EXECUTIVE M.B.A. (EMBA)
(Two years Programme)

Mission

The EMBA program for mid-career working professionals aims to:
- Equip with deep functional and broad industrial domain knowledge;
- Enrich with integrated perspective of boundary spanning business decisions;
- Empower to lead and contribute to global business settings.

Program Learning Outcomes

Type	Category	Perspective	Learning Outcome (The student will be able….)
Know-How (THINK)	Reflection	Personal	To work effectively and efficiently to accomplish the goals –both individual and institutional.
		Departmental	To organize resources to achieve desired performance levels using the state-of-the-art tools, techniques and methods.
		Organizational	To demonstrate competency across business disciplines to analyze and evaluate problems using the best and next practices.
Know-Why (DECIDE)	Reasoning	Personal	To analyze complex managerial problems in dynamic business environments using an interdisciplinary approach.
		Departmental	To employ problem-solving tools, for decision-making processes under risk and uncertainty.
		Organizational	To demonstrate critical thinking by employing appropriate analytical models to assess facts, evaluate alternatives, and develop creative options.
Know-What (ACT)	Response	Personal	To recognize the ethical dimensions and factor the consequences of executive decisions on all the stakeholders.
		Departmental	To integrate knowledge and skills needed for effective decision-making in competitive business environments and global economy.
		Organizational	To demonstrate teamwork and leadership skills in a variety of work groups using appropriate leadership skills and styles.

Course Categories

Functional Foundation (FF)
Gain theoretical, conceptual and insightful understanding of major functions and departmental roles in business units and corporations.

Integrated Perspective (IP)
Develop strategic perspectives on cross-functional challenges and inter-departmental synergies.

Global Leadership (GL)
Explore growth, profitability and sustainability avenues in local and global business contexts.

Course Distribution: Quarters

Course Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5	Qtr 6	Qtr 7	Qtr 8
Functional Foundation (FF)	4 core	4 core	1 core	1 core	0	0	0	0
Integrated Perspective (IP)	0	0	1 core 2 electives (out of 3)	1 core 2 electives (out of 3)	1 core 2 electives (out of 3)	1 core 2 electives (out of 3)	0	0
Global Leadership (GL)	0	0			1 core	1 core	3 electives (out of 4)	3 electives (out of 4)

Total No. of Credits: 198 (Courses: 30; Project: 3)

Courses: 30 (Core: 16, Electives: 14)
Core Courses: 16 (FF: 10, IP: 4, GL: 2)
Elective Courses: 14 [Offered 20 (IP: 12, GL: 8)]

Area	Core	Elective
Finance (Fin)	**3**	**4**
Human Resources (HR)	**2**	**2**
Information Systems (IS)	**2**	**4**
Integrative Management (IM)	**3**	**3**
Marketing (Mkt)	**3**	**4**
Operations (Ops)	**3**	**3**
Total No. of courses	**16**	**20**

Quarter 1

	Course No	Course Name	L	T	E	P	O	C
1	MS9111	Accounting for Decision Making **[FF]**	4	0	0	0	8	6
2	MS9411	Information Systems for Business Transformation **[FF]**	4	0	0	0	8	6
3	MS9511	Applied Marketing Management **[FF]**	4	0	0	0	8	6
4	MS9611	Quantitative Modeling for Decision Making **[FF]**	4	0	0	0	8	6
		Total Credits :						**24**

Quarter 2

	Course No	Course Name	L	T	E	P	O	C
1	MS9112	Business Finance **[FF]**	4	0	0	0	8	6
2	MS9211	Micro Organizational Behavior **[FF]**	4	0	0	0	8	6
3	MS9612	Manufacturing and Service Operations **[FF]**	4	0	0	0	8	6
4	MS9613	Managerial Economics **[FF]**	4	0	0	0	8	6
		Total Credits :						**24**

Quarter 3

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxxx	Organizational Theory and Development **[FF]**	4	0	0	0	8	6
2	MS9531	Understanding Consumers for Marketing Decisions **[IP]**	4	0	0	0	8	6
3	MS9xxx	Elective 1 [IP]	4	0	0	0	8	6
4	MS9xxx	Elective 2 [IP]	4	0	0	0	8	6
5	MS9731	Issues Learning Project 1	0	0	0	0	6	3
		Total Credits :						**27**

