

Course Description

MBA Course Descriptions

Term 1

MBA711 Accounting for Decision Making

The course provides a comprehensive introduction to financial accounting. It focuses on the standard financial statement (income statement, balance sheet, and statement of cash flow).

MBA712 Entrepreneurship Creativity and Innovation

Entrepreneurship is the creation of a new business, as part of a new firm or from within an existing organization. Innovation is how companies change the rules of the business game. The aim of the course is to introduce the main concepts related to entrepreneurship to graduate students, and to give them an understanding of the main concepts related to entrepreneurship and innovation.

MBA713 Managerial Economics

Managerial Economics is concerned with the application of economic principles and methodologies to managerial decision problems. The course is concerned with both theory and practice: the theory serves to sharpen analytical skills, and the practice will give experience in the application of the theoretical principles to real-world business problems. In this course, students will learn a variety of economics concepts and tools that will help them solve business problems that relate to costs, prices, revenues, profits, and competitive strategies.

MBA714 Statistics for Business

The goal of this course is to encourage students to think critically about how to interpret data and make more informed decisions. This course provides necessary framework for formulating real life problems, developing models and presents techniques that enable the students to arrive at optimum solutions. Students would learn how to formulate a decision problem from given information and data, use software packages to solve the formulated model, interpret the computer result, and finally make objective and valid decisions. This course focuses on enhancing quantitative and analytic skill of the learners. It provides sound foundation for many other courses of the program.

IRP-701 Professionalism and Professional Communication

This is a foundation course on Professionalism and Professional Communication. It is meant to provide students a window into the corporate requirement of etiquette, decorum and conduct, which are essential not only for ensuring a fit in the corporate world but also to ensure that students are prepared for professional and efficient interactions in the business context. Be it conduct with seniors, peers or juniors or be it interaction with internal or external associates, executives are expected to conduct themselves in ways that respect time and boundaries of others.

These boundaries, and behaviors thereof, are not necessarily documented but are certainly expected in all professional organizations. This course is designed to acquaint students with expected conduct during meetings and interviews. Students will get an opportunity to develop their listening, speaking and dialoguing abilities. A major part of business communication is over emails and this course introduces students to basic email etiquette expected of them for professional conduct. A very practical hands-on approach will be adopted. Students will participate in role plays, do practice sessions, read up essential articles on best practices and internalize the behavior expected of them as professionals.

IRP-702 Getting to Yes! Negotiation, Consensus, and Resolution

If there is one domain that every business leader and manager must excel in, it is the domain of negotiation. Leaders and managers who can comprehend dynamics of a situation and negotiate a win-win solution create value for all the stakeholders. This value is created in environments that foster gainful relationships. The results of negotiated deals fuel more deals and more results and the cycle continues. While many have a natural knack for negotiating, the good news is that it is a skill that can be developed. Research shows that people with average negotiating skills can hugely increase their results by understanding how skilled negotiators perceive, analyze, interpret and respond to offers. What the skilled negotiators give up, making bigger gains. How these negotiators pull off a deal, while making the other party contented and wanting to do more business with them. This learning can make an average negotiator learn to more precisely estimate the need, the desire, and the agreeableness of the other party, and thereby make more reasoned and winning offers. This course is designed to help students enhance their sphere of influence, get a close glimpse into how people negotiate differently, what is it that makes one successful and another not so. Are there behaviors that decide the outcomes? The course would help students get an

appreciation of their personal negotiation style, their communication competence assessment, a comparison on where they are compared to the rest. They would learn about negotiation tactics that people employ and how to deal with such tactics? They would learn to deal with more powerful other and also the less powerful other. The course is packed with action. Role plays, simulations, video guided sessions, films and case analysis would make the learning dynamic and interesting.

Term 2

MBA721 Business Ethics

This course makes students aware of ethical issues they may encounter while running business as managers in a given socio-legal environment. Initially, the course introduces ethical issues and dilemmas that concern the different aspects of business and management such as marketing, finance, human resources etc. Course builds a foundation in individual values, ethics, coping with conflicts between personal values and those of organizations.

By examining issues and scenarios that relate directly to their work environment (and their degree of autonomy in that environment), employees can develop a clearer sense of how their corporate code of ethics relates to operational decisions made on a daily basis. Case studies will be drawn from real life current examples of ethical failures and successes. In the recent years, regulators have intensified the focus on how the incorporated firms should balance the interests of all stakeholders. This course continues to build on the aspects of corporate ethical requirements through mandatory and voluntary compliances.

MBA122 Corporate Finance

This course has been structured to focus on finance theory and its implications in the financial decision-making process and policy. The course discusses the theories, concepts, assumptions and mechanics underlying financial decisions viz; investment, financing, dividend and working capital management. The course also focuses on sources and instruments of short term and long term finances. It provides the basic knowledge of Finance that any manager should possess.

