

**COURSE SCHEME OF MBA PROGRAM
(Batch 2022-2024)**

The entire **two**-year MBA Program curriculum is divided into the following **four** broad areas:

- A. Core Courses
- B. Complementary Certificate/Convertible Credit or Non-credit Courses
- C. Management and Organizational Consulting (6-8 Weeks Summer Internship)
- D. Specializations

Session and Credit Structure

- Science and Practice (One session): 1 credit; 1.0 hour
- Two Year (2021-23) MBA Program Credits (MBA Regular): Minimum: 75 (Core + Internship + Specializations = 45 + 6 + 24 = 75); Credit-Hours: 1125; One credit: 15 contact hours.
- Two Year (2021-23) MBA Program Credits (with BABD specialization): Minimum: 89 (Core + Internship + BABD + One Specialization = 53 + 6 + 18 + 12 = 89); Credit-Hours: 1335; One credit: 15 contact hours.
- A student is required to complete a minimum of 75 credits with passing grades in all courses. It is compulsory to complete all core courses with a passing grade. However, students specializing in Business Analytics and Big Data (BABD) are required to complete a minimum of 89 credits with Pass grades in all the courses.

A. Core Courses

S No	Course Code	Course Name	Credits	Regular	BABD Specialization*
1	SM5301	Business Economics	3	✓	✓
2	OB5301	Organizing, Managing and Leading	3	✓	✓
3	MK5301	Marketing Management	3	✓	✓
4	OP5306	Excel Modelling for Decision-Making	3	✓	
5	OP5205	Business Statistics	2	✓	✓
6	AC5302	Financial Accounting & Reporting	3	✓	✓
7	SM6306	Sustainability in Practice – I	3	✓	✓
8	OP5305	Operations Management	3	✓	✓
9	HR5201	Managing Human Resource	2	✓	✓
10	ET5101	Social and Commercial Entrepreneurship – I	1	✓	
11	ET5102	Social and Commercial Entrepreneurship – II	1	✓	
12	ET5103	Social and Commercial Entrepreneurship – III	1	✓	
13	AC5304	Managerial Accounting	3	✓	✓
14	IS5301	Managing Information for Business	3	✓	
15	OP5206	Business Analytics & Research	2	✓	
16	FN5301	Financial Management	3	✓	✓
17	SM6301	Strategic Management	3	✓	✓
19	SM6307	Sustainability in Practice – II	3	✓	
20	BA5305	Excel Modelling using Power BI	3		✓
21	BA5210	Analytics Programming with R	2		✓
22	BA5208	RDBMS and SQL Basics	2		✓

23	BA6302	Machine Learning & Data Mining	3		✓
24	BA6303	Business Analytics Research (using R)	3		✓
25	BA6304	Analytics Programming with Python	3		✓
26	BA5209	Advanced DBMS	2		✓
27	BA6203	Business Forecasting: Methods & Applications	2		✓
28	BA6213	Data Visualization Using Tableau	2		✓
Total Credits				45	53

Note: Switchover will be allowed for students opting for BABD specialization after completion of 1st Semester. No switchover will be possible from BABD specialization to MBA Regular in the 3rd or 4th Semester. The MBA requirement of the concerned student will be considered on the same lines as the MBA Regular.

Complementary Certificate/Convertible Credit or Non-credit Courses

1. Exploring Your Theory of Life
 2. Contemporary Issues in Management and Humanity
 3. Business and Corporate Laws
 4. Communication and Consultative Problem Solving-I
 5. Materials Science for Managers
 6. Capstone Business Simulation
 7. User-centred Design
 8. Communication and Consultative Problem Solving-II
 9. Towards Scholarly Practice
 10. Management Profession
- B. SM6601: Management and Organizational Consulting (Summer Internship) of 6-8 Weeks during Summer vacations from May to July (6.0 credits; Summer Semester)**
- C. Specializations (Semester III & IV: Minimum 24.0 credits)**

There are eleven specializations offered in Year 2 of the MBA Program. These are as follows:

