



Executive Master of Business Administration (EMBA)
Programme in partnership with
Washington University in Saint Louis, USA

RULES AND REGULATIONS

Proposal to the Senate meeting

11th February 2015

IIT BOMBAY
SJMSOM



 Washington
University in St. Louis
OLIN BUSINESS SCHOOL

EXECUTIVE MBA

RULES & REGULATIONS

Introduction

Executive Master of Business Administration (EMBA) is a post graduate joint degree programme offered by the Shailesh J. Mehta School of Management, IIT Bombay, India and Olin Business School, Washington University in Saint Louis, USA. It is a self-financed programme for professionals with significant managerial experience in industry, banking, consulting, information technology and any other sector.

This programme is an outcome of IIT Bombay's continued relationship in the field of research collaboration with Washington University and an extension of that relationship to the field of executive management education that has wide scope today to impart quality education and contribute to society and economy.

Eligibility for application

Candidates are required to meet certain essential requirements which are:

1. Bachelor's degree or equivalent
2. Minimum seven years' work experience including five years' managerial experience or equivalent.

In addition, the following criteria are considered as desirable:

1. Recommendation from the employer and a commitment to support the candidate throughout the program. This commitment is independent of the employer's decision to financially sponsor the candidate.
2. Proficiency in spoken and written English.
3. Functional computer skill

Documentation requirements:

Every applicant to the program is expected to submit the following documentation before being admitted.

- Updated resume
- Degree certificate and mark sheet/s
- Two completed 'Recommendation for Admission' forms
- Letter of Commitment from the employer /Self-commitment letter in case self-employed
- Essays
- Personal Statement

Some of the above requirements are described below in detail:

- Recommendation for Admission Form

Recommendation for Admission is preferably to be written by senior level executives or immediate supervisor of the candidate. The individuals writing the letters should include their knowledge of the candidate's professional achievements, potential for future managerial success, capacity to handle post graduate business education and personal attributes such as motivation, integrity and leadership ability. If the candidate is self-employed, the recommendations may be completed by a colleague or client who the candidate works with.

- Letter of Commitment

The letter should describe the candidate's employer's understanding of the time required to complete the program and the organization's agreement, if any, for financial support. A self-employed candidate is expected to write and submit a statement of self-commitment. In case of inadequacy of personal financial resources, a sanction letter from an approved financial institution can be submitted.

- Essays

The following essays are required:

- Why the candidate wants to earn an MBA and how it will contribute to his or her personal and professional goals.
- The most challenging team experience for the candidate including the role the candidate played, the factors that made it a challenge, how the group addressed the issues, and learnings from the experience.
- The contributions and strengths the candidate will bring to the program and to the team and the aspects of teamwork and leadership skills that the candidate wants most to improve.

- Personal statement

Personal statement should include a brief about the candidate's background including past work experience, outside interests and any other information that the candidate would like to share. This statement, on selection of the candidate, gets included in the directory distributed to the peers and faculty.

Admission process overview

The following table provides an overview of the admission process.



Process	Key Activities	Action requirements
	<p>The candidates must read the eligibility requirements carefully (as given in the admission site of the joint EMBA) and must keep all the documents such as transcripts/bachelor degree certificates, recommendation letter/personal statement ready before submitting online application for the admission.</p>	<p>The candidates will receive an automatic system generated acknowledgement with a unique registration number.</p>
	<p>EMBA Office will check the application and the supporting documents required and verify the eligibility criteria.</p>	<p>EMBA Office will ask the candidates to submit alternate documents to meet eligibility and inform the candidates if not eligible for admission by giving valid reason(s).</p>
	<p>EMBA Office will have confirmed the schedule of the dates and time convenient to the panel of experts of IITB & Washington University for admission into the program. The Admissions Officer will prepare a summary sheet of check-list. The Office will approach the candidates, who meet all the eligibility requirements, for scheduling and confirming an interview dates and time. Once these are confirmed, the Office will send a mail of confirmation of the schedule of interview and will coordinate with panel to ensure the interview time.</p>	<p>Schedule audio/online/Skype interviews in case of inability of Washington University faculty to travel to Mumbai.</p>
	<p>Make all arrangements including online channel for conducting</p>	<p>Office will make EMBA Assessment Sheets ready for</p>

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Submission of Certificates

1. As a part of the admission process, all candidates are required to produce the original degree certificates & mark-sheets at the time of interview and also provide a self-attested photocopy of the same. All the candidates will be required to produce the degree certificates & mark-sheets at the time of registration again.
2. The students who are unable to present their certificates should apply for extension along with an undertaking giving proper reasons & also stating the due date for submission.
3. In case a student does not submit the certificates until the commencement of the next semester, s/he would be allowed to appear in the examination. However, the results of such a student shall be withheld until the required documents are produced.
4. Cases of students who do not submit the certificates at the end of the first semester will be reported to the Post Graduate Programmes Committee (PGPC) and the Senate for further consideration and decisions/actions.