MBA123 Marketing Management

Marketing Management course offers an introduction to the strategic as well as tactical orientation of marketing decisions. The course introduces the consumer behavior and organizational behavior theories, strategic planning models. The course also emphasizes the need for research in marketing and explains different types of the research designs used for marketing research. The course focuses on the concepts like segmentation, choice of target markets, differentiation from competitors, value to the customers and positioning, form of product or service decisions, pricing, marketing communications and use of delivery channels etc.

MBA124 Operations Management

Producing and supplying goods and services is the primary purpose of all business organizations. This course provides an introduction to the principles of planning, designing and operating manufacturing and service systems. The course emphasizes understanding and application of the strategies, tools and skills necessary for efficient product and process planning, resource allocation and process capability improvement. Students will apply analytical and critical thinking skills to operational decision making, and will also gain a greater appreciation for the increasingly competitive global and technological environment in which operations management occurs.

MBA125 Organizational Behavior

Organizational behavior course is an introduction to the basic concepts and topics in understanding employee behavior at workplace. This course examines effectiveness of individual, group, and collective behavior at work. At the individual level, the course covers topics such as diversity, attitude, emotions, moods, personality, values and motivation. At the group level, the course focuses on topics such as power, influence, conflict and negotiation. Finally, at the collective level, the course covers topics like leadership, organizational structure, and culture.

IRP-703 Leadership in the Global Context

High-performing teams and organizations are driven by leaders who enable people to be effective in their jobs. These leaders harbor shared vision, enable an empowered ecosystem, led by example and facilitate others to achieve common goals.

This course is designed to help students explore their innate abilities to lead teams and strive for a cause. This is made possible by allowing students to understand self and relationship with others. They explore their strengths and weaknesses, as leaders and managers. They learn to distinguish between direction, delegation, and facilitation. To be able to support team performance, they get performance coaching and also learn how to coach others for best results. They will be exposed to concepts, theories and practices of leadership, and demonstrate courage to take up uncharted paths to desired goals.

The course thus provides multiple perspectives and approaches to studying, defining, applying, and evaluating the concept (and practice) of leadership. Students will read and discuss some of the classic as well as contemporary approaches in the leadership literature to understand what is

implied for developing and sustaining themselves as leaders throughout their careers. The attempt is to drive the point that there is no one correct way to lead and that all leaders are works in progress. Students also get an opportunity to work on a project that allows them to implement their learning and get coaching and feedback to improve their leadership abilities. Finally, the students get to chart out a self-leadership development plan.

IRP-704 Extraordinary Performance: Working Effectively with and through Others

This course introduces students to key concepts, theories, and principles of teamwork and collaboration. While the course concentrates on teams and teamwork, the knowledge, skills, and dispositions developed in the course apply to many groups. For example, the course explores group dynamics and how people behave and interact in groups; how they influence and are influenced by others; communication patterns; the roles people play; how they organize themselves. This is relevant to all kinds of social groupings, including those found in communities and organizations. The course is relevant to most forms of purposeful groups and committees, as well as teams—where people pull together to get things done. It provides a framework for analyzing how work is accomplished in groups and teams, that is, collaboratively, revealing why things don't happen as expected or desired, for example, and what to do about it.

The course touches on many aspects germane to the effective functioning of groups and teams, with main objectives being to help learners become more effective in working with others, and to help groups and teams perform at a higher and more-satisfying level. Important areas students will learn more about through the course include:

- Team Performance Management, especially goal-setting, planning, and allocating work.
- Chartering Teams—how to give teams and groups a head start.
- The Nature of Collaboration, what it actually consists of and requires; communicating and coordinating.
- Getting the Most of Teams—reducing waste, redundancy, and unnecessary conflict; capitalizing on opportunities for leverage and synergy.
- Ways to assess team and group performance, morale, and effectiveness.
- Team-building and interventions to improve team functioning.
- Team Leadership—what it is and how it works; why it succeeds and so often fails.

Participants will also learn more about their team skills and orientations, and improve their teamwork and collaboration competence; that is, become better at working with others.

Term 3

Elective Courses: 6 Credits

MBA731 Strategic Management

The course focuses on the strategy making process in organizations and on how to create sustainable competitive advantage. Strategic process includes developing an understanding of the strategic position of organizations, strategic choices available for to managers, and how they can translate choices into actions. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environment, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of strategy. Relevant international and e-business issues are integrated throughout.

The course provides ample discussions of relevant international and contextual business issues. It integrates the business knowledge learned in other courses such as finance, accounting, marketing, and organization behavior. The course also develops leadership orientation and thinking needed to drive breakthrough performance by running and expanding existing businesses, developing new ones, renovating corporate processes such as risk management, and providing overall change leadership.