1. Business Analytics & Big Data;
 2. Finance;
 3. Finance and Banking;
 4. Information Systems;
 5. Operations;
 6. Human Resource Management;
 7. Marketing;
 8. Entrepreneurship and Innovation;
 9. Energy and Sustainability;
 10. Education Management and Leadership;
 11. International Management and Strategy.
- Every specialization will have a **foundation course** and **advanced specialization courses**.
 - The **foundation course** in each specialization will be a **two-credit “in-practice” course** which will be mandatory for a student doing a ‘core’ in a given specialization.
 - As per the academic scheme, the student needs to complete **at least 24 credits** during the second year of the program (III & IV semesters). For a student to graduate with a specialization, he/she must complete **at least 12 credits** in that specialization (covering 6 courses of 2 credits each).
 - However, the above-mentioned criteria do not apply to students taking up the Business Analytics & Big Data (BABD) specialization.
 - The students taking up BABD specialization will have the option to **select 9 out of the 10 specialization courses** with the course ‘Business Analytics & Practice’ being a mandatory specialization course for all students opting for BABD specialization.
 - Students opting for BABD specialization can **replace 3 electives (6 credits) by an optional internship titled ‘Management Consulting and Organizational Sustainability’** in the last semester.
 - In addition, these students will take up one more core from the other specializations offered to the MBA Regular students.
 - **Independent Study (Semester IV: 04 credits):** There is one optional independent study offered under various specializations in the 4th/last semester of the program. This is the independent scholarly engagement of each student on a question or problem of his /her choice in the area of specialization/elective under the guidance of a faculty member. However, this independent study will



be considered a part of a specialization or elective by replacing two courses from that specialization or elective.

Specialization: Business Analytics & Big Data

More than 90% of the world's data has been generated in the last two years. Today, there are more than 4.3 billion internet users and 3.5 billion smartphone users globally generating more than 2.5 quintillion bytes (2.5×10^{18} bytes) of data every day. Considering the humongous amount of data generation, it has become a critical corporate asset and source of competitive advantage for companies everywhere. This has led to a huge increase in demand for data analytics professionals across companies globally. According to an IBM report titled “The Quant Crunch: Demand for data science skills is disrupting the job market”, annual demand for data analytic professionals will increase to around 700,000 openings by 2020.

Business Analytics and Big Data specialization provides an opportunity for students who want to gain expertise and build a career in business analytics and big data discipline. Students will learn how to analyze the large volume of structured and unstructured data to make informed business decisions in the areas of marketing, human resources, finance, and operations. Students will develop analytic mindset and data-oriented skills in this course.

This specialization aims at developing the competencies amongst data analytic students to:

- Learn how to extract, transform, load and integrate huge volumes of different data types to build and deploy machine learning models.
- Understand key analytic programming languages and their application in deriving analytic outcomes for different business scenarios.
- Develop skills in creating machine learning models to deal with real-world problems
- Appreciate the importance of contemporary developments in the analytics domain and its impact on business and society today and in the future.

We offer the following specialized courses in Business Analytics and Big Data Specialization.

S. No.	Name of Course	Course Code	Credits
1.	Business Analytics & Practice	IS6220	2.0
2.	Artificial Intelligence	BA6207	2.0
3.	Financial Modelling & Analytics	BA6206	2.0
4.	B2B & Supply Chain Analytics	BA6204	2.0
5.	Marketing & Retail Analytics	BA6209	2.0
6.	Big Data Management & Computing	BA6208	2.0
7.	Optimization Techniques	BA6205	2.0
8.	Human Resource Analytics	BA6210	2.0
9.	E-Commerce Analytics	BA6212	2.0
10.	Credit Risk Analytics	BA6211	2.0
11.	Management Consulting and Organizational Sustainability*	SM6602	6.0

*** This is an optional internship for students opting for Business Analytics and Big Data specialization in the final semester in lieu of 3 elective courses (6 credits).**

Specialization: Finance

The finance specialization has a rigorous curriculum and a good mix of theory and practice. The focus is in on applied theory; using the principles of finance for real-world application to business challenges. We strive to create dedicated, tenacious, and innovative students with an endless curiosity for uncovering savvy financial solutions. Students are groomed to be able to spot the key challenges understand the dynamics of various financial issues and be able to provide a sound integrated solution. We build leaders in Finance who can come up with financially sound creative and innovative solutions, within the given constraints. Students are provided with sound financial principles, with a special emphasis on managing the finances of enterprises. The faculty provides behind-the-scenes perspectives from the established theories and their extensive industry experience.