Registration

1. On confirmation of admission, every candidate will get a roll number that will be her/his identity as a student for the programme. Every student will use that roll number for all purposes at the Institute. S/he is required to complete all formalities of registration process of the programme enabling EMBA programme office to register all the courses for all students as per requirement of EMBA programme using login id through the computerized "Online Registration" option. Details of the courses are under EMBA section, 'Courses Available' option, on the website of the Shailesh J. Mehta School of Management.
2. The registration for each semester is to be carried out separately and is mandatory for all students until they complete the programme.
3. As of now, students have to register for all courses and there are no electives.
4. Any student who concurrently registers for any postgraduate degree at another University shall be automatically deregistered, unless prior approval for continuation of the same has already been obtained.

Withdrawal from the programme

Withdrawal from the program can be ‘full’ or ‘temporary’

- **Full Withdrawal:** This is a case where the student withdraws from the programme permanently and does not seek re-entry in the program for completing remaining courses.
- **Temporary Withdrawal:** This is a case where the student withdraws from the programme temporarily with the objective of taking the balance courses at a later date. In such a case, the student is required to pay continuation fee as per Institute rules. Re-entry will be permitted along with the batches in the following years.

Re-entry is permitted only once. The student will be required to pay the fees for the entire semester. The fees will be applicable as per the fees of the batch where the student is taking re-entry.

- 1.1. Withdrawal on account of medical grounds would be treated as a temporary withdrawal.
- 1.2. In case of withdrawal by a student, a Certificate of Proficiency may be provided to the student, listing the courses completed, based on a case by case evaluation by the Continuing Education and Quality Improvement Programme (CE&QIP) of IIT Bombay, of the courses completed by the candidate.

Course Adjustments

All the courses are mandatory and the course adjustment process does not apply as of now.

Credit Structure

1. **Type of programme:** Part time and residential.
2. **Duration:** The duration of the programme is 18 months.
3. **Schedule:** In a month there would be classes (sessions) during a residency of 4 days, Thursday to Sunday. Each course will have 36 contact hours equivalent to 5 credits of IIT Bombay.

Attendance



1. **Minimum Attendance:** 100% attendance for each course is desired. The attendance requirement is 75% to be eligible for getting credit for a course.
2. **Rules and Process of Attendance Record:** Every instructor is required to declare one of the following TWO Options (A, B) that s/he would adopt, for the purpose of accounting the attendance of the students in evaluation of students' performance. The option chosen should be indicated in the course data as registered with the Application Software Cell (ASC). In case, an instructor fails to exercise the choice explicitly, Option A below, would be the default choice.
 - 2.1. **Option A- Drop due to Inadequate Attendance:** If the attendance of the student, as counted with effect from the first contact hour, falls below 75% in exceptional cases of the total attendance expected, the Instructor would award the student a 'Drop due to Inadequate Attendance', 'DX' Grade in that course. This 'Drop due to Inadequate Attendance' Grade would, for the purpose of CPI calculation, be treated as equivalent to a 'Course Drop' carried out on initiation by the student. In calculating attendance, no specific concession may be given for lack of attendance on medical grounds. Further, if a student has 75% attendance or more, s/he cannot be awarded a 'Drop due to Inadequate Attendance Grade" or will be treated as withdrawal.
 - 2.2. **Option B- The percentage weight for this Class Participation:** The Instructor decides and announces in the beginning, a system of percentage weight in student performance evaluation in the course, reserved specifically for attendance and/or class participation. Penalties in attendance and/or class participation should be reflected only in this component of student performance evaluation. The percentage weight for this 'Class Participation' Component should range from 0 to 20 percent. Assigning a zero percent weight for Class Participation automatically implies equivalence of the earlier Option I. This Option should be actively administered by the instructor himself/ herself.
3. **Program Orientation:** In addition to regular classes and residencies, students are required to attend the one-day orientation program, which occurs prior to the first class. This day is on the class calendar.



