

**COURSE SCHEME OF MBA PROGRAM
(Batch 2023-2025)**

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. Specialisations

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: 88 (Core + Internship + BABD + One Specialization = 52 + 6 + 18 + 12 = 87); Credit-Hours: 1305; One credit: 15 contact hours.
- A student is required to complete a minimum of 75 credits with a Pass Grade 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 88 credits with passing 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.	IS5303	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	□	□
18.	SM6307	Sustainability in Practice – II	3	□	
19.	BA5305	Excel Modelling using Power BI	3		□
20.	BA5210	R Programming for Analytics	2		□
21.	BA5208	RDBMS and SQL Basics	2		□
22.	BA6302	Machine Learning & Data Mining	3		□
23.	BA5211	Business Analytics Research (using R)	2		□
24.	BA6304	Analytics Programming with Python	3		□
25.	BA5209	Advanced DBMS	2		□
26.	BA6203	Business Forecasting: Methods & Applications	2		□
27.	BA6213	Data Visualization Using Tableau	2		□
28.	SM6202	Management-In-practice	2	□	□
Total Credits				45	52

* Please note that 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.

B. 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-Centered Design
8. Communication and Consultative Problem Solving-II
9. Towards Scholarly Practice
10. Management Profession

C. SM6601: Management and Organizational Consulting (Summer Internship) of 6-8 Weeks during **Summer** vacations from May to July (**6.0 credits; Summer Semester**)

D. Specializations (Semester III & IV: Minimum 24.0 credits)

- There are six specializations offered in Year 2 of the MBA Program. These are as follows:
 1. Business Analytics & Big Data;
 2. Finance
 3. Information Systems;
 4. Operations;
 5. Human Resource Management;
 6. Marketing
- Every student needs to undergo Management-in-Practice course. It is a foundation course to be offered in the second semester. This **foundation course** is a **two-credit “in-practice” course** which will be a mandatory elective for all students and will get counted in any of the specializations selected by the student.

- 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 credits earned by undertaking the Management In Practice course during the first year (II semester) by students are to be utilized towards completing the credit requirements of any one of the selected specializations during the second year (III and IV semesters) of the MBA program.
 - Students opting for BABD specialization can **replace 3 electives (6 credits) with an optional internship titled 'Management Consulting and Organizational Sustainability'** in the last semester.
 - In addition, these students be able to take up one more specialization being offered to the Regular MBA 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/electives under the guidance of a faculty member. However, this independent study will be considered a part of the specialization/elective by replacing two courses from that specialization or elective. However, additional subjects can be studied through Coursera, if recommended by a course mentor (see appendix).
- E. The credits earned by undertaking the Management In Practice course during the first year (II semester) by students can be utilized towards completing the credit requirements of any one of the selected specializations during the second year (III and IV semesters) of the MBA program. These credits will not be counted in the first year of the MBA program.

1. 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.	Artificial Intelligence	BA6207	2.0
2.	Financial Modelling & Analytics	BA6206	2.0
3.	B2B & Supply Chain Analytics	BA6204	2.0
4.	Marketing & Retail Analytics	BA6209	2.0
5.	Big Data Management & Computing	BA6208	2.0
6.	Optimization Techniques	BA6205	2.0
7.	Human Resource Analytics	BA6210	2.0
8.	E-Commerce Analytics	BA6212	2.0
9.	Credit Risk Analytics	BA6211	2.0
10.	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).**

2. SPECIALIZATION: FINANCE

The finance specialization has a rigorous curriculum and a good mix of theory and practice. The focus is 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 and understand the dynamics of various financial issues and be able to provide a sound integrated solution. We build leaders in Finance who are able to come up with financially sound creative and innovate solutions, within the given constraints. Students are provided with sound financial principles, with special emphasis on managing the finance for enterprises. The faculty provides a behind-the-scenes perspective from the established theories and their extensive industry experience.

Finance specialization have a variety of courses covering topics from Behavioral 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 behaviour of various kinds of investors with regard to 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 special emphasis on social finance. Courses on security analysis and financial derivatives enhance the comprehension of working of the 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.	Securities Analysis & Portfolio Management	FN6209	2.0
2.	Corporate Valuation and Restructuring	FN6212	2.0
3.	Banking and Financial Services	FN6213	2.0
4.	Insurance and Risk Management	FN6206	2.0
5.	Wealth Management and Personal Financial Planning	FN6205	2.0
6.	Strategic Cost Management and Control	FN6208	2.0
7.	Entrepreneurial Finance	FN6211	2.0
8.	Behavioural Finance	FN6203	2.0
9.	Investment Banking	FN6215	2.0
10.	Project and Infrastructure Finance	FN6204	2.0
11.	Advanced Financial Statement Analysis	FN6214	2.0
12.	Financial Derivatives and Risk Management	FN6207	2.0
13.	Fixed Income Securities	FN6216	2.0
14.	Financial Econometrics	FN7201	2.0

