

6.0 CURRICULUM

The variety of coursework in the Executive MBA curriculum contributes to a broad-based understanding of business management processes. The pedagogy followed is a mix of case study and real-life project-based learning along with theoretical and conceptual knowledge. The students are required to work on projects or relevant case studies from the beginning of the semester and relate theoretical knowledge to practical situations.

6.1 Course Structure

Course Category	No. of Courses	Credit Per Course	Total Credits
Core	9	3	27
Free Elective	2	3	6
Capstone	1	3	3
Total			36

6.1.1 Core Courses

Serial No.	Course Code	Course Title	Prerequisite
1	C501	Managerial Communication	
2	K501	Quantitative Analysis for Business Decisions	
3	W501	Management of Organizations	
4	A501	Accounting for Managerial Decisions	
5	M501	Marketing Theory and Practice	
6	F501	Financial Theory and Practice	A501
7	H501	Managing Human Resources for Excellence	W501
8	P501	Managing Operations and Supply Chain	K501
9	E501	Managerial Economics	K501

6.1.2 Free Elective Courses

Students must take two free elective courses from the following courses in their last semester along with the capstone course. Students are allowed to take free elective courses only after the completion of all core courses.

Serial No.	Course Code	Course Title	Prerequisite
1	F601	Corporate Finance	F501
2	F602	Investment Analysis and Portfolio Management	F501
3	M601	Buyer Behavior	M501
4	M602	Brand Strategy	M501
5	W601	Corporate Governance and Business Ethics	W501
6	W602	Leadership and Change Management	W501
7	W603	Innovation and Entrepreneurship	W501
8	K601	Business Analytics	K501
9	K602	Project Management	F501, P501
10	H601	Negotiation and Conflict Management	H501
11	R601	Business Research	K501

6.1.3 Capstone Course

Students must take the capstone course in their last semester after completing all core courses. The capstone course is designed to tie together the key learning objectives of relevant management courses and test students' ability to synthesize and demonstrate what they have learned in their previous classes.

Course Code	Course Title	Prerequisite
W650	Business Strategy in a Competitive Environment	All core courses

6.2 Additional Courses

Students can take up to 2 (two) additional courses from the list of free elective courses, in addition to the 12 courses required for completion of the Executive MBA Program. Additional courses can be taken only if they are being offered. Students will have to pay extra fees (as decided by the program committee) for taking additional courses. The grade earned in the additional courses will be shown on the transcript. However, they will not be considered in the calculation of the Cumulative Grade Point Average (CGPA).

CORE COURSES

C501 Managerial Communication

This course explores the critical roles that communication plays in managers/leaders being effective in their tasks as they exchange meaning with supervisees, peers, supervisors, the larger organization, and the community. Both formal and informal communication will be addressed. Additionally, issues such as cross-cultural communication, ethics, conflict resolution, crisis communication, and developing organizational communication competencies will be investigated. Emphasis will be placed on developing skills critical to career advancement and necessary for effective organizational functioning.

K501 Quantitative Analysis for Business Decisions

This course introduces the concepts of quantitative business analysis to help the participants gain a clear understanding of the key elements in the managerial decision-making process. The course will discuss methods that are used extensively in business organizations. This course is divided broadly into two parts: i) Business Mathematics, and ii) Business Statistics. More specifically, topics to be covered include elements of algebra, number fields, linear and non-linear inequalities, functions sets, analytical geometry, logarithm limit, differential and integral calculus, matrix and linear programming, statistics, probability distributions and theories.

W501 Management of Organizations

This course will familiarize students with management theory and practice. The course provides students with the opportunity to enhance their understanding of organizations and the evolution of management theories over the past hundred years. By the end of the course, students should have an improved understanding of what managers do, how and why organizations are structured differently, and some of the implications of these differences. The course will discuss methods that are used extensively in business organisations. The course will have a focus on knowing (theory), doing (application) and being (self-reflection). This course is divided broadly into two parts: i) Principles of Management, and ii) Organizational Behavior. The course focuses on the management functions of planning, organizing, motivating, controlling, counselling & coaching etc. as well as leadership styles, team building, committee functioning etc.

A501 Accounting for Managerial Decisions

The course aims to provide students with in-depth knowledge of the concepts, tools and techniques of accounting for managerial decisions and impart them with skills for strategic decision making, planning, and controlling process. This course is divided broadly into two parts: i) Financial Accounting, and ii) Cost & Management Accounting. Financial Accounting part broadly includes the basic equation of accounting, recording process, preparation of different financial statements and analysis of financial statements. Cost & Management Accounting part includes various cost concepts, variable costing vs. absorption costing, cost volume profit (CVP) analysis, budgeting techniques, variance analysis, segment reporting & performance analysis, transfer pricing, relevant cost & differential analysis in decision making etc.