The course is expected to enhance conceptual and analytic skills, deepen understanding of business issues in context of environmental complexity, uncertainty, multi-culturalism and interdisciplinary operational paradigms.

IRP115 Strategic Thinking and Design

There is great and continuing need for professionals at all levels to possess and employ the skills and dispositions to tackle complex problems and develop novel and sustainable solutions. And, despite the practically infinite power of the human intellect, creative problem-solvers and strategic thinkers are in short supply. To make matters worse, some with obvious individual capabilities (or potential) find it difficult to work with and through others. Contemporary organizational and global challenges make imperative that we identify, understand, and counter the impediments to problem-solving and solutions that ensure a brighter future.

Many of today's problems and issues exist because traditionally and historically we have taken short-cuts to solving problems, seeking immediate, temporary ("quick-fix") solutions with little thought to long-term implications. There are many reasons for such behavior as well, both conscious and unwitting, but the consequences are the same: doing irreparable damage to society or the planet, creating other problems in pursuit of solving one, or having to repeatedly throw resources at solving the same problem as we have not actually gotten to its roots (core causes). Few problems are as simple as we like to think.

This course exposes students to counterproductive habits, ways of thinking, and common hindrances arising when we attempt to solve problems, and helps learners develop effective strategies to overcome such tendencies. Students will learn how to transcend the limits of their own thinking and how to harness the power of the collective mind and spirit. Students will learn that they can—and should—improve their creativity and inventiveness.

This may involve seeing things they never before saw or seeing them in new and different ways. It may also lead to them seeing themselves, their roles, and their capabilities differently, as well as providing insights into and strategies for getting the most out of groups. It will probably require the learning of new skills and tools, and may require learners to discard or "unlearn" ways of approaching problems and decisions that undermine creativity and effectiveness.

In addition to all this above, the course is especially designed to assist team leaders, managers, and executives to facilitate development of design thinking and creativity in teams and organizations, and to develop leadership skills that promote innovation and organization learning and transformation.

Term 4

Elective Courses: 6 Credits

IRP-706 Interviews and Interviewing

Entry into professional employment is a rigorous process wherein companies scout, screen, select and recruit candidates that best fit the organizational culture and requirements. They need to make this estimation through a short process of screening and selection. While the companies take responsibility of selecting the best fit, the candidates also have a responsibility of presenting their capabilities and true potential to recruiters in a true, clear and efficient manner.

The workshop is designed to help students prepare for this process of screening and selection. The course provides them a glimpse into the corporate world and its expectations from job candidates. It guides students to explore their own strengths and weaknesses, and build their own story. Students also get a chance to learn from experiences of other candidates so as to avoid unnecessary pitfalls in their path to success. They get to learn preparation strategies, appearing for the interview and the post interview management process.

Lectures, presentations, discussions, instruments of self-discovery, videos and mock interviews are used to prepare students for job interviews that they may have to appear for, sooner or later.

IRP-707 Decision-Making, Planning, and Implementation

Decision making is an integral part of our daily lives. We may not think too much about decisions we make or the decision-making process until we are forced to make a difficult decision. Decisions may be difficult for a variety of reasons, including the pressure we feel to make the right decision. To make matters worse, what makes a decision “right” may have many aspects, themselves difficult to ascertain or weigh, and, in fact, “right” may be a matter of perspective. What is seemingly right, necessary, or obvious in one person’s view may be entirely different for another person. You might appreciate what this means when there are multiple parties (stakeholders) interested in the outcome of a decision, each with a different view of what is best.

A decision may be difficult for at least two reasons. The first is the number and kind of details, particulars, and factors to take into consideration, including implications, consequences, and risks of a given decision or chosen course of action, both quantifiable and qualifiable, concrete or intangible.

This is largely a matter of complexity. Then, somewhat separate, there are the moral, ethical dimensions of the decision—what seems to be best all things considered. The more debatable, contestable, provocative, or far-reaching, the greater the difficulty the decision-maker faces.

For people who see primarily two sides—black and white, right and wrong; it either is or it isn't—decisions are simple. But for many decisions to be made, there is often a great deal of grey. There will be grey areas whenever there are competing or conflicting interests and multiple stakeholders. Grey exists where and when there is uncertainty, unpredictability, ambiguity. The level of need for clarity and definition (or, alternatively, with the level of comfort with ambiguity) may impact the approach individuals take to making decisions and thus the decisions they make. This course examines some of the ways people make decisions and considers merits of one approach over another in a particular situation (decision context). It seeks to provide students with the skills, tools, and discipline for a reasoned and deliberate approach to decision making.