4. **Automatic deregistration:** The student would be automatically deregistered from any course in which one fails to meet the 75% attendance requirement without prior approval.
5. **Exemption from deregistration:** Since the students of this programme are expected to be senior people with responsible positions in their organizations and business, they may be permitted to sometimes miss part of a class day sometimes. In that case, to avoid automatic deregistration, they have to take prior approval of the course instructor, who will give an equivalent load for compensation.
6. **Retake classes:** Students can attend a course the next time it is offered. In some cases, the instructor may make oneself available for informal consultation or advice without any additional charge of fee.
7. **'Asked to leave the programme on attendance ground':** A student missing more than two courses may be asked to leave the program.
8. **Delay in Graduation:** Graduation from the program will be delayed until completion of all the courses.

Medium of Instruction/Examination:

1. The medium of instruction will be English.
2. Online assignments will be given to the students (prior to and after the course by the instructor) and evaluated by the faculty concerned.
3. Faculty will have an option to choose the examination pattern such as open book or closed book, project, quizzes or class assignments and qualitative assessment. The mode and pattern of examination and evaluation will be announced in advance to the students.
4. Faculty should also provide a copy of the pattern of examination and evaluation to the EMBA office.
5. After completion of the course and final examination, faculty shall provide a 'summary evaluation sheet' summarising the performance of all the students within 30 days after due date of the final exam or assignment.
6. A student will have 15 days from the date they receive the grade to make an appeal to the faculty if s/he finds that the evaluation has been unfair.

7. In case the issue is not resolved within a period of another 15 days after making the appeal, the student can make an appeal to the PGAPEC. The decision of the PGAPEC would be final.

Grade Structure & CPI/CGPA Calculation

1. For every course taken by the students, they are assigned a letter grade at IIT Bombay and qualitative grades at the WUSTL on combined performance in all the assessments. These grades are described in the following table with letter grades and corresponding grade points along with the structure at Washington University:

Grading structure at Washington University	Grading structure at IIT Bombay		
		Grades	Points
High Pass (HP) awarded for exceptional quality work. This distinction is generally limited to fewer than 20% of the class , equivalent to a AA		AA	10
Pass (P) indicates a course has been satisfactorily completed, equivalent to a BB		BB	8
Low Pass (LP) indicates minimum acceptable level of performance, equivalent to a CC		CC	6
Withdraw (W)		DX (For attendance shortage)	0
Incomplete (I) indicates course work is not complete on the date that grades are recorded.		II	Incomplete due to medical reasons
No Pass(NP) indicates performance is below passing quality		FF FR	0 Fail Grade, eligible for a re-examination. 0 Fail Grade, must repeat

Grading structure at Washington University	Grading structure at IIT Bombay		
		Grades	Points
			the course.
Withdrawal (W) Used for instances when illness or another extenuating circumstance requires withdrawal from a course prior to completion.			

- 1.1. Minimum passing grade in a course is CC.
- 1.2. The letter grades FF and FR shall be treated as fail grades. Re-examination may be permitted for a course if an FF grade is obtained.
- 1.3. After a re-examination, if a student passes in that course, s/he will be awarded the maximum grade of CC in that course. If a student does not take or fails in the re-examination, s/he will be awarded the grade FR. Washington University records for students will comply with their practices for recording grades, classes, and related matters.
2. A student getting an FR grade has to re-register for the same course whenever the course is offered next.
3. A student getting an FF grade will be permitted to take a re-examination in the course whenever the course is offered next. A re-examination fee is applicable. After such a re-examination, the student can be awarded a maximum grade of CC in that course.
4. The performance of a student, in a particular semester, is measured by Semester Performance Index (SPI), which is the weighted average of the grades secured in all the courses taken in a semester and scaled to a maximum 10. Since all the courses of the EMBA program have 5 credits, SPI in will be a simple average of the grades secured in all the courses taken in a semester and scaled to a maximum 10. SPI is to be calculated up to two decimal places.
5. A Cumulative Performance Index (CPI) of a student is calculated, taking into account the performance in all the courses taken by a student up to the semester for which the result is last available.
6. **Change of Incomplete Grade to 'no pass'**: After 30 days, an incomplete grade is automatically changed to an "FR" grade unless prior permission/arrangements have been

made through the competent authority.

7. **Dismissal from the Programme:** CC or lower grade in three courses are grounds for dismissal from the programme.
8. **Study Teams:** Effective performance in study teams is vital to success in the EMBA program. Therefore, demonstrating a capacity to work effectively in teams is mandatory for remaining enrolled. Failure to demonstrate effective team performance carries the same consequence as any other academic performance problem, up to and including dismissal from the EMBA program.
9. **Voluntary Probation/Appeal:** Appeals by students regarding dismissal /discontinuation through SPGC, SJMSOM will be evaluated by the PGAPEC (or equivalent body) at IIT Bombay and Academic Review Committee at Washington University.
10. Each case of academic probation / Appeal will be reviewed by the School's Postgraduate Committee (SPGC) for approval from the Dean (AP) at IITB and Academic Review Committee at WUSTL and approval by the Dean OBS. All requirements for removal of academic probation must be met prior to graduation.