Finance specialization has a variety of courses covering topics from Behavioural Finance to Capital Markets to Banking to Entrepreneurial Finance to Strategic Cost Management to Wealth Management, to name a few of them. Advanced courses in cost management, corporate valuation and financial statement analysis are offered to deepen the understanding of corporate finance and accounting functions. We offer a whole range of courses related to the BFSI (Banking, Financial Services and Insurance) industry, to cater to one of the fastest growing industries in India. We also encourage cross-discipline courses, such as Behavioural finance where the behaviour of various kinds of investors about their financial decisions is studied. In line with the start-up initiative of the Indian Government and LMTSM's focus on social entrepreneurship, we are offering a course on entrepreneurial finance with a special emphasis on social finance. Courses on security analysis and financial derivatives enhance the comprehension of working Capital Markets.

We prepare students to address a whole range of issues related to finance by offering the following courses in finance specialization.

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Finance in Practice*	FN6232	2.0
2	Securities Analysis & Portfolio Management	FN6209	2.0
3	Corporate Valuation and Restructuring	FN6212	2.0
4	Banking and Financial Services	FN6213	2.0
5	Insurance and Risk Management	FN6206	2.0
6	Wealth Management and Personal Financial Planning	FN6205	2.0
7	Strategic Cost Management and Control	FN6208	2.0
8	Entrepreneurial Finance	FN6211	2.0
9	Behavioural Finance	FN6203	2.0
10	Investment Banking	FN6215	2.0
11	Project and Infrastructure Finance	FN6204	2.0
12	Advanced Financial Statement Analysis	FN6214	2.0
13	Financial Derivatives and Risk Management	FN6207	2.0
14	Fixed Income Securities	FN6216	2.0
15	Financial Econometrics	FN7201	2.0
16	FinTech	FN6217	2.0
17	Independent Study (Finance)	FN6402	4.0

* This foundation course is common to Finance and Finance & Banking specializations.

Specialization: Finance and Banking

The Finance and banking specialization is a subset of the Finance specialization which has been curated for the students looking for a career in the banking industry particularly. The banking industry is the backbone of any financial economy, especially a developing one like India. Individuals who have no direct role in the financial markets are also indirectly linked with the financial markets through their banks. With the Government of India's initiative to provide banking to all through various financial inclusion schemes, the growth in the banking industry is going to be manifold in the coming decade. The new age of digital payment banks has altogether created a whole new revolution in the banking industry creating new job roles. Through this specialization, we attempt to prepare our students to take up the various roles in the growing, dynamic and challenging banking industry.

This specialization includes some fundamental Finance courses and some specialized courses related to core banking operations like Retail Banking, International Banking, Credit and risk Management and Treasury Management. These courses are designed to enhance a student's understanding of banking functions so that they are more prepared for the banking industry.

S. No.	Name of Course	Course Code	Credits
1.	Finance in Practice*	FN6232	2.0
2.	Security Analysis and Portfolio Management	FN6209	2.0
3.	Corporate Valuation and Financial Modelling	FN6218	2.0
4.	Project and Infrastructure Finance	FN6204	2.0
5.	FinTech	FN6217	2.0
6.	Retail Banking - Operations and Financing	FB6201	2.0
7.	International Banking - Operations and Financing	FB6202	2.0
8.	Credit and Risk Management	FB6203	2.0
9.	Treasury Management	FB6204	2.0
10.	Independent Study (Banking)	FB6401	4.0

*** This course is common to Finance and Finance & Banking specializations.**

Specialization: Information Systems

The pervasive use of technology and the amount of digital information created requires contemporary managers to have a sound understanding of how Information Systems (IS) can be used to leverage competitive advantage. An MBA graduate in IS appreciates the criticality of information and its value in organizations from the perspective of decision-making, management of information goods creating value across organizational functional areas and engaging with stakeholders. Emphasis is laid on the different methodologies used for designing and implementing Information Systems (Enterprise solutions, E-business architectures, Business Intelligence applications), making them secure along with the usage of techniques to make the application databases efficient and effective. Trending topics such as digital forensics, mobile applications, health informatics, social media, data warehousing, and cloud computing are also focused upon to enable the students to have an exhaustive knowledge base before they enter the corporate world.

