

COURSE DESCRIPTIONS

4.1 MODULE A - FOUNDATIONS OF BUSINESS

ACC 501 Accounting for Decision Making (3 Credits)

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

BIF 501 Business Informatics (1 Credit)

This course introduces information needs and information systems in business. It will explore how integrated information systems support organizational functions, and how they assist managers in making operational, tactical and strategic decisions. Students will learn the importance of identifying and critically analyzing an organization's information needs.

DDM 501 Data and Decision Making (3 Credits)

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.

ECO 501 Economics for Business (2 Credits)

This course explores the relationship of economics to managerial decisions. Considerations are given to optimization techniques, fundamental microeconomics theory of supply and demand, market structures, game theory, pricing strategies, externalities, the role of the government in economic activity, production and economic growth, unemployment, money growth and inflation, and various micro and macroeconomic topics.

4.2 MODULE B: MANAGING THE FUNCTIONAL AREAS

FIN 611 Financial Management (3 Credits)

This course is an introduction to the management of a firm's financial resources given a wealth maximization decision criterion. All of the important and basic areas of financial management are covered in this course. The course is designed as a first step into corporate finance for both finance and non-finance majors. Important financial management concepts that are covered include financial analysis; operating and financial leverage; capital budgeting; cost of capital; long and short term financing, valuation of debt and equity, dividend payout and management of working capital. Emphasis will be placed on helping you gain insight about the finance principles and concepts before we launch into the specifics.

MKT 601 Marketing Management (3 Credits)

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.

OPR 611 Operations Management (3 Credits)

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

4.3 MODULE C: MANAGING THE PEOPLE AND ORGANIZATIONS

BEG 821 Business Ethics and Corporate Governance (1 Credit)

This course makes students aware of ethical and governance issues they might encounter while running of business as managers or managing a corporate in an overall socio-legal environment. Initially, the course introduces ethical issues and dilemmas that concern the various aspects of business and management. It provides a foundation in individual values, ethics, coping with conflicts between personal values and those of organizations. Later, the course provides governance concepts that deal with the complex relationship among the corporation and its board of directors, management or shareholders. In the recent years, regulators and legislatures have intensified their focus on how the incorporated firms should balance the interests of all stakeholders. This course builds on various aspects of corporate governance requirements — mandatory and voluntary compliances.

BRM 611 Business Research Methods (2 Credits)

This course aims to allow the participants to learn the importance and use of different techniques and methods of business research. Participants will be able to critically assess a range of research techniques and tools as approaches to providing solutions for business related problems. Students will learn by designing a research project and conducting the research as a part of this course. The course involves learning starting from identifying and diagnosing the business issues, developing research questions and objectives, designing research methods, collecting and analyzing data and preparing insightful reports to aid business decision making.

LEB 711 Legal Aspects of Business (1 Credit)

This course examines the legal environment in which companies operate at the national and international level and compliance issues. It also evaluates constraints and restrictions in business operations due to legal requirements. The course covers important business laws in the Gulf Cooperation Council (GCC) in general and in the UAE particular.

MGC 501 Business Communication (Non Credit)

Good communication skills are essential for success in business. This is a broad based introductory course designed to hone the business communication skills of the students especially when it comes to preparing and using written and oral communications effectively. Because precision, clarity and accuracy are essential to professional communication, this course will emphasize writing, power point presentation, listening and critiquing skills

OBR501 Organizational Behavior (3 Credits)

This course is designed to help students understand human behavior at an individual, group and organization level. The first part helps examine behavior at individual or micro level. Topics included are diversity, individual's attitude, emotions, moods, personality, values and decision making, and concepts of motivation. The second part brings to focus group behavior and team work, interpersonal communication and leadership, power and politics and, conflict and negotiation in the context of an organization. The third part focuses on the organization system and its interplay with individual and group behavior. The students learn how organizational structure, culture, policies and practices impact human behavior and thereby organizational performance and effectiveness. This part also brings to

attention of students the imperative, challenges and approaches to Organizational Change. Students learn theories and concepts of human behavior. They are exposed to empirical research in the area and taught to move from intuitive understanding to evidence based understanding and analysis. They apply the theories and concepts learnt, to Teaching Cases, and present and discuss their analysis and decisions.