15.	FinTech	FN6217	2.0
16.	Portfolio Management & Securities Analysis	FN6234	2.0
17.	Independent Study (Finance)	FN6402	4.0

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

3. SPECIALIZATION: INFORMATION SYSTEMS

Pervasive use of technology and the amount of digital information created requires contemporary managers to have 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 and 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 knowledgebase 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 importance of contemporary developments in 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.	ERP Management	IS6202	2.0
2.	Information Systems Analysis & Design	IS6203	2.0
3.	E-Business Systems	IS6206	2.0
4.	Business Intelligence for Managers	IS6207	2.0
5.	Business Applications of Cloud Computing	IS6204	2.0
6.	Information Systems Networking & Security	IS6205	2.0
7.	Big Data for Managers	IS6210	2.0

8.	Advance Excel and VBA	OP6210	2.0
9.	Database Management Systems	IS6221	2.0
10.	Data Visualization using Tableau	BA6213	2.0
11.	Independent Study (Information Systems)	IS6402	4.0

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

4. SPECIALIZATION: OPERATIONS

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

The specialization in Operations Management provides insight into 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 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, and human resource management.

This specialization offers the following courses:

List of Courses

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

5. 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.	Organizational Change and Development	HR6210	2.0
2.	Employment laws	HR6211	2.0
3.	Performance and Compensation Management	HR6203	2.0
4.	Human resource metrics and analytics	HR6212	2.0
5.	Management across Cultures	HR6213	2.0
6.	Negotiation Strategies	HR6215	2.0
7.	International & Strategic Human Resource Management	HR6216	2.0
8.	Talent and Competency Management	HR6217	2.0
9.	Practice of HR Consultancy, Training and Development	HR6218	2.0
10.	SAP/ERP in Human Resources applications	HR6219	2.0
11.	Independent Study (Human Resource Management)	HR6402	4.0

6. SPECIALIZATION: MARKETING

Marketing is the essence of business as it focuses on creating and delivering a “value proposition for the customer” and marketing professionals play a key role in chalking out and shaping the business model. This exciting discipline comprises different domains of identifying consumer behaviour, selecting the right target market, developing a product as a solution in line with the needs of customers, crafting strategic positioning and then promoting the solution to a targeted set of customers and finally delivering the solution to customers through sales, distribution, digital marketing and establishing relationships with customers through CRM to retain and engage them for obtaining customer lifetime 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 a brand and promote sales in the intended target market.
- Develop an understanding of nuances of international marketing
- Be equipped with tools and strategies to engage customers through digital technologies

We offer the following courses under the specialization of Marketing:

List of Courses

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

APPENDIX

Coursera Mode of Delivery: In our commitment to providing cutting-edge education, we recognize the significance of integrating MOOC-based learning into our academic ecosystem. Among the platforms available, Coursera stands out as a leader in delivering high-quality, diverse courses designed to meet the demands of today's rapidly evolving job market.

Rationale: Incorporating MOOC-based Coursera into our educational framework serves as a strategic decision to provide our students with a dynamic and versatile learning experience, and foster adaptability and innovation in academic settings.

By embracing Coursera, we aim to achieve the following key objectives:

1. **Facilitate Self-Directed Learning:** Coursera empowers students to take control of their learning, allowing them to progress at their own pace and explore a wide range of subjects tailored to their interests and career goals.
2. **Enhance Employability:** The platform offers a plethora of certifications that will significantly augment our students' job prospects, ensuring they are well-prepared for the competitive job market upon graduation.
3. **Enrich Existing Programs:** Coursera's comprehensive course catalogue complements our current academic offerings, enabling us to provide students with a more holistic and well-rounded education.
4. **Streamline Prerequisite Courses:** We recognize the need for students to fulfil prerequisites efficiently, and Coursera offers a convenient solution to address this while maintaining academic rigour.

Incorporating Coursera aligns with our commitment to nurturing a dynamic, adaptable, and forward-thinking educational environment. It equips us to better prepare our students for the ever-evolving challenges and opportunities they will encounter in their academic and professional journeys. We believe that this strategic choice will further strengthen our institution's reputation for academic excellence and innovation.

Criteria: LMTSM would be offering specialization electives aided by online learning platforms like Coursera if any of the following conditions are satisfied:

1. The school doesn't have teaching resources (in-house faculty) to teach the specialization elective being offered. This would be done in consultation with the Area Chair of the specialization in which the given elective is being offered.
2. There are less than 10 enrolments (minimum number for an elective to be scheduled) in the elective being offered and it is required to offer the elective given its relevance in the specialization / is required by the students to complete their minimum credit requirements.
3. If students have enrolled on Independent studies to complete their credit requirements.
4. If students need to enrol for skill building and employability enhancement courses.