Grey areas arise when we have no precedent or rule book to follow, when we encounter a challenge we have not seen before or when known solutions do not work. Dilemmas present grey areas, as well—when a choice is forced between courses of action where none is ideal. Whether or not and how we deal with difficult decisions says a lot about us as individuals. Do we short-cut them and seek simple solutions? Over-analyze and overcomplicate? Leave them to someone else or to popular opinion? One of the purposes of this course is to identify and critique our decision styles, and learn alternative strategies for decision making.

Thus, this course explores and compares various decision-making styles, processes, and techniques. For example, one approach might be more logical and rational, while another is more intuitive or creative. Both can be valuable, with either being more useful in a particular situation than the other. Still, both might need to be brought to bear on a given problem. Students will have a chance to experiment with a variety of techniques in this course.

Through dialogue and case examples, students will also consider pressures and constraints in decision-making, amongst them the pervasive belief that leaders must be decisive and the implications of such drivers. We will also consider the typical biases and other problems in

decision making that undermine the efficacy of decisions, and entertain some of the strategies for overcoming or contending with such tendencies. Work that students did in the Design Thinking course, such as Critical Thinking, will have prepared them for this.

DIS-701 Dissertation

Conducting a research project under the guidance of a faculty member is a unique opportunity for students to not only hone their critical analysis and writing skill but also engage in deep exploration of real-life problems. With this in mind, an applied research dissertation has been added as a compulsory component of the MBA program at IMT. This opportunity helps the students to familiarize themselves with industry best practices in the region, apply cutting edge theory to newer situations and deepen their knowledge in a chosen domain. Depending on the scope of the identified problem of research, the chosen topic for the dissertation can also be interdisciplinary in nature.

ELECTIVES IN FINANCE

MBA 733-FIN Financial Analysis and Valuation

Valuation is an integral part of the field of finance. It has relevance in portfolio management, mergers and acquisitions, corporate finance, legal and tax purposes. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done in the real world. The course is designed to prepare students to analyze, interpret, and evaluate companies' performance using the advanced tools and techniques. The course focuses on different approaches of valuation. Equity analysis is an important task for research analysts, investment bankers, corporate finance specialists, mergers and acquisitions analysts, venture capitalists, and individual investors. Credit analysis is an important task for holders of debt.

MBA 734-FIN Investment Analysis & Portfolio Management

This course is designed to equip the students with the theoretical understanding and practical skills to invest in the financial markets. This course explores the opportunities for investing in different financial assets followed by discussion on investment theories and valuation processes. The course will focus on the minimization of investment risk by portfolio construction, asset allocation, and performance evaluation of investment portfolios. The students will also be exposed to the practical aspects of investing. Thereby the students who complete the course successfully will be able to analyze investment opportunities from both theoretical and practical considerations with a view to making appropriate investment decisions.

This course uses various investment strategies and valuation models to understand basic investment principles and practices. This course blends portfolio theory with the type of practical issues that one will come across in a career as a professional investment manager. The course topics include identifying investor objectives and constraints, recognizing risk and return characteristics of investment vehicles, developing strategic asset allocations among equity and fixed income assets. The course focuses on how to manage portfolio risk; enhance portfolio returns; evaluate portfolio and manager performance relative to investment objectives and appropriate benchmarks.

For students pursuing a career in finance, the topics provide an introduction to the science of financial investments. Students pursuing finance careers will receive an exposure to the vast area of investments and financial markets. Prerequisite foundation courses are integrated throughout

the course and students are assumed to have a working knowledge of financial accounting, finance, economics and statistics.

MBA 736-FIN International Finance

This course covers issues related to international financial markets, financial operations of an entity within the globalized environment and currency exposure management. Besides, Bloomberg Market Concepts (BMC) is embedded in this course to give students a visual introduction to the financial markets.

MBA 737 -FIN Risk Management & Insurance

This course is an introduction to the study of risk and insurance. The evolution, types of insurances, coverage, and the relationship of insurance to business activity and the national economy are studied. The students are imbued with the knowledge of basic insurance contracts, the coverage and provisions of property, life, health, and liability policies for individuals. Finally, the course focuses on the principles, methods and techniques of premium calculations.

The course aims at introducing the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance. Thereby, this course will provide the students with a broad understanding of risk and insurance as a means to manage it. This forms the foundation to facilitate the students in their further studies on insurance and starting a career in risk management industry.

MBA 740-FIN Corporate Restructuring

The course aims to give students a good appreciation of the theoretical, practical and institutional aspects of Mergers and Acquisitions. The course will further examine valuation and performance measurement issues related to Mergers and Acquisitions. This course uses an analytical framework and real-world application to introduce the key principles and techniques of restructuring strategies like mergers and acquisitions. This course will present the theories and empirical evidence on corporate control transactions, the process of evaluating acquisition targets and its application in practice. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value. The course focuses

on valuation, structuring, financing and negotiating of M&A transactions. Basic knowledge about the field of Mergers and Acquisitions is the foundation for effective work in a wide range of fields like investment banking and consulting.