4.4 MODULE D: LEADERSHIP AND STRATEGY

IBS712 International Business Strategy (2 Credits)

Global competition and opportunities have become integral part of business organizations today. Sensitivity to uncertainties, turbulences and disruptive forces in the global environment are prerequisites for survival. This course addresses some fundamental issues in developing international strategies and managing the international environment. It deals with impact of environment on firm strategy and operations, including investing in foreign countries, multi-cultural workforce, international production, cross-border value chains; national variables that influence the competitiveness of firms or lead to attractiveness of certain countries to foreign investors; analysis of alternative strategies for entering and growing in different markets such as exporting, licensing, direct investment and joint ventures; examining leadership in the organizational transformation of international companies. Finally course aims to provide specific and differential contexts in emerging markets that warrant new ways of looking at business strategies.

STL 841 Strategy & Leadership (3 Credits)

The course focuses on the process of crafting and executing strategy in organizations, and how they can create sustainable competitive advantages. The strategic process starts with an understanding of the strategic position of organizations, strategic choices available, and how leaders translate choices into actions. Topics are covered from a general management perspective—setting objectives, analyzing external & internal environment, formulating strategy, understanding and designing business models and organization architecture for implementation of the strategy. 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 strategic thinking needed to drive performance and growth by running and expanding existing businesses, developing new ones, renovating corporate processes such as risk management. Students gain insights, competences in diagnostic and intervention processes for leading (initiating, managing or facilitating) the change in organizations. The course is expected to enhance conceptual and analytic skills, deepen understanding of business issues in context of environmental complexity & uncertainty, multi-culturalism and inter-disciplinary operational paradigms.

4.5 CONCENTRATION IN INTERNATIONAL BANKING AND FINANCE

FIN 811 Financial Markets and Institutions (2 Credits)

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.

FIN 816 Islamic Banking and Finance (2 Credits)

Islamic Banking has grown in the last 15 years on a phenomenal scale worldwide. Islamic Financial contracts and products are now widely offered by Islamic Institutions as well as conventional banks. This course focuses on the conceptual framework of Islamic economics; analysis the fundamentals of Islamic finance and discusses the history and evolution of Islamic Banking. It then examines the types of financial contracts offered by Islamic institutions as well as practices and activities of Islamic banks. It finally explores the growth of Islamic investment funds and their pattern of development and investment strategies.

FIN 817 Advanced Corporate Finance (2 Credits)

The aim of the course is to develop a profound understanding of optimal investment and financial decision making in modern corporations, how managerial decisions affect the market value of the firm, how the behaviors of investors and management interrelate and how market participants exploit their knowledge of corporate finance. The course focus on the valuation of real assets including optionality, capital structure and financing decision, corporate control transactions and managerial incentives. The course focuses on advanced financial strategies covering business valuation, financial risk evaluation and instituting a risk management framework, project financing strategies, capital structure strategies involving critical decision on debt –equity mix, equity related decisions involving share repurchase, convertibles, right and bonus issue, cash dividend and treasury management.

FIN 819 Mergers and Acquisitions (2 Credits)

The course aims to give students a good appreciation of the theoretical, practical and institutional aspects of Mergers and Acquisitions (M&A). 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.

FIN 822 Financial Statement Analysis (2 Credits)

Financial Statement Analysis is essential for all individuals working in the business world. Understanding financial accounting information is critical for a wide range of business decision making. The course is designed to prepare students to analyze, interpret, and evaluate companies based on financial statements. This is highly relevant for securities analysis, investment banking, asset management, private equity, and buyouts. This course inter alia covers financial ratios, trend analysis and composite scores to evaluate a company from the perspective of the shareholders and other stakeholders.