List of courses for Elective 1 & 2

	Course No	Course Name	L	T	E	P	O	C
1	MS9432	Organizational and Inter-Organizational Systems **[IP]**	4	0	0	0	8	6
2	MS9532	Managing Marketing Communications **[IP]**	4	0	0	0	8	6
3	MS9631	Supply Chain and Logistics **[IP]**	4	0	0	0	8	6

Quarter 4

	Course No	Course Name	L	T	E	P	O	C
1	MS9512	Data Analysis and Market Research **[FF]**	4	0	0	0	8	6
2	MS9531	Strategic Planning and Execution **[IP]**	4	0	0	0	8	6
3	MS9xxx	Elective 3 [IP]	4	0	0	0	8	6
4	MS9xxx	Elective 4 [IP]	4	0	0	0	8	6
5	MS9732	Issues Learning Project 2	0	0	0	0	6	3
		Total Credits :						**27**

List of courses for Elective 3 & 4

	Course No	Course Name	L	T	E	P	O	C
1	MS9433	Information Technology for Digital Economy **[IP]**	4	0	0	0	8	6
2	MS9533	Managing Salesforce and Distribution Channels **[IP]**	4	0	0	0	8	6
3	MS9635	Decision Making under Uncertainty **[IP]**	4	0	0	0	8	6

Quarter 5

	Course No	Course Name	L	T	E	P	O	C
1	MS9131	Investment Management **[IP]**	4	0	0	0	8	6
2	MS9351	Business Law **[GL]**	4	0	0	0	8	6
3	MS9xxx	Elective 5 **[IP]**	4	0	0	0	8	6
4	MS9xxx	Elective 6 **[IP]**	4	0	0	0	8	6
5	MS9733	Strategic Initiative Project 1	0	0	0	0	6	3
		Total Credits :						**27**

List of courses for Elective 5 & 6

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxx	Product Policy and Brand Management **[IP]**	4	0	0	0	8	6
2	MS9132	Valuation and Investment Banking **[IP]**	4	0	0	0	8	6
3	MS9332	Business Models and Innovation **[IP]**	4	0	0	0	8	6

Quarter 6

	Course No	Course Name	L	T	E	P	O	C
1	MS9431	Data Mining and Business Intelligence **[IP]**	4	0	0	0	8	6
2	MS9352	Global Business Management **[GL]**	4	0	0	0	8	6
3	MS9xxx	Elective 7 **[IP]**	4	0	0	0	8	6
4	MS9xxx	Elective 8 **[IP]**	4	0	0	0	8	6
5	MS9734	Strategic Initiative Project 2	0	0	0	0	6	3
		Total Credits :						**27**

List of courses for Elective 7 & 8

	Course No	Course Name	L	T	E	P	O	C
1	MS9133	Hedging and Risk Management **[IP]**	4	0	0	0	8	6
2	MS9251	Organizational Leadership & Transformation **[IP]**	4	0	0	0	8	6
3	MS9434	Analytics for Business and Society **[IP]**	4	0	0	0	8	6

Quarter 7

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxx	Elective 9 **[GL]**	4	0	0	0	8	6
2	MS9xxx	Elective 10 **[GL]**	4	0	0	0	8	6
3	MS9xxx	Elective 11 **[GL]**	4	0	0	0	8	6
4	MS9735	Industry Implementation Project 1	0	0	0	0	6	3
		Total Credits :						**21**

List of courses for Elective 9, 10 & 11

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxx	Cyber Security and Applications **[GL]**	4	0	0	0	8	6
2	MS9xxx	Technology Strategy and Foresight **[GL]**	4	0	0	0	8	6
3	MS9xxx	Cultural Intelligence for Global Business **[GL]**	4	0	0	0	8	6
4	MS9xxx	Project Finance **[GL]**	4	0	0	0	8	6

Quarter 8

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxx	Elective 12 **[GL]**	4	0	0	0	8	6
2	MS9xxx	Elective 13 **[GL]**	4	0	0	0	8	6
3	MS9xxx	Elective 14 **[GL]**	4	0	0	0	8	6
4	MS9736	Industry Implementation Project 2	0	0	0	0	6	3
		Total Credits :						**21**