Information Systems specialization aims at developing the competencies amongst future managers to:

- Understand theoretical and practical aspects of Information creation and usage and how organizations can use Information Systems to manage it.
- Develop skills in framing business problems and developing technical solutions.
- Analyze business situations and utilize methodologies for developing systems.
- Appreciate the importance of contemporary developments in the domain of IS and its impact on business and society.

We offer the following courses in IS specialization:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Digital Technology in Practice*	IS6220	2.0
2	ERP Management	IS6202	2.0
3	Information Systems Analysis & Design	IS6203	2.0
4	E-Business Systems	IS6206	2.0
5	Business Intelligence for Managers	IS6207	2.0
6	Business Applications of Cloud Computing	IS6204	2.0
7	Information Systems Networking & Security	IS6205	2.0
8	Big Data for Managers	IS6210	2.0
9	Advance Excel and VBA	OP6210	2.0
10	Database Management Systems	IS6221	2.0
11	Data Visualization using Tableau	BA6213	2.0
12	Independent Study (Information Systems)	IS6402	4.0

**** This foundation course is common to Information Systems and Business Analytics & Big Data specializations.**

Specialization: Operations

Operations management deals with optimization of processes transformation of inputs into outputs to suitably meet customers' expectations. This specialization therefore, deals with mapping of functions such as, flows of information, materials, and funds throughout the supply chain of goods and services.

The specialization on Operations Management provides an insight to the theories and mathematical techniques for solving problems in the design, planning, and controlling of manufacturing and service operations and quality. It concentrates on the technological & operational issues of business activities in the competitive industrial scenario and presents a systematic study of behavioural and quantitative methods for managing operational challenges to meet organisational goals. The subject also develops students' understanding of issues and skills related to global operations management in complex organisational scenarios.

This domain aims at developing the competencies amongst future managers to:

- Understand both theoretical and practical aspects of how operations can be managed strategically in the light of external and internal conditions and requirements.
- Perform the quantitative analysis necessary and understand the management issues in order to make good operational decisions within the set of constraints.
- Analyze operation processes from various perspectives such as efficiency, responsiveness, quality and productivity.
- Apply these operational tools and techniques in various functional business domains such as marketing, finance, human resource management.

This specialization offers the following courses:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Operations in Practice	OP6218	2.0
2	Project Management	OP6204	2.0
3	Supply Chain Management	OP6203	2.0
4	ERP Management	IS6202	2.0
5	Technology and Innovation Strategy	IM6206	2.0
6	Operations in Service Sector	OP6208	2.0
7	Total Quality Management	OP6206	2.0
8	Operations Strategies	OP6205	2.0
9	Warehousing & Maintenance Management	OP6207	2.0
10	Advanced Operation Research	OP7201	2.0
11	Global Operations Strategy	IM6208	2.0
12	Advance Excel and VBA	OP6210	2.0
13	Analytics of Operational Decision Making	OP7203	2.0
14	Independent Study (Operations Management)	OP6402	4.0

Specialization: Human Resource Management

Most of us can expect to spend many years of our lives working in organizations of various kinds. All organizations require people to make the goods or provide the services, and therefore an understanding of how to effectively manage people in the workplace is of great importance and value. HRM analyses the employment relationships and the way people are managed in the workplace. It explores these issues not only in the context of individual employee and their employer, but in the context of wider workplace, the labour market, and economic forces shaping the world of work, technological changes, employment regulations and social trends.