FIN 823 International Banking Management (2 Credits)

This course covers management theories as applied to the banking operations encompassing comprehensive discussions on critical banking issues like (i) organization structure of commercial banks, (ii) banking environment such as regulatory structure, lending policies, managing funds, risk management including asset liability management, and capital adequacy analysis and (iii) Islamic banking format. It addresses the issues of organisation of the international banking financial operations, correspondent banking relationships, international investment banking services and sovereign lending, international money transfers, Nostro and Vostro accounts, and banking risk management. In addition, international banking issues like international money laundering, offshore banking markets, regulation of international banking activities are also covered.

FIN 824 International Finance (2 Credits)

This course covers issues related to international financial markets, financial operations of an entity within the globalized environment and currency exposure management.

FIN 825 Investment Analysis and Portfolio Management (2 Credits)

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.

FIN 838 Derivatives & Securities (2 Credits)

This course offers analysis of derivatives securities such as forwards, futures, swaps and options and covers equity, stock index, interest rate, currency and commodity derivatives. Students will learn the techniques and models for valuing futures and options such as cost of carry model, binomial model, Black Scholes model etc. The course will imbibe students with the ability to apply and develop trading strategies using options and futures. Students will learn how to exploit arbitrage opportunities in the market. The course will enable students with the capability to develop hedges to protect exposures to the global markets.

FIN 8110 Risk Management and Insurance (2 Credits)

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 imbibed 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.

FIN 8111 Strategic Cost Management (2 Credits)

Strategic cost management course provides a useful cost analysis framework which is too often missing in the strategic decision making. This course covers an in depth discussion of traditional and contemporary approaches to product costing, cost allocation and cost management systems. This course also examines the role of cost information in planning, decision-making and control.

4.6 CONCENTRATION IN HUMAN RESOURCE MANAGEMENT

HRM 811 Staffing in Organizations (2 Credits)

An organization's capacity to achieve a competitive advantage through human resources begins with successful staffing. Staffing in Organizations course is designed to cover theory, research and legal foundations of staffing practices in organizations. The course reviews the attributes of effective staffing strategies and procedures with attention given to evaluating methods of recruitment and selection used by organizations in light of those attributes. This course is intended to provide students with an understanding of the principles, tools and techniques used in staffing. Emphasis will be on the methods of applicant search, screening and steps involved in selection process. This course also gives students an opportunity to develop critical skills in performing job analysis, thereby developing job descriptions and job postings. Major topics include staffing strategy and context, job/competency analysis, recruitment and hiring, internal/external selection and retention practices.

HRM 813 Career & Competency Management (2 Credits)

This course appreciates the importance of career strategies in a rapidly changing environment and aims to develop an awareness of various career orientations and strategies of individual career planning.

Organizations that identify competencies critical to their business and develop those competencies in their people gain competitive advantage which other firms would find difficult to duplicate. However, only a few organizations have successfully leveraged the business impact of competencies. For better business impact, the use of competency framework for acquisition, deployment and development of talent has to be driven and supported by top management. This course will impart skills essential for smooth management of career and competencies from individual and organizational perspectives. The bi-level (individual and organizational views) nature of the course will ask you to shift perspectives frequently.

HRM 816 Organization Development & Change (2 Credits)

This course focuses on learning the process and ways to tackle change within a variety of organizational contexts. It provides conceptual understanding of local and global organizational environment and conditions that foster change, besides, providing direction on how organizations can facilitate change within a business context. Course develops strategic understanding and skills to undertake, manage, implement or evaluate change in the organizations for intended outcomes. The course is designed to help students become potential change agents and organization development professionals. They gain insights, competences in diagnostic and intervention processes for initiating, managing or facilitating the change in organizations. This is two credit course that involve 30 hours of classroom interactions. In addition, students are expected to spend about 60 hours in preparing assignments, background chapter readings and project work.