Name of the Degree

Executive Master of Business Administration (EMBA)

Academic Calendar, Schedule of Courses and Examination

For the first batch, the programme will begin in April 2015 and is scheduled to get over in October 2016. September 2016 is going to be made available to the participants to orient and prepare themselves to finish 3 courses in the following month i.e. October 2016 at the Washington University in Saint Louis. For 2nd batch onwards, the calendar and schedule could be proposed differently, after taking all other institutional aspects of the both universities together into consideration.

Proposed Courses List

1. Strategic Management
2. Organizational Behavior and Design
3. Introduction to Financial Accounting
4. Managerial Economics
5. Data Modeling and Decisions

6. Communication and Negotiation Skills
7. Marketing Management
8. Operations & Manufacturing Management
9. Strategic Cost Analysis
10. Corporate Finance
11. Managing Power and Influence in Organizations
12. Leadership
13. Growth, Valuation, and Sustainability
14. Competitive Strategy & Industry Analysis
15. Advanced Marketing
16. Macroeconomics
17. Global Supply Chain Management
18. Global Business Planning & Strategy
19. Strategic Management of Innovation
20. Field Work

Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme: B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify):
EMBA

I	Title of the course	Strategic Management
Ii	Credit Structure (L-T-P-C)	5-0-0-5
Iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
Iv	Semester in which normally to be offered (Autumn/Spring)	
V	Whether Full or Half Semester Course	
Vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
Vii	Course Content	Competitive positions, industry conditions, firm performance, analysis, diagnosis and strategy development.



Vii i	Texts/References	<p>Porter, M. (1996). What is Strategy? Harvard Business Review, 74, 61-78.</p> <p>Porter, M. (2008). The Five Competitive Forces That Shape Strategy (Special Issue on HBS Centennial). Harvard Business Review 86, 78–93.</p> <p>Porter, M. (2008). Competitive Advantage: Creating and Sustaining Superior Performance (Various cases), New York: Free Press Publishers</p>
Ix	Name(s) of Instructor(s)	Shishir Kumar Jha
X	Name(s) of other Departments/ Academic Units to whom the course is relevant	
Xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	<p>This course introduces the skills and concepts of general management and strategy. The course adopts the perspective of the general manager — an individual charged with diagnosing complex situations and resolving them in ways that enhance organizational performance. The course will focus on characteristics of competencies and strategies that make some competitive positions strong and viable, while leaving others weak and vulnerable. We will examine how varying industry conditions influence firm performance and alter strategic decisions.</p>



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Organizational Behavior and Design
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vi i	Course Content	Understanding what motivates people and rewarding them accordingly, making effective decisions, cultivating networks to promote opportunity, designing organizations for growth, leading by leveraging organizational culture, building a culture of innovation, managing groups & teams, leading in a values-based manner
vi ii	Texts/References	Patrick, L. (1998). The Five Dysfunctions of a Team, New Jersey : John Wiley & Sons. Ram Charan, Stephen Drotter, James Noel (2010).The Leadership Pipeline: How to Build the Leadership Powered Company, New Jersey :John Wiley & Sons. Jack Welch (2007). Winning, New York: Harper Collins. Hannan, M. & Baron, J. (2002). Organizational Blueprints for Success in High-Tech Start-Ups: Lessons from the Stanford Project on Emerging Companies California Management Review , 44(3), 8-36.
ix	Name(s) of Instructor(s)	Ashish Pandey



x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xi i	Justification/ Need for introducing the course	<p>Taking the perspective of organizational leaders, some of the most vexing organizational challenges will be addressed. These include bringing out the best in people, compelling them to go beyond the call of duty to get the job done; considering ways to systematically avoid biases when making strategic decisions; designing a structure that enables strategy execution; creating a strategically relevant culture that aligns employees' interests with organizational objectives and promotes innovation; determining how to lead teams of diverse professionals; and wrestling with how to make difficult decisions from a position of personal and professional integrity.</p>