MBA 741-FIN International Banking

The course provides an outline of international banking and deals with recent developments and a solid understanding of international banking. This course focuses on latest institutional and management issues facing international banking in the turbulent operating environment. It examines the current international banking and financial condition as well as its evolution in the past along with banks' global managerial and operational issues. The course is focused on the determinants of competitive dynamics and performance in the global banking industry. It primarily covers commercial and investment banks: the capital markets in which they operate; the related products offered. The course addresses organization strategy, structure and geographic dimensions covering the US, Europe, Emerging and GCC markets.

MBA732-FIN Financial Markets and Institutions

This course provides a broad overview of the global financial markets and institutions. Major issues to be covered in this course are historical developments in financial markets, nature and characteristics of various types of financial instruments including derivatives, hybrids and convertibles, functions of various regulatory institutions and market intermediaries, regulatory mechanism. It also covers risk management system of various segments of international financial markets e.g. (i) money markets (ii) capital markets -stock markets and bond markets, (iii) commodity markets, (iv) derivatives markets, (v) insurance Markets, and (vi) foreign exchange market.

ELECTIVES IN OPERATIONS

MBA742-OPR Supply Chain Management

The function of supply chain management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. In today's environment of shortening product life cycle, complex corporate joint ventures, and stiffening requirements for customer service, it has become necessary to consider the complete scope of supply chain management, ranging from supply of raw materials, through factories and warehouses, to meeting the demand in sales outlets. The course will focus on critical issues of design and management of supply chain.

MBA743-OPR Total Quality Management

This course focuses on qualitative and quantitative techniques used to study and improve quality of operations in manufacturing and service organizations. It covers topics such as quality philosophy, quality management systems, statistical process control (SPC), acceptance sampling, tools for quality improvement, product and process design. The role of quality in the entire cycle including product/service design, development, production, delivery, and customer support is emphasized in order to achieve total quality management.

MBA744-OPR Project Management

Project Management is critical to sustainable economic growth. Competitive advantages is achieved through development of new products, services and constant innovation managed through projects. To manage the projects successfully, project managers should be well versed in multidisciplinary project management practices so that resources are optimally utilized within stipulated cost and time frame. This program aims to familiarize the participants with different aspects of project management and provide specific skills, tools which may be useful in enhancing their ability to plan, implement and manage activities to meet objectives of the projects in different sectors.

MBA745-OPR Logistics Management

Logistics management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered activities of business. Logistics and

supply chain system activities - communication, inventory management, and warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

The function of logistics management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. Supply logistics related costs account for 20-25% of typical firm's total costs. On the revenue side the supply chain decisions have a direct impact on the market penetration and customer service.

In this course we will view the logistics from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply chain - hand-offs of either information or product. The design of a logistics system is critically linked to the objectives of the supply chain. Our goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm or supply chain.

MBA746 -OPR Service Operations Management

Service sector makes a major contribution to economy of any country. Service organizations respond to the needs and expectations of the customers and leave a certain experience in the mind of the customer through service delivery system. This course addresses the strategic and operations aspects of managing service delivery system. The course covers the service concepts, customer and supplier relationship, service encounter, performance management. It includes key managerial decisions such as waiting line management, facility location, managing capacity and demand requirements and managing service processes. It also emphasizes on service supply chain management, lean service systems and service quality management. The course aims to provide students with concepts and tools necessary to effectively management service operations.

MBA747-OPR Operations Analytics

Decision makers and system optimization rely on intelligent technology to analyze databases systematically for decision making. Business analytics help managers to transform complex data into clear manageable information in order to make sound decisions. In particular, the course focuses on how to deal with big data that business processes generate. It provides fundamental principles and techniques of data storage and mining with real world examples. Emphasis is placed on the identification of patterns, trends and variation from dataset across space and time. It provides a variety of advanced techniques for predictive analytics, classification, unsupervised learning and supervised time sequenced learning.

MBA748-OPR-Operations Strategy

This course provides you with a framework to (1) formulate an operations strategy and (2) understand the key drivers behind an operations strategy and evaluate their impact on a firm's bottom line. Thus, the word strategy in the title has two connotations: formulating an operations strategy (= long-term plan) and making strategic (=important) operational decisions. We will study a series of cases in a variety of settings using a variety of tools to achieve these two goals.

For current and future Global Business environment, Operations Strategy carries significance of far reaching implications. It is only a right Operations Strategy which will enable the manufacturing and service sector to face the competition. Future and potential managers in the form of post-graduate management students need to appreciate the degree of complexity involved with such competition and the key contemporary issues that are likely to face upon joining an organization.