M501 Marketing Theory and Practice

This course is designed to guide students through the fundamental concepts of marketing, and how they are applied in practice. In particular, it aims to provide students with theoretical and practical knowledge of fundamental marketing theories, concepts and analytical tools. It also explores the central tasks of marketing management and introduces students to key marketing tools, such as the elements of the marketing mix. Furthermore, it also provides an insight into the interrelationship between marketing and other disciplines. The course will provide students with an overview of marketing, emphasizing customer satisfaction and value; product, price, promotion, place, people and physical evidence of quality; consumer behaviour; marketing research; segmentation-targeting-positioning; ethical, global, and social issues. The module makes use of case studies to explore fundamental, analytical marketing tools and their application to the marketing decision-making process.

F501 Financial Theory and Practice

This course covers the basic principles of financial management. This course introduces a set of concepts and analytical techniques required by a financial manager with special emphasis on capital budgeting and financing decision making. Topics covered include the time value of money concept, valuation of principal financial instruments, capital budgeting decisions, measurement of risk and return, short-term financial planning, working capital management, financing decisions and calculation of the cost of capital etc. The primary goal of finance is to maximize shareholders' wealth. This course helps students understand how the financial manager of an organization can achieve such a goal. This course also relates these theories to real-life examples and cases.

H501 Managing Human Resource for Excellence

This course is designed to introduce the participants to some of the key ideas, issues and debates about management and managing others within an organization. This course deals with the management of human resources in an organization, viz, the basic functions of human resource management, sources of personnel, methods of selection, recruitment, developing and motivating the workforce, procedures of primary record-keeping, compensation, salary and wage administration, promotion, training appraisal, health and safety, moral discipline, employee benefits etc.

P501 Managing Operations and Supply Chain

This course is an introduction to the concepts, principles, problems, and practices of operations and supply chain management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organizations. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management. This course also examines the role of logistics in the supply chain within a focal firm as well as between organizations linked within a given supply network. Topics cover issues such as terms of logistics, distribution and transportation alternatives, the connection between logistics and marketing, the estimation of value and costs in logistics, sourcing and supply management, supply chain planning and control strategies and future challenges and opportunities in logistics. This course also surveys research models for operations and techniques developed for a variety of problems that arise in the logistical planning of production systems.

E501 Managerial Economics

The course will teach students the application of economic theory to managerial decision-making problems. Students are expected to develop an understanding of decision-making under uncertainty, attitudes towards risk and the value of information. This course is divided broadly into two parts: i) Micro Economics, and ii) Macro Economics. Topics to be covered include (but are not limited to) an overview of managerial economics; demand & supply; costs of production & the organization of the firm; market structure, pricing & output decisions; game theory & pricing strategies; the role of government in the marketplace, GDP & GNP calculation methods, monetary policy and fiscal policies etc. The emphasis of this course is on the use of economic reasoning to solve actual business decision problems.

ELECTIVE COURSES

F601 Corporate Finance

This course covers advanced theoretical and applied issues in financial management. This course provides a rigorous analytical approach for managerial decision making to enhance the firm's long-term value. This course extensively utilises case materials related to valuations of start-ups, investment decisions, financial restructuring, mergers and acquisitions, and private equity/leveraged buyouts – to understand the real-world applications of corporate finance. Firms' policies related to capital structure and dividend payment will also be covered in this course. This course aims to provide cutting edge knowledge in the frontiers of finance using the latest pedagogy to develop brilliant finance minds. By the end of the course, students will be comfortable working with theoretical models of corporate finance and be able to apply these tools to perform financial analysis in real-life situations.

F602 Investment Analysis and Portfolio Management

The objective of the course is to help students understand the investment setting, appreciate the available investment vehicles, analyze securities for investment, create and manage portfolios and evaluate portfolio performance. The course content includes investment environment, investment management processes, security analysis techniques, and theories of portfolio formation, investment strategies, and portfolio management and performance evaluation techniques. Discussion about the behavioural aspects of investment decision-making and prospects of investing in options and other derivatives will also be covered.

M601 Buyer Behavior

This course is based on theories developed in psychology and builds a bridge to marketing. The conceptual framework of the course breaks the causes of behavior up into types of psychological responses (i.e., mental mechanisms), such as perceiving, reasoning, feeling, learning, or remembering. These psychological responses intervene between the marketing mix (input) and the behavior of consumers, such as purchase or usage (output). The psychological responses hence provide a framework as to why certain marketing inputs lead to certain outputs, that is, a framework to derive strategically relevant consumer insights. The course also reviews a range of simple but powerful “levers” (inputs) that can influence consumer behavior in unexpected ways.