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Introduction to Financial Accounting
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Reports and balance sheets, income statements, generally accepted accounting principles (GAAP), book keeping and statement of cash flows, statement of stockholders' equity and ratio analysis, enforcement of accounting standards.
viii	Texts/References	Thomas R. Ittelson (2009). Financial statements: A step-by-step guide to understanding and creating financial reports. New Jersey: Career Press. Charles T. Horngren, Gary L. Sundem, John A. Elliott & Donna Philbrick (2013). Introduction to Financial Accounting. (11th Ed.), New Jersey : Prentice Hall.
ix	Name(s) of Instructor(s)	Varadraj Bapat
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	



xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	The primary goals of this course are: (1) to further the abilities to speak the language of accounting and (2) to help students read and evaluate financial statements. By advancing these skills, one can be a more effective decision-maker and thus better positioned to succeed at professional endeavours.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Managerial Economics
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Demand and elasticity, profit maximization, supply and demand, consumer surplus, price controls, taxes, and other market interventions, production functions and the law of diminishing returns, cost functions, perfect competition, monopoly, oligopoly, monopolistic competition.
viii	Texts/References	Robert S. Pindyck& Daniel L. Rubinfeld, (2009). Microeconomics (6th Ed.), New Jersey: Prentice Hall. Various Cases
ix	Name(s) of Instructor(s)	S V D N Rao/ Vinish Kathuria
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	



xii	Justification/ Need for introducing the course	This core course in Microeconomic theory is required to understand and appreciate concepts in most functional areas of management.
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Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Data Modeling and Decisions
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Probability distributions, descriptive statistics, testing of hypotheses, correlation and regression,
viii	Texts/References	Richard Levin & David Rubin (2012). Statistics for Management, New Jersey: Pearson. Various Cases
ix	Name(s) of Instructor(s)	Usha A Kumar
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course in Statistics is required to analyze data, test hypotheses in courses in all functional areas of management.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Communication and Negotiation Skills
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	<p>A. Persuasion and Communication Communication and Self: Introduction to Communication, Functions, Types, Levels, Barriers, Process, Positive Body Language and Voice Modulation, Intrapersonal Communications, Communication and Identity: The Self and Messages (Johari Window), Group Communications and team talk: Interpersonal Communication and Listening Skills, Presentation Skills (Oral and Written Presentations), Organizing, outlining, and delivering the speech, Body language, tonality, and words, Communication Styles Multimedia Presentations, Business Writing Principles and Grammar Essentials, Essentials of Email Writing and Netiquette, Writing Formal Letters and Memos, Writing Business Reports and Business Proposals, Non-verbal communication, Cross-cultural communication</p> <p>B. Negotiation Skills Art & science of negotiation, Phases of negotiation, Negotiation Strategies, Tools, and Skills for Success, Improving Your Negotiating Effectiveness</p>



viii	Texts/References	Kitty Locker & Stephen Kaczmarek (2010). Business Communication: Building Critical Skills, New York: McGraw-Hill. Roger Dawson (2000). Secrets of Power Negotiating, (15th Anniversary Ed.). New Jersey: Career Press.
ix	Name(s) of Instructor(s)	Dinesh Sharma
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This course will equip executives with skills required for real-life business situations; and an opportunity to capitalize on personal style for more effective communication. Negotiation is a highly flexible approach for resolving conflicts, working out the terms of exchange, and building collaborative relationships. Skillful negotiations are therefore an essential aspect of executive's role.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Marketing Management
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Marketing concept, consumer behavior, segmentation and targeting, positioning, new product sales forecasting, branding, pricing, integrated marketing communications, customer relationship management
viii	Texts/References	Philip Kotler & Kevin Keller (2012). Marketing Management (14th Ed.). New Jersey: Prentice Hall. Various cases and readings
ix	Name(s) of Instructor(s)	Dinesh Sharma



x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course is essential to understand and appreciate the concepts in Marketing.

Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Operations and Manufacturing Management
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Operations management defined, competitive priorities, linking operations to corporate strategy, operational complexity, emerging themes in operations management, quality management: importance and challenges, cost of quality, fundamental views on quality management, the Toyota production system philosophy, productivity, capacity utilization, throughput analysis, bottlenecks, reasons for delays in processes, lessons from theory and practice, capacity pooling and workload balancing, reasons for holding inventory, the economic order quantity model, managing inventory in an uncertain world – lessons from theory and practice, the bullwhip phenomenon in supply chains, risk-pooling, aggregate planning:



		characteristics & considerations, strategies for meeting demand, cost of uncertainty in capacity planning, and the expected value of information, real options, supply chain management, supply chain coordination, delayed product, differentiation and the value of postponement strategies, strategies for meeting demand for innovative products in an uncertain world, accurate response.
viii	Texts/References	Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra (2012). Operations Management: Processes and Supply Chains (10th Ed.). New Jersey: Pearson. Various case readings
ix	Name(s) of Instructor(s)	T T Niranjana
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course is required to introduce the strategic and operational challenges that managers are confronted with, and provide frameworks to critically understand and deal with them.

Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Strategic Cost Analysis
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	The limitations of traditional costing systems, activity-based costing, revenue-cost behavior and cost-volume-profit analysis, relevant costs and relevant revenues in business decisions, performance and growth evaluation, decentralization, management control systems, business unit performance measurement, analysis, and evaluation
viii	Texts/References	Srikant M. Datar, Madhav V. Rajan& Charles T. Horngren (2013). Managerial Accounting: Decision Making and Motivating Performance New Jersey: Prentice Hall. Various case readings
ix	Name(s) of Instructor(s)	Varadraj Bapat



x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course introduces the concepts in cost accounting to enhance the executive's competency in using accounting information to attain competitive advantage.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Corporate Finance
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Introduction to finance, overview of the capital markets, introduction to corporate decision making, time value of money, capital budgeting: net present value and other investment criteria, resource allocation in practice, estimating free cash flows, project analysis, bond valuation, stock valuation, dividend discount model, 2-stage method of valuation and FCF approach, risk and return, portfolio theory, asset pricing models, capital structure and the effect on firm value, cost of capital.
viii	Texts/References	Jonathan Berk & Peter DeMarzo (2010). Corporate Finance (2nd Ed.). Bosten: Pearson Addison-Wesley Publishers. Various case readings



ix	Name(s) of Instructor(s)	S V D N Rao
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course introduces the concepts in corporate finance to appreciate how the decisions of a company affect shareholder value and the objective of shareholder wealth maximization.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Managing Power and Influence in Organizations
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	The importance of diagnosing and understanding organizational politics, analysis of power dynamics, analysis of influence tactics, navigating politics in a career, critical importance of managing bosses and mentors in the development of organizational power and influence.
viii	Texts/References	Jeffrey Pfeffer (1992). Managing with Power: Politics and Influence in Organizations, Boston MA: Harvard Business School Press. Various articles
ix	Name(s) of Instructor(s)	S. Bhargava



x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This core course is required to develop conceptual understanding of organizational dynamics, power and influence processes.

Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Leadership
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Leadership challenges, task leadership, people leadership, balancing task and people leadership, relationship quality, differentiation and performance management, the ‘set up to fail’ syndrome (and setting people up to succeed), motivation, leadership development, leading change.
viii	Texts/References	Robert Thomas (2008). Crucibles of Leadership: How to Learn from Experience and Become a Great Leader, Boston: Harvard Business Review Press. Ram Charan, Stephen Drotter& James Noel (2010). The Leadership Pipeline: How to Build the Leadership Powered Company, New Jersey: John Wiley & Sons. Various case readings



ix	Name(s) of Instructor(s)	Ashish Pandey
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This leadership course draws from behavioral science research and informed professional practice to provide a focused experience in executive leadership development.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Growth, Valuations, and Sustainability
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Competing values framework (CVF), the CVF and growth strategy, higher purpose, growth and sustainability, mergers and acquisitions: free cash flow, cost of capital, and valuation, culture of extraordinary performance, development of a creative competence
viii	Texts/References	Anjan V. Thakor (2011). The Four Colors of Growth, Amsterdam : Elsevier. Various case readings
ix	Name(s) of Instructor(s)	Trupti Mishra



x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This course introduces the concept of sustainable economic growth that creates value.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Competitive Strategy & Industry Analysis
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	What is strategy? economic concepts for strategy, structure of the market and non-market environments, game theory, sustainable competitive advantage, product differentiation and segmentation, network externalities, learning and complementarities, entry conditions, limit pricing, strategic commitment, boundaries of the firm, shape of the value chain, size and distribution of captured value.
viii	Texts/References	David Besanko, David Dranove, Mark Shanley & Scott Schaefer (2009). Economics of Strategy (5 th Ed.). New Jersey: John Wiley & Sons. Various case readings



ix	Name(s) of Instructor(s)	Kiran Momaya
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This course is required to discuss the alignment of competitive strategy with corporate strategy, and the firm's internal organizational structure.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme: B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Advanced Marketing
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	



vii	Course Content	Evaluating marketing effectiveness, value capture and go-to-market, new product management, managing markets & customers
viii	Texts/References	Roger Best (2013). Market Based Management, New Jersey: Pearson. Various case readings
ix	Name(s) of Instructor(s)	Dinesh Sharma
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This course focuses on the ability of an organization to drive organic growth and profitability using the foundational strategies and tactics of the marketing mix.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Macroeconomics
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	