This course is positioned above a core operations course, below a competitive strategy course, and adjacent to a corporate finance course. It is the highest-level elective in the operations major and can be supplemented by more specialized electives such as supply chain operations (focus on manufacturing and distribution) or service operations, or analytic spreadsheet modeling.

This course intended to help students to discover exactly what components are constituted in an operational strategy. It provides knowledge on concepts and various diverse tools available to be used for implementation.

MBA749-OPR Technology Innovation and Transformation

Business innovation and management of technology is an interdisciplinary field that integrates science, engineering and the management of knowledge and practice. It focuses on technology as the primary factor in wealth creation. Management of technology implies managing the systems that enables the creation, acquisition and exploitation of technology. It is an interdisciplinary field concerned with the planning, development and implementation of technological capabilities to shape and accomplish the operational and strategic objectives of an organization. Business innovation creates a linkage among the science, engineering and management disciplines and is critical to the dynamics of business growth. Dimensionally, at the national/government level (macro level) it contributes to shaping public policy, at the firm level (micro level) it contributes to the creation and sustainability of competitive enterprises, and at the individual level it contributes to the enhancement of one's own worth in society. This course focuses on the strategic management of new and established businesses in technology intensive industry. It provides frameworks for analyzing key aspects of these industries and teaches students how to apply these frameworks. The course focuses on four themes: (1) the source, discovery, and evaluation of opportunities (2) the provision of products and services that satisfy the needs of customers, (3) the development of mechanisms to appropriate the returns from the exploitation of the opportunity; and (4) the organization of efforts to innovate.

Successful management of technology and innovation has become one of the most critical aspects of business in a technologically dynamic environment. New technologies and innovations compel organization to find new ways and means to compete and survive. The course introduces the concepts of management of technology and covers its domain. It examines the strategic options that an organization can take in the development and maintenance of MTI. The processes of planning, implementation, evaluation and control utilized in each of these approaches are discussed. It also examines the building of capabilities needed for the success of MTI, organizational learning and knowledge management. The course draws on a variety of disciplines and aims at integrating them to generate new insight and shows how technology can be developed and value captured to gain sustainable advantage.

MBA750-OPR Strategic Sourcing and Procurement

The sourcing and procurement functions play key roles in many organizations, particularly in those industries where material inputs represent a significant share of the total cost. This course examines

supplier identification, evaluation and management, and the purchasing policies, processes and procedures required to achieve efficiency and minimize costs. It looks at the changes from traditional sourcing and purchasing functions to e-purchasing and stock optimization.

ELECTIVES IN MARKETING

MBA751-MKT Brand Management

The course offers an intensive and yet stimulating understanding of branding. Brands are wealth generators of the twenty-first century. Earlier, firms differed on the basis of wealth producing assets like factories etc. In the new era of a globalized marketplace, brands are key differentiators and drivers of economic value of a corporation. Jeans manufactured in factories are just the same but Levi's, Wrangler and Lee are much sought after. Brands are the ultimate differentiators; they drive consumer buying, revenues and the ultimate value of the business. The course introduces strategic brand management process and theory of customer-based brand equity. The course explains the importance positioning theory in brand management and highlights the concept of points of parity and points of difference. The course further discusses the brand audit methodology and role of brand elements, marketing programs and secondary associations that help in building brands. The principles of brand equity measurement system and theory of brand extension and brand rejuvenation are also covered in the course.

MBA752-MKT Customer Relationship Management

With the advancement of competition, information technology and changing customer preferences customer relationship management (CRM) offers significant opportunities for organizations to better understand and serve their customers and to personalize experiences according to their needs. It is necessary for organizations to invest in customers who are the long term assets of any organization in order to increase their revenues and profitability. The businesses have realized the importance of retaining customers in today's competitive world. To be successful in the new millennium, organizations have to practice long term relationships with all their customers. This course focuses on the application of CRM as a tool, strategy and philosophy along with its application in marketing, sales, service and information technology. Theories on relational

marketing, analytical CRM, operative CRM and collaborative CRM will be discussed along with Conceptual background of relationship marketing and CRM theories.

MBA753-MKT Digital Marketing

This course focuses on the strategic concepts and issues in the area of Digital Marketing and examines how digital tools like the Internet, and smartphones, and platforms like websites, and social media are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. It is a consumer-focused perspective that most students will be able to relate to from their own experience. An essential part of the course is the simulation for digital marketing promotion where students use their learning to develop and implement promotional campaigns in a simulated environment.

