning, Event Management, Journal of Cleaner Production and International Journal of Conflict Management. Dr. Pandey's earned the outstanding paper award in the Marketing Management Association Conference at Chicago in 2010. He has over 20 years of teaching experience with more than 16 years of Post Ph.D. experience of teaching MBA students. Dr. Pandey has been trained in case pedagogy by Richard Ivey School of Business, Kelley School of Business and IIM Ahmedabad Professors through various Faculty Development Programmes. He is also actively engaged in training and providing consultancy to leading corporates. Some of the leading organizations include Indian Police Services, Haryana Police Services, Life Insurance Corporation, Punjab National Bank, Power Grid Corporation, and Indian Oil Corporation.



**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 and national conferences.



**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. Ashwani Kumar** is a faculty in the area of Operations Management at Indian Institute of Management Rohtak. He has awarded doctorate in operations management from Department of Management Studies, IIT Roorkee, Roorkee, India. He was awarded MHRD fellowship for doctoral Program. He has completed Masters in Production and Industrial Engineering. He has five years of experience in academics. He has published more than 15 research papers in reputed journals and conferences encompassing A\*/A in ABDC, SCI, SSCI, ABS, Scopus, and ESCI indices. He is also reviewer of many reputed journals.



**Dr. Archit V. Tapar** is a faculty in the Marketing Management Area at IIM Rohtak. A marketing fellow from IIM Indore with masters in management from Mumbai University, Archit has also been a faculty for Marketing at PICT-STM, Pune and Marketing Manager for a chemical firm at Mumbai. He brings with himself a rich combination of academic and industry experience in the field of marketing. His research is primarily on brand anthropomorphism and he has published and presented his work in journals of international repute and conferences worldwide. His research interest areas include brand management, services marketing, tourism marketing and online retailing to name a few. His teaching areas are Marketing Management, Brand Management, Advertising and Promotions, B2B Marketing and Experimental Research Design. Apart from his academic credentials, Archit has also played a key role in the management of several National and International conferences hosted by IIM Indore during his fellowship and has experience of successfully representing his organization at the global platform.



**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. Dr. 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. Mahamaya Mohanty** is a faculty of Operations and Supply Chain Management area. She has done her Ph.D. from Indian Institute of Technology Delhi, India. She has received her Master of Technology (M.Tech) degree in Computer Science and Information Technology from College of Engineering and Technology (CET), Bhubaneswar, Odisha and earned Bachelor of Engineering (B.E) in Information Technology from College of Engineering Bhubaneswar (CEB). She has 08 years of teaching and research experience, worked as a faculty of Computer Science and IT in various institutes in India, prior to her full-time Ph.D. from the Department of Management Studies, Indian Institute of Technology Delhi. She has expertise in a variety of fields such as artificial intelligence, data analytics, operations research, logistics management system, and multi-criteria decision making. Her research has appeared in various reputed international journals like Transportation Research Part D: Transport and Environment, Journal of Modelling in Management, Management of Environmental Quality: An International Journal, and Journal of Management Analytics. She has been certified by Consultancy Development Centre (CDC), An Autonomous Institution of DSIR, Ministry of Science and Technology Govt. of India as a Technical Consultant.



**Dr. Sanket Sunand Dash** is a faculty in the area of Organizational Behaviour & Human Resource Management (OB&HRM) at Indian Institute of Management Rohtak. He has completed Fellow Program in Management (FPM) from Indian Institute of Management Ahmedabad. He worked as a senior analyst with Deloitte US India for four years before joining the FPM program in IIM Ahmedabad. Before joining IIM Rohtak, he was a faculty at Xavier School of Human Resources (XAHR), Xavier University Bhubaneswar.



**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. Mohit Lohani** is an Associate Professor (Marketing) at Lal Bahadur Shastri Institute of Management, Delhi. He has corporate experience of 14 years in marketing and sales in Apparels & Textiles. Channel Management of Ecommerce, Retail, Trade, Key Accounts, Institutional B2B businesses.

Management Expertise:

Sales & Marketing: Channel Management, Business Development, Contract Negotiation, Marketing

OPS: Supply Chain Management, Warehouse Efficiency, Inventory Analytics, Stock Audit

FIN: Financial Analysis, Business Proposals & Assessment, Working Capital Management

HR: Team Management, Recruitment, Role Assessment, Skill upgradation, Engagement activities.



**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.