HRM 817 Strategic Human Resource Management (2 Credits)

Human resources management (HRM) is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, compensated, and what steps are taken to retain them. Therefore, effective human resources management (HRM) is one of the most decisive factors in the success of any organization. This course is anchored in business strategy and views human resource management as a critical means to achieve competitive advantage. As human resource competencies have become a significant competitive advantage globally, HR department in organizations must demonstrate not only that their programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization. By exploring the shifting roles of HRM from administrative expert to business/strategic partner, students will understand the unique strategic positioning of contemporary human resource management and the subsequent demands placed on professionals working in this area. Thus, this course will focus on how to “strategically” manage human resources and develop vital “people” management competencies in organizations. Among the topics included are: strategy and HRM, SHRM approaches, HR value proposition, SHRM trends etc.

HRM 819 Cross-cultural Management (2 Credits)

The impact of globalization in the cultural sphere requires that employees, especially managers, develop cross-cultural competence to work effectively in international assignments with increasingly diverse employees, customers, suppliers, and other relevant stakeholders such as governments and other public bodies. Cultural differences, while difficult to observe and measure, are obviously very important. Failure to appreciate and account for them can lead to embarrassing blunders, strain relationships, and drag down business performance. Effective exposure and training to cultural differences around the

world can help employees learn to be more successful in a variety of business settings. Cross-Cultural Management is an interdisciplinary human resources field which aims to improve communication, management and interaction of people from different cultures. This course is designed to help students understand the importance of national and organizational cultures. The course also deals with various issues related to complexity of culture, cultural orientation of different organizations and individuals and the mapping of national cultures through the cultural dimensions of a number of theorists. Moreover, the students, through various contemporary studies, will be exposed to the cultural dynamics that has been taken place globally.

HRM 822 Organizational Learning & Development (2 Credits)

The dynamic nature of today's organizations requires on-going strategic development of the skillsets of employees for its very survival. As human resource competencies have become a significant source of competitive advantage across organizations, training and development of human resources gained prominence in organizations. Human Resource managers are responsible for training and developing talents to align with changing organizational requirements. This makes it imperative for HR managers to demonstrate not only that their training and talent development programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization. This interactive, theoretically anchored, and applied course is aimed at understanding the process and practice of learning and talent development in organizations. The course will explore the theories and applications of adult learning and principles of learning. The major focus of the course will be on understanding practices and techniques of employee learning, training, and development in global and UAE/GCC organizations. Emphasis will also be on analyzing training needs, aligning training needs with the organization's strategy, developing and designing training programs, and evaluating training.

HRM 824 Performance Management (2 Credits)

This course examines the overall objectives of performance management within the context of an organization. The focus of this course will be on understanding of the systems used for appraising employees in organizations. The link between the design of reward systems and employee performance is critically analyzed using theory and case studies. Coverage includes recent developments in the area, performance management and competency-related pay, as well as the essential techniques used in organizations to map and measure performance.

HRM 825 Compensation & Benefits (2 Credits)

Compensation is a key issue in most employment relationships as it has substantial impact on both organizations and employees. From an organization's point of view, it is both a major cost of doing business and an investment to impact employee attitudes and performance. From an employee's perspective, compensation is an important factor that influences their standard of living, status, and security. Compensation is, therefore, a critical area of human resource (HR) management, and one that can greatly affect employee behavior. The goal of the course is to give students an opportunity to comprehend variety of theories and methods used to reward employees. Although mainly a theory course, the course will also cover new developments as well as established compensation practices to illustrate real-world aspects of compensation. This course will review all major aspects of compensation programs, with special emphasis on job evaluation, salary structure development, salary survey analysis,

and employee benefits such as pension schemes. The course will also include the ethical issues related to total rewards.