MBA754-MKT Retail Management

Retailing is a dynamic and interesting area of study with new retailing concepts emerging, such as Internet shopping/ e-commerce. It is important to gain an understanding the principles, frameworks and concepts underlying retail management, which should then aid in the development of retailing strategies. The subject aims to assist students in adopting the perspective of the retail marketing manager, and therefore, particular emphasis is placed on case analyses and practical assignments. The use of retail marketing cases is designed to illustrate the application of marketing concepts and tools to real-world retail marketing problems. Broadly this course discusses concepts, theories, strategies and practices used in management of retail businesses. The course starts with discussing different formats of retailing and their characteristics. It also explores retailing strategies such as retail market strategies, financial strategies, retail location and site selection strategies. Further, it focuses on merchandising management aspects such as merchandise assortments, merchandise buying strategies, pricing and communication of merchandise and store management aspects such as store layout, design and visual merchandising, customer service, recruitment, selection motivating and compensating the employees.

MBA756-MKT Business to Business Marketing

Business-to-Business Marketing explores decision-making and activities involving business-to-business transactions. Specifically, Business to Business Marketing concepts and theories

pertaining to buying decision process, business and corporate strategies, market segmentation, positioning, pricing, communication, physical distribution and sales management are examined within the framework that views Business to Business Marketing management as the process of understanding, creating, and delivering value to customers. Further, use of the latest trends for Business to Business Marketing channel management and communication is also discussed.

MBA757-MKT Integrated Marketing Communication (IC)

To many of us, advertising represents the most visible face of the organization. While advertising is only one of several components of the overall promotion strategy, it often overshadows other promotional components such as publicity, sales promotion etc. In recent years, a strong move has been made to coordinate better the promotional elements along the lines of integrated marketing communication (IMC). IMC helps maximize promotional impact through orchestrating all promotional devices and elements. The course instructor believes in the thesis of a fuller integration in promotional design and management.

MBA758-MKT-Marketing of Services

This course will examine differences between goods and services and their implications for staging value to customers. The course will emphasize on three additional Ps of services marketing such as people, process and physical evidence. The course will highlight the importance of Gaps model of service quality in understanding the principles and theories related to dimensions SERVQUAL model, service recovery, recovery paradox, service relationship marketing in services, customer driven service standards, service blueprinting, service design and new service development, matching demand and supply and integrated marketing communication for services.

MBA759-MKT Consumer Behaviour

Consumer behaviour investigates the manner in which consumers interact with products and their Retail/Marketing environment. This can include the purchase of products, consumption of services, or disposal of goods. Understanding consumer behaviour is the most visible indication that a retailer is working for customers. It helps retailers figure out what customers may want from them, respond to those needs, wants and desires through an appropriate market research and offerings and thus, persuade them to buy their goods and services such that will ensure delight to

the buyers and profit to the retailers at the same time. The course will emphasize on learning concepts and skills related to needs and attitudes of buyers.

ELECTIVES IN ENTREPRENEURSHIP

MBA760-ENT Strategy for Start-Up

Strategy for start-up raises very specific issues. During the initial years of a start-up, the first strategic goal of the founder is to avoid the premature death of the venture.

The second strategic goal of the founder is that the start-up comes up with an attractive product/service proposition which ensures either a minimum immediate profitability or the prospect of a future profitability in case the venture is supported by external investors.

MBA761-ENT Value Proposition & Business Model

The Value Proposition and the Business Model are two essential components of any business. Defining them properly in the early stages of the company or project is a crucial part of the success of any new product or new service. While the Value Proposition concept has been around since 1988, the Business Canvas was introduced in 2010. Combining these two approaches properly can give a real edge to any entrepreneur or intrapreneur.

MBA762-ENT Fundraising and Crowdsourcing

A few entrepreneurs have been able to create and grow their business without raising money. This enables them to retain the full ownership of their venture. But this is not always possible, sometimes because the nature of the business implies spending a lot of money before being able to sell anything to customers, sometimes because growing fast and first is a real edge over competition.

MBA763-ENT Lean StartUp and Effectuation

Entrepreneurship tended to be approached in a very linear way until effectuation was introduced by. This course will focus on the creation of a new firm. The aim of the course is to introduce the main concepts related to entrepreneurship to undergraduate students, and to immerse them into the early stages of the entrepreneurship process.

MBA764-ENT Social Innovation and Entrepreneurship

This course introduces students to the strategies and processes of social innovation and social entrepreneurship. Students will examine how several individuals and groups have brought about social change. We will look at current innovations within the social sector and how the spread of successful innovations takes place through social entrepreneurial activities.

Social entrepreneurship is a field of business in which entrepreneurs are using business methods to help solve social and environmental challenges otherwise ignored by commerce. This field is addressed with donor-driven models by the non-profit sector. Social Entrepreneurship offers opportunity to young professionals to create societal/economic value on a sustainable basis.