M602 Brand Strategy

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. They will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

W601 Corporate Governance and Business Ethics

This course is focused on helping students understand the role boards and board members play in corporate governance. Topics include corporate governance framework & structure, different models of corporate governance, various underpinning theories relating to corporate governance, roles and functions of the board of directors, role of independent directors and local and international corporate governance guidelines as has been developed in the recent period with emphasis on the responsibilities of the owners and managers, the role of the various subcommittees i.e. audit committee, nomination committee, remuneration committee, risk management committee etc. Recent developments in corporate governance and its codes along with corporate failure due to lack of corporate governance will also be discussed in this course. Proper financial reporting and disclosure system necessary for good corporate governance are also covered, along with ethical consideration in managing a business.

W602 Leadership and Change Management

This course is designed to help the students gain personal insights into leadership styles and learn the tools and techniques required to become an inspiring leader. It is meant for those who wish to better understand and further develop their potential and inclination to lead others. The course is based on the premise that leadership is not a genetic inheritance. It's a skill to acquire and master. This course will provide students with a framework for that skill and an outline for that journey. This course will help the students hone some of the essential self-reflective skills they need in order to give form and substance to such a vision.

W603 Innovation and Entrepreneurship

The course focuses on understanding and managing creativity and innovation in organizations by examining the relationships among organizational structure, group dynamics and individual psychology in problem-solving organizations. While this course primarily draws examples from the contexts of new product development, entrepreneurship, marketing and knowledge management, the insights generated apply to all disciplines and organizations facing the problem of routine innovation and change. Also, this course helps students develop a conceptual framework and an understanding of the best practices related to developing, executing, and managing large and small scale innovation initiatives in the organization.

K601 Business Analytics

This course analyzes key issues related to the design and management of operations and supply chains using quantitative tools such as linear, integer, and non-linear programming, regression, and statistical analysis. This course also covers important topics such as forecasting, aggregate planning, inventory theory, transportation, risk pooling, production control and scheduling, and facilities location, among others. In this course, students will learn to identify, evaluate, and capture business analytic opportunities that create value in operations of any organization. In the first part of the course, the focus will be on how to use data to develop insights and predictive capabilities using machine learning, data mining and forecasting techniques. In the second part, the focus will be on the use of optimization to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, the challenges that can arise in implementing analytical approaches within an organization will be explored.

K602 Project Management

This course provides a systematic and thorough introduction to all aspects of project management. Therefore, the course underlines the importance of understanding the relation between projects and the strategic goals of the organization. The course also discusses the technical, cultural, and interpersonal skills necessary to successfully manage projects from start to finish. The course deals with project identification, preparation, appraisal, management of implementation and post project evaluation. Basic techniques like network analysis, organizing and control aspects of project implementation in relation to resources, time scale and information processing are emphasized. Feasibility study of a business project is a major part of the course. This course will acquaint the students with latest available project management software. Concepts are reinforced by case studies covering a wide variety of project types and industries.

H601 Negotiation and Conflict Management

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with toolkits for handling conflict and negotiation. The course content is composed of two intimately related parts. The beginning part introduces the nature and types of conflict, mechanism of conflict escalation and de-escalation, and conflict resolution styles. The rest of the sessions discuss various negotiation strategies. Specifically, students will learn strategies to avoid cognitive biases in negotiation, the building blocks of negotiation, the differences of distributive versus value-creating negotiation approaches, the strategies of achieving integrative outcomes, building trust and controlling emotions, utilizing power and persuasion, and negotiation ethics. Some topics may also be covered in the context of cross-cultural negotiation to cater to the need of today's international business environment.

R601 Business Research

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem. They will develop critical core competencies and skills required to carry out such an enquiry. These competencies and skills include: defining research questions; setting appropriate research objectives; studying design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; understanding the importance of ethical conduct in conducting research in both the domestic and the international business context.

CAPSTONE COURSE

W650 Business Strategy in a Competitive Environment

The course will introduce concepts and frameworks that are rooted in the theory of strategy and management, which have proved valuable in practice. This course includes a study of strategic planning including mission statement development, analysis of the external environment and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the environment analysis (SWOT, PESTEL, Five Forces model etc.) of a business, integration, coordination & feasibility of the functional areas (financial, marketing etc.) of the enterprise. The course will also discuss what managers often describe as their greatest challenge—implementing the strategy. It will focus on the thinking, skills and actions required of managers for the development, communication and implementation of strategic organizational choices towards organizational success. The case method will be used to provide practical experience in analysis and decision-making in the solution of business problems.

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