The world of work is fast changing, so an understanding of how this all affects the way people are managed in the workplace is of tremendous significance theoretically and practically. Human resource managers take on the challenges of aligning individual needs with organizational requirements using HRM tools and models. We offer the following courses under this specialization:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Human Resource Management in Practice	HR6220	2.0
2	Organizational Change and Development	HR6210	2.0
3	Employment laws	HR6211	2.0
4	Performance and Compensation Management	HR6203	2.0
5	Human resource metrics and analytics	HR6212	2.0
6	Management across Cultures	HR6213	2.0
7	Negotiation Strategies	HR6215	2.0
8	International & Strategic Human Resource Management	HR6216	2.0
9	Talent and Competency Management	HR6217	2.0
10	Practice of HR Consultancy, Training and Development	HR6218	2.0
11	SAP/ERP in Human Resources applications	HR6219	2.0
12	Independent Study (Human Resource Management)	HR6402	4.0

Specialization: Marketing

Marketing is the essence of business as it focuses on creating and delivering “value proposition for the customer” and marketing professionals play a key role in chalking out and shaping the business model. This exciting discipline comprises of different domains of identifying consumer behavior, selecting right target market, developing product as solution in line with the needs of customers, crafting strategic positioning and then promoting the solution to targeted set of customers and finally delivering the solution to customers through sales, distribution, digital marketing and establishing relationships with customers through CRM in order to retain and engage them for obtaining customer life time value.

This domain aims at developing the competencies amongst future marketing managers to:

- Be competent in designing, launching and providing solutions to the potential customers
- Conceive, launch and implement integrated marketing communication campaigns to build brand and promote sales in intended target market.
- Develop understanding of nuances of international marketing
- Be equipped with tools and strategies to engage customers through digital technologies

We offer the following courses under specialization of Marketing:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Marketing in Practice	MK6222	2.0
2	Customer Relationship Management	MK6202	2.0
3	Digital Marketing	MK6209	2.0
4	Sales and Distribution Management	MK6203	2.0
5	Consumer Behaviour	MK6204	2.0
6	International Marketing	MK6206	2.0
7	B2B Marketing	MK6205	2.0
8	Marketing Research	MK6207	2.0
9	Services Marketing and Retail Management	MK6208	2.0
10	Advertising and Brand Management	MK6210	2.0
11	Marketing Analytics	MK6211	2.0
12	Independent Study (Marketing)	MK6402	4.0

Specialization: Entrepreneurship and Innovation

If start-ups signify creative destruction by developing an innovative solution that is a marked improvement over existing products/solutions then small family-run businesses are the major backbone of any economy. Given their resource constraint and the unique context in which they are placed, the approaches/strategies to manage these important entities are very different from those, which are likely to be effective for managing large entities. The focus is to empower students to develop the competencies amongst future entrepreneurs to:

- Be competent in designing business models and developing business plans
- Practically conceive, launch and scale social/commercial ventures.
- Develop proficiency in managing small family businesses
- Be equipped with tools and strategies to manage NGO and Non-Formal Organizations operating in development/ social sector
- Develop a social entrepreneurial mindset.

We offer the following courses under the Entrepreneurship & Innovation specialization:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Entrepreneurship in Practice	ET6208	2.0
2	Creativity and Innovation	ET6206	2.0
3	New Venture Creation	ET6201	2.0
4	Managing Family Businesses	ET6202	2.0
5	Managing Start-ups	ET6207	2.0
6	Managing Social Enterprises	ET6203	2.0
7	Scaling Ventures	ET6205	2.0
8	Creating Venture in Practice	ET6401	4.0
9	Independent Study (Entrepreneurship)	ET6402	4.0

Specialization: Energy and Sustainability

Energy and sustainability are two major resources and development related issues need to be addressed by both – Government and Business. Two centuries of industrialization driven intense exploitation of natural resources have led to a situation of overwhelming crisis. An ever increasing clutter of economic activities, wasteful consumption of resources – precious materials, water, air, flora and fauna have been subjected to tremendous and irreversible damage. This has necessitated a concerted effort of all the stakeholders especially the government, civil society organizations and industry to leapfrog with a reformative action. The sustainable development as a philosophy is the key driver today, making traditional businesses to think about new ways of being profitable and socially beneficial. In order to lead these sustainable development initiatives and business model transformations, a class of highly skilled and compassionate professionals are needed at all levels. This specialization provides an opportunity to students for developing a thorough understanding of the nature and complexity of sustainable development and energy related issues. The focus on Energy sector helps them in developing managerial skills and acumen required for efficient energy management, assessing energy needs and expertise in sustainable energy alternatives as demanded by the industry. The course modules and industry projects enhance professional capabilities of students committed to take up challenging roles and responsibilities in this ever growing sector. This specialization further helps students in understanding the sustainability imperatives for business and transforming business through sustainable business strategies to create better business for better future.