Social entrepreneurs often create and manage new business models (for neglected markets) that corporations can emulate or acquire to take to scale. When looking at a social venture or discussing a social entrepreneur we'll examine the following: Sustainability of enterprise; Impact and Performance; Innovation, and Leadership.

MBA765-ENT Family Business Management

It has found that family-owned businesses account for two-thirds of the world's businesses and generate employment and wealth. In middle-east region, family companies dominate the economy. This course, Family Business Management, focuses on this vital and interesting sector.

Managing any business can be challenging these days especially with the increasing impact of factors such as technology, social media and globalization. While family businesses on average are arguably stronger performers than other types of enterprise, they have distinctive vulnerabilities that need to be managed. Managing a family business can be especially challenging as family considerations add additional levels of complexity to the tasks of management.

This course helps students understand how to capitalize on the strengths, navigate the challenges, and guard against the weaknesses of these companies and the families that own them. The focus is on small and mid-size firms with annual revenue of \$10-\$500 million. We will explore the business, personal and family issues found in family owned and managed companies. The managerial, strategic, financial and behavioral complexities in these firms are also analyzed.

ELECTIVES IN DIGITAL BUSINESS

MBA766-MDB Digital Start-ups

Digital start-ups are the most popular new ventures. The development of high-speed internet all over the world has made it possible for any digital venture to address customers from all countries. The aim of the course is to explain students what are the specificities of these companies, and how they can develop one.

MBA767-MDB Big Data for Decision Making-MBA

This course introduces basic technology (algorithms, architectures, systems) and advanced research topics in connection with large-scale data management and information extraction techniques for big data. The course will start by introducing Big data models, databases and query languages, and cover modern distributed database systems and algorithms and Big data systems adopted in industry and science applications. Two decades ago, data base specialists used to call Big Data as very large Data Bases (VLDB). You predict almost every digital data, text data, etc., if you have historical data, say starting from customer/employee churn analysis to life time value analysis, RFM, retention techniques to CART or CHAID or conjoint analysis etc. So, this course is a dissemination and culmination of data warehousing methods, data mining, business intelligence (BI), Business analytics and big data.

MBA768-MDB Growth Strategy for Digital World

Digital technology is radically changing the behaviour of individuals, corporations, and entire societies, and disruption seems to be the new normal. CEOs are faced with the dual challenge of protecting their backyards from upstarts and incumbents while simultaneously devising strategies that will guide their growth for the next few years. Growth has become a priority in the corporate agenda for sustaining competitive advantage.

Managing any business can be challenging these days especially with the increasing impact of factors such as technology, social media and globalization. Harnessing the power of constantly evolving digital technology to break down well-established barriers to entry and devise new business models is a complex endeavor. This make managing these businesses especially challenging as ownership considerations add additional levels of complexity to the tasks of management.

This course helps students understand how to capitalize on the strengths, navigate the challenges, and guard against the weaknesses of these companies. What approach is sufficient to sustain the growth and health of your business and demark you from competition in the longer term? Using a wide range of tools and frameworks, this course examines the strategies that owners or leaders can use to grow a business. The managerial, strategic, financial and behavioral complexities in the growing firms will also be analyzed.

MBA769-MDB Web & Digital Analytics

This course exposes learners to the analytic methods that can be used to convert social media data to business insights. Web and digital Analytics is the science of analysis that focuses on Internet data. It involves the collection, analysis, and data-informed decisions leading to the optimization of an organization's digital ecosystem and supporting business processes. Data from websites, mobile applications, social media, Internet of Things, or third party sources are commonly combined with Sales systems to inform business decisions. Web and Digital Analytics has become an integral part of core business strategies, workflow optimization, and maintaining a competitive edge. In this course, learners will be exposed to both the benefits and limitations of relying on this data compared to traditional methods of research. Moving beyond social media listening, this course shows learners how web and digital data can be used to provide insights into business structure and consumers' perceptions of the brand. This course covers fundamental concepts of analytics and deep dives into web, social, content and mobile analytics common scenarios and covers the popular web analytics tools used by marketers across the major industry domains.

MBA770-MDB Valuation of Digital Business

The Valuation of digital business course explores both the theoretical basis and practical applications of major elements of all major valuation methods: - discounted cash flow valuation, relative valuation and asset-based valuation. The course focuses on how to evaluate companies in different industry sectors with special emphasis on digital businesses. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done for digital businesses.

MBA771-MDB Digital Accounting

This course covers digital accounting and its relevance. The term digital refers to a prefix “e” for electronics, suggesting use of machines like computers. Therefore, students will be exposed to representation of accounting information using the computing and networking technologies. Specifically, students will be enlightened in this course on accounting information systems and computerized accounting processes.

It should be noted that IMT Dubai offers an elective course only if the minimum class size is achieved for the course. According to the policy and procedure manual, a minimum class size of 10 is required for a course to be offered.