HRM 8110 Negotiation and Conflict Resolution (2 Credits)

Conflict is an integral part of professional life experience. Managers are busy in resolving conflict, be it with clients, vendors, bosses, teams and even back home with family and friends. Scholars have argued over the merits and the demerits of conflict. Researchers have classified these into good and bad conflict and advise practitioners to embrace, shun or resolve conflict based on its merit. How well a manager resolves conflict is thus a competency much needed. Research indicates that principled negotiations deliver better long term results. While this course prepares students to handle both competitive and collaborative situations, the focus is to finally build in students a principled approach for long term results. This course introduces students to types of conflict and conflict resolution styles. It makes them aware of the negotiation strategies and tactics that people employ and prepares them to handle these negotiations with a better understanding of the situation, the parties involved and the context. It introduces them to negotiation theories, concepts and empirical research in relevant areas. Some immediately relevant and some difficult negotiations such as Job and salary negotiations, collective bargaining situations are dealt with in greater detail. Students get to engage on complex issues such as those of ethics, power and politics in negotiations. They learn to decipher the challenges that cultural differences bring into the picture.

Students also get to do live negotiations, role plays and simulations, and analyze cases and films. The course delivery is such that it provides opportunity for both knowledge sharing and experiential learning.

4.7 CONCENTRATION IN MARKETING & RETAIL MANAGEMENT

MKT 812 Consumer Behavior (2 Credits)

Understanding buyer behavior is the most visible assurance that a marketer is working for buyers. It helps marketers figure out what customers may want from them, respond to those needs, wants and desires through an appropriate marketing package and thus, persuade them to buy their goods and services such that will ensure delight to the buyers and profit to the marketers at the same time. The course will emphasize on learning several useful concepts and skills to map the stated or otherwise needs and attitudes of buyers and highlight marketing implications of the same. An interesting aspect of the course is to caution that consumers also engage in what is known as deviant buying behavior. Specifically, the course will feature an urgent need to understand buyer behavior; the patterns of buying behavior/ decision making, and explain marketing implications of the buying behavior. The course aims to make the participants more confident in mixing practical needs of doing business with buyer welfare in our society. Engel Kollat Blackwell Model of consumer behavior along with theories on attitude building (multi attribute reasoned action), personality (Freud), learning and motivation (Maslow, Hertzberg) will be discussed to make the concept of black box clear.

MKT 813 Integrated Marketing Communication (2 Credits)

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. Theories related to consumer behavior, consumer promotion methods, IMC planning process, brand building, Hierarchy of effects model, means end theory, importance of active marketing will be given specific emphasis in the course

MKT 814 Brand Management (2 Credits)

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.

MKT 815 Marketing of Services (2 Credits)

The course offers an intensive and yet stimulating understanding of service marketing and service firms. Your daily chores - ranging from the morning bus ride to the university to ordering dinner, will persuade you to agree that you buy more services than goods. Indeed, for quite some time, Dubai economy is increasingly dependent on service sector. The service sector includes dominant service providers like Emirates to service-dominant goods manufacturers like Damac. 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.

MKT 816 Business to Business Marketing (2 Credits)

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, application of the Internet for Business to Business Marketing channel management and communication is also discussed.

MKT 818 Sales & Distribution Management (2 Credits)

The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Course broadly covers the sales management functions, including selection, direction, monitoring, evaluation, compensation and training of the sales force; the role of the sales force in channel management; ethics and trust; distribution strategies, including selection of channel partners and appropriate levels of intensity of market coverage; flows in marketing channels; channel conflicts; product and pricing issues in channel management and evaluating channel effectiveness. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations.

MKT 819 Retail Management (2 Credits)

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.

MKT 821 Advanced Marketing Research & Analysis (2 Credits)

Advanced Marketing Research course starts with the introduction of basic steps in conducting marketing research and further looks at the types and sources of primary and secondary data, methods for collecting data (including a brief introduction of data gathering instruments such as questionnaires), the measurement scales, basic sampling and data analysis techniques. Particularly, there will be more emphasis on variety of quantitative and statistical models used for marketing decision making.