List of courses for Elective 12, 13 & 14

	Course No	Course Name	L	T	E	P	O	C
1	MS9xxx	Corporate Governance **[GL]**	4	0	0	0	8	6
2	MS9xxx	Global Risk Management **[GL]**	4	0	0	0	8	6
3	MS9xxx	Social Media and Internet Marketing **[GL]**	4	0	0	0	8	6
4	MS9xxx	Competitive Intelligence and Strategies **[GL]**	4	0	0	0	8	6

Quarter	I	II	III	IV	V	VI	VII	VIII	Total
Credits	24	24	27	27	27	27	21	21	198

Courses: Area Wise

Area	Course Category	Course Title	Core/Elective	Quarter
Finance (Fin)	Functional Foundation	Accounting for Decision Making	Core	1
	Functional Foundation	Business Finance	Core	2
	Integrated Perspective	Investment Management	Core	5
	Integrated Perspective	Valuation and Investment Banking	Elective	5
	Integrated Perspective	Hedging and Risk Management	Elective	6
	Global Leadership	Project Finance	Elective	7
	Global Leadership	Corporate Governance	Elective	8
Human Resources (HR)	Functional Foundation	Micro Organizational Behavior	Core	2
	Integrated Perspective	Organizational Theory and Development	Core	3
	Global Leadership	Organizational Leadership and Transformation	Elective	6
	Global Leadership	Cultural Intelligence for Global Business	Elective	7
Integrative Management (IM)	Integrated Perspective	Strategic Planning and Execution	Core	4
	Global Leadership	Business Law	Core	5
	Global Leadership	Global Business Management	Core	6
	Integrated Perspective	Business Models and Innovation	Elective	5
	Global Leadership	Technology Strategy and Foresight	Elective	7
	Global Leadership	Competitive Intelligence and Strategies	Elective	8
Information Systems (IS)	Functional Foundation	Information Systems and Business Transformation	Core	1
	Integrated Perspective	Data Mining and Business Intelligence	Core	6
	Integrated Perspective	Organizational and Inter-Organizational Systems	Elective	3
	Integrated Perspective	Information Technology for Digital Economy	Elective	4
	Integrated Perspective	Analytics for Business and Society	Elective	6
	Global Leadership	Cyber Security and Applications	Elective	7

Courses : Area Wise

Area	Course Category	Course Title	Core/Elective	Quarter
Marketing (Mkt)	Functional Foundation	Applied Marketing Management	Core	1
	Integrated Perspective	Understanding Consumers for Marketing Decisions	Core	3
	Functional Foundation	Data Analysis and Market Research	Core	4
	Integrated Perspective	Managing Marketing Communications	Elective	3
	Integrated Perspective	Managing Salesforce and Distribution Channels	Elective	4
	Integrated Perspective	Product Policy and Brand Management	Elective	5
	Global Leadership	Social Media and Internet Marketing	Elective	8
Operations (Ops)	Functional Foundation	Quantitative Modelling for Business Decisions	Core	1
	Functional Foundation	Manufacturing and Service Operations	Core	2
	Functional Foundation	Managerial Economics	Core	2
	Integrated Perspective	Supply Chain and Logistics Management	Elective	3
	Functional Foundation	Decision Making Under Uncertainty	Elective	4
	Global Leadership	Global Risk Management	Elective	8

Program Features

- Program: Executive MBA (EMBA) is a 2-year degree program (classes during weekends - blended learning).
- Candidates: Working professionals with a minimum 3 year industry experience holding any Bachelor Degrees.
- Selection: Academic performance and personal interview (qualifying in a national entrance exam desirable).
- Design: General Management program (Three course categories covering six functional disciplines).
- Structure: 8 quarters (each with 8 weeks duration) –Total credits 198.
- Courses: 16 core courses and 14 electives – overall 30 courses (6 credits each).
- Projects: Three projects (6 credits each) - Focus on integrating classroom learning with industry implementation.
- New Courses: Designed to meet the unique requirements of the program.
- Learning Outcomes: Mapped both at the program and the course levels.
- Evaluation: Follows all the regular MBA policies and norms.