vii	Course Content	National Income, Goods Market and Assets Market, Monetary and Fiscal Policy, Demand for Money and Money Supply, Business Cycles, Balance of Payments and Exchange Rates, Issues in Capital Account Convertibility, International Linkages, Purchasing Power Parity and Interest Parity, Exchange Rate Forecasting, Foreign Exchange Risk Management, Indian Financial System – Institutions, Instruments, and Markets.
vii i	Texts/References	Rudiger Dornbusch, Stanley Fisher & Richard Startz (2010). Macroeconomics, New York: McGraw-Hill. Barro, Robert J. (1984). Macroeconomics, New York: John Wiley.
ix	Name(s) of Instructor(s)	S V D N Rao, Vinish Kathuria
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	The managers are required to understand international dimensions and implications of economics and finance in the context of increasing globalization of Indian economy, and integration of Indian financial markets with the world markets. It will build on the foundations of microeconomics, statistics (quantitative methods), and corporate finance.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level : Undergraduate/Postgraduate: Postgraduate

Programme :B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Global Supply Chain Management
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	



vii	Course Content	Integrated supply chain management, the “bullwhip” phenomenon, building a strategic framework to analyze supply chains, efficient supply chains for functional products, planning and managing inventory in a supply chain, risk pooling concepts, product design for supply chain management, postponement and mass customization practices in global supply chains, agile supply chains, lean retailing, e-business strategies, world-class supply chains, active demand management, supply chain execution, stakeholder management in supply chains, state-of-the-art supply chains, risk management, current issues: best practices in supply chain risk management
viii	Texts/References	David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi (2008). <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i> (3 rd Ed.). New York: McGraw Hill-Irwin. Various case readings
ix	Name(s) of Instructor(s)	T T Niranjan
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	



xii	Justification/ Need for introducing the course	This course develops an understanding of the state-of-the-art operations strategy thinking as it applies to firms with global manufacturing and service operations, and global supply chain logistics functions.
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Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme: B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Global Business Planning and Strategy
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	



vii	Course Content	Management plan audit, management plan critique, strategic planning and forecasting workshop, pre-competition pro-forma cash flow statement preparation, company strategic plans
viii	Texts/References	<p>Arthur A. Thompson (2011). Strategic Management - Crafting and executing strategy (18th Ed.). New Delhi: Tata McgrawHill.</p> <p>Arthur Thompson, John Gamble, Arun Jain, A. J. Strickland III (2010). Global Business Planning & Strategy: Global Tycoon - Crafting and Executing Strategy: The Quest for Competitive Advantage (16th Ed.). New Delhi: Tata McgrawHill.</p>
ix	Name(s) of Instructor(s)	T T Niranjan
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	The students will compete as a team with all the other teams in the class using the Global Tycoon simulation software, which will require them to build and manage a simulated global enterprise.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme: B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other(Specify): EMBA

i	Title of the course	Strategic Management of Innovation
ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	
vi	Pre-requisite(s), if any (For the students) – specify course number(s)	



vii	Course Content	Framework to evaluate how best to capture value from an innovation, analytic techniques to estimate value that can be captured from an innovation, explore how managers create value through the organization of research and development, explore challenges that make it difficult for established organizations to innovate, explore which problems managers choose to solve.
viii	Texts/References	Melisa Schilling (2004). Strategic Management of Technological Innovation, New York: McGraw-Hill. Various case readings
ix	Name(s) of Instructor(s)	Kiran Momaya
x	Name(s) of other Departments/ Academic Units to whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	
xii	Justification/ Need for introducing the course	This course provides a strategic perspective on the management of innovation. It focuses on how managers contribute to creating and capturing value through innovation.



Name of Academic Unit (Department /School/Centre/ID Group): Shailesh J Mehta School of Management

Preamble to the proposal (optional):

Level: Undergraduate/Postgraduate: Postgraduate

Programme: B.Tech./M.Sc./M.Tech./M.Phil/M.Mgt./M.Des./Ph.D./Other (Specify): EMBA

i

Title of the course

Field Work¹

ii	Credit Structure (L-T-P-C)	5-0-0-5
iii	Type of Course (Institute/ Departmental) + (Core/ Elective/ ...)	Core
iv	Semester in which normally to be offered (Autumn/Spring)	
v	Whether Full or Half Semester Course	

¹ The participants will complete the field work in India in the event of denial of US visa or their inability to travel to St. Louis due to any other reasons.