Electives:

S. No.	Course Title	Course Code	Credits
1.	Energy Management in Practice	ES6208	2.0
2.	Sustainable Development	ES6201	2.0
3.	Energy Efficiency and Management	ES6205	2.0
4.	Sustainable Energy Future	ES6203	2.0
5.	Environment Management and Climate Change	ES6204	2.0
6.	Sustainable Business Strategies	IM6202	2.0
7.	Environment and Sustainability Audit	ES6206	2.0
8.	Clean Development Mechanism and Green Technologies	ES6207	2.0
9.	Independent Study (Energy)	ES6402	4.0

Specialization: Education Management and Leadership

Globally, the higher education sector is witnessing trends such as globally sensitive professionals, internationalization of the sector, and assurance of quality in teaching and learning. The higher education management sector requires professionals who can engage with and provide solutions to contemporary issues in the sector within India & abroad while developing analytical & leadership skills to promote quality in higher education sector. This specialization aims to develop professionals and scholars who make significant contributions to higher education management and administration. This includes professionals with expertise in higher education management positions in the domains of student administration and development, quality and accreditation specialists, higher education scholars, strategies for competing in global environment leading to leadership roles.

The following courses are offered:

List of Courses

S. No.	Name of Course	Course Code	Credits
1	Education Management in Practice	HE6208	2.0
2	Science of Learning	HE6201	2.0
3	Higher Education Systems and Accreditation	HE6202	2.0
4	Competitive Strategies for Higher Education	HE6203	2.0
5	Administration and Leadership in Higher Education	HE6204	2.0
6	Curriculum Design and Evaluation Technologies	HE6205	2.0
7	Learning and Instructional Technology	HE6206	2.0
8	Research and Innovation Project in Higher Education	HE6207	2.0
9	Independent Study (Higher Education)	HE6402	4.0

Specialization: International Management and Strategy

International business plays a very significant role in the overall economic development of a country at macro level, while internationalization has always remained a strategic choice for firms (big or small) in achieving competitive advantage and growth. The rapid pace of globalization and multidimensional differences between economies present both opportunities and challenges to international business. The dynamism and complexities of global business landscape has made it inexorable for business to continuously strive for growth and excellence through strategic decisions and innovation. The international management and strategy specialization offers a set of very rigorous and elaborate courses to develop among students a strategic approach and to equip them with advanced tools and techniques for a professional career in corporate world. A blend of theory and practical projects help students in developing a clear insight and deep understanding of various issues encompassing a wide range of activities involved in operational management of business across national boundaries and in achieving their short/long-term goals. The courses enable students in critically analyzing multilateral international trade regime, global market competition and business situations for designing and executing strategies by leveraging cross functional knowledge of various domains – economics, finance, marketing, human resource, sustainability and technology. This integrating approach helps in developing skills, capabilities and expertise among students aspiring for a managerial role in start-ups, small firms and multinational companies to craft competitive and innovative strategies for managing and leading future corporations and organizations.

Electives:

S.No.	Course Title	Course Code	Credits
1.	International Management in Practice	IM6210	2.0
2.	Managing International Firms	IM6205	2.0
3.	Competing in Emerging Markets	IM6204	2.0
4.	Globalization and Growth	IM6203	2.0
5.	Sustainable Business Strategies	IM6202	2.0
6.	Technology and Innovation Strategy	IM6206	2.0
7.	Strategy Theory and Consulting	IM6207	2.0
8.	Global Operations Strategy	IM6208	2.0
9.	Strategy Consulting	IM6209	2.0
10.	Independent Study (International Management)	IM6402	4.0