MKT 827 Pricing Strategy (2 Credits)

Pricing is one of the underemphasized aspects of modern marketing. Pricing rings in revenue and yet receives only inadequate research, tactical and strategic attention. The result is that both marketers and customers fail to leverage on the full value of pricing as a decision variable of the marketing mix. The course introduces the participants to the weaknesses of conventional pricing tactics and examines broader parameters of the cost, customer and competition driven pricing. More important, it explains why value creation and integrated organizational price decision making are essential for effective pricing. It concludes that the strategic pricing is value based, proactive and profit driven.

MKT 8110 Customer Relationship Management (2 Credits)

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.

MKT 8111 International Marketing (2 Credits)

This course provides an overview of fundamentals and current issues of international marketing following a practical approach that includes critical examination of the impact of political, economic, legal, technological and cultural environment and resulting marketing opportunities. The course also focuses on development and implementation of international marketing strategies and programs.

MKT 8112 Digital Marketing Strategy (2 Credits)

The subject deals with the issues facing internet users to establish the distinctly different environment in which people operate online. This grounding is then used as a basis to build an understanding of the internet key applications in marketing such as research, adding value in the areas of product, distribution, pricing and promotion. It is a consumer focused perspective that most students will be able to relate to from their own experience. Web Marketing Plans with Web site development principles, new digital channels and digital media will be discussed.

4.8 CONCENTRATION IN PROJECT AND OPERATIONS MANAGEMENT

PRJ 812 Supply Chain Management (2 Credits)

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.

PRJ 813 Total Quality Management (2 Credits)

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.

PRJ 814 Procurement and Inventory Management (2 Credits)

The procurement function plays a key role in many organizations, particularly in those industries where material inputs represent a significant share of the total cost. This course examines purchasing policies, processes and procedures required to achieve efficiency and minimize costs. It looks at the changes from traditional purchasing to e-purchasing and stock optimization.

PRJ 815 Operations Strategy (2 Credits)

This course explores the major issues and managerial concepts relating to strategic management of the operations function in today's global economy. This course will provide the students with frameworks to link an operations strategy to the firm's competitive positioning as well as tools to understand the economic and technology drivers for a global operations footprint. Business cases studied include a mix from both the manufacturing and service industries. Classes may feature visiting company executives, and there is a strong global emphasis throughout the course.

PRJ 816 Service Operations Management (2 Credits)

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 a service operations.

PRJ 818 Lean Systems & Six Sigma (2 Credits)

Lean Systems and Six Sigma help in improving the operational efficiency of an organization. Many organizations world over have gained by implementing them in service and manufacturing industries. This course provides a comprehensive understanding of the philosophies and principles of Lean Systems and Six Sigma and describes how their implementation facilitates the continuous improvement efforts. It also covers assessment of critical performance measures and metrics of systems and processes. It focuses on rigorous learning of advanced tools of six sigma methodology. The course also compares and contrast how these two philosophies can be integrated to speed up the continuous improvements efforts in an organization

PRJ 819 Management of Technology & Innovation (2 Credits)

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

PRJ 821 Project Management (2 Credits)

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 all aspects of project management and provide specific skills, which may be useful in handling the industrial and infrastructure projects.

PRJ 827 Project Appraisal & Financing (2 Credits)

In today's world of increasing competition and focus on corporate earnings, project managers are held accountable not just for achieving technical and schedule goals, but also for meeting profitability and other financial goals. This course explores the financial metrics that are so commonly used and examines the not-so-obvious financial impact of typical operating decisions and actions. The course is aimed at equipping students with skills in the field of project appraisal and finance. The course concentrates on the various financial tools for financing development, construction and operation of the projects. The course also aims to highlight the importance of improving the quality of the appraisal process. The course aims to demonstrate how the process of project and capital expenditure can be used to dramatically improve cost control. This course will enable students to understand financing projects, evaluate risk, interpret data and forecast cash flow and value any project. The four major aspects of the course consist of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

PRJ 8110 Business Analytics (2 Credits)

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. The development and use of data warehouse and data mart to support business analytics is discussed. Text and web mining are also covered.

PRJ 8111 Logistics Management (2 Credits)

Logistics and Supply chain 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. 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 - handoffs 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.