vi	Pre-requisite(s), if any (For the students) – specify course number(s)	
vii	Course Content	Understand ways in which economic institutions and business practices can differ across countries, and explore the implications that those differences have for the management of an enterprise, critically evaluate these issues and questions in the context of experiential learning, understand how national context can influence managers and business processes.
viii	Texts/References	Martin, R L. (2009). <i>Opposable Mind: Winning Through Integrative Thinking</i> . Boston: Harvard Business Press. ISBN: 1422139778.
ix	Name(s) of Instructor(s)	EMBA Coordinator
x	Name(s) of other Departments/ Academic Unitsto whom the course is relevant	
xi	Is/Are there any course(s) in the same/ other academic unit(s) which is/ are equivalent to this course? If so, please give details.	



xii	Justification/ Need for introducing the course	The purpose of the field work is to introduce cross-national differences in business environments faced by managers in India and the United States, and develop the ability to articulate and critical evaluate the same.
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List of Instructors and Proposed Course dates

Course	WUSTL Faculty	IITB Faculty	Proposed dates for the first batch
Strategic Management	Lamar Pierce	Prof. Shishir Kumar Jha	April 22-26, 2015
Organizational Behavior and Design	Ray Sparrowe	Ashish Pandey	May 21-24, 2015
Data Modeling and Decisions	Randy Batsell	Usha A Kumar	June 18-21, 2015
Introduction to Financial Accounting	Ron King	Varadraj Bapat	July 16-19, 2015
Marketing Management	Seethu Seethuraman	Dinesh Sharma	August 20-23, 2015
Managerial Economics	Jim Little	S V D N Rao, Vinish Kathuria	September 24-27, 2015
Communication and Negotiation Skills	Bill Bottom	Dinesh Sharma	October 15-18, 2015
Operations & Manufacturing Management	Yossi Aviv	T T Niranjan	November 19-22, 2015
Strategic Cost Analysis	Tom Fields	Varadraj Bapat	December 10-13, 2015
Corporate Finance	Ohad Kadan	S V D N Rao	January 7-10, 2016
Leadership	Lee Konczak	Ashish Pandey	February 11-14, 2016
Growth, Valuation, and Sustainability	Anjan Thakor	Trupti Mishra	March 10-13, 2016
Managing Power and Influence in Organizations	Kurt Dirks	S. Bhargava	April 7-10, 2016
Global Supply Chain Management	Panos Kouvelis	T TNiranjan	May 12-15, 2016
Competitive Strategy & Industry Analysis	Todd Zenger	Kiran Momaya	June 9-12, 2016
Macroeconomics	Jim Little	S V D N Rao, Vinish Kathuria	July 7-10, 2016
Advanced Marketing	Raphael Thomadson	Dinesh Sharma	August 18-21, 2016
Global Business Planning & Strategy: Global Tycoon	Nick Argyres	Shishir Kumar Jha	October 2-13, 2016
Strategic Management of	Jackson	Kiran Momaya	October 2-13, 2016

Innovation	Nickerson		
Residency field course	Stuart Bunderson	EMBA Coordinator	October 2-13, 2016

Maintenance of Academic Records, Monitoring and Reporting to Senate

The SJMSOM EMBA office will look after all administrative aspects through the Head, financial aspects through the Dean (R&D) and academic aspects through SPGC of the School and Dean (AP). Original records related to administration will be at the Administration Section, academic records at the Academic Section and finance at IRCC. At Washington University, the Executive Programs office will manage the same issues relevant to Washington University.

Course Codes

Courses will be numbered IWExxx.

Changeover to other programmes

A change from the EMBA programme to other programmes is not permitted.

Pattern of Courses and Credits

The courses offered for this Programme will have Lectures, Seminars, Projects, Presentation, Case Discussion, Simulation, Role playing and E-learning components.

Practical Training through Industry and Field Visits

Industry visits are an integral part of students' learning and they will be evaluated applying pre-announced criteria.

Credits

Based on the contact hours for each course, the credit equivalence is 5 credits per course i.e. 100 credits for all 20 courses. In addition to the contact hours, the course structure involves considerable engagement of the faculty, which cannot be quantified and may vary from course to course.

IIT BOMBAY
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 Washington
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EXECUTIVE MBA



Grade Improvement

For grade improvement a student has to re-register in the course in the next batch if the course is offered. The grade obtained in the re-registered course will supersede the earlier grade and the same will be reflected in the Semester Grade Card and in the Final Transcript. However, due to the format of the program, award of the degree would get delayed.

Transfer of course credits completed in other Programme

As of now, there is no provision for such transfer.