

## **EMBA PROGRAM**

The aim of the Executive MBA (EMBA) program is to develop principled, innovative leaders to lead change across organizations, industries and society and to generate ideas that advance management practice.

The intended learning outcomes of the EMBA program are as follows:

- To develop the ability to integrate business knowledge and management techniques;
- To develop an entrepreneurial mindset;
- To learn to analyze business complexity in a changing environment;
- To find an optimal solution to problems after analysis of multiple alternative approaches;
- To develop an openness to different perspectives and sensitivity to the people aspect of the business; and
- To build a reliable and accessible network.

### **1.0 THE ADMISSION PROCESS**

The admission test for the Executive MBA program is held thrice in a year. The admission process for EMBA is very competitive, and IBA takes a holistic view and uses a wide variety of criteria to evaluate applications, including academic credentials. The eligibility and admission requirements are reviewed annually by the Academic Committee of IBA based on the local and global context.

Admission eligibility for a foreign national is the same as stated above. However, a foreign national who has appeared for the GMAT Test and obtained a minimum qualifying score may be exempted from the written part of the admission test. The minimum qualifying score is set annually by the Academic Committee of IBA.

### **2.0 DEGREE REQUIREMENTS**

To qualify for the EMBA degree, a student has to complete 12 courses within 8 (eight) academic years from the date of admission with a Cumulative Grade Point Average (CGPA) of 2.50 on a 4.00 point scale.

### **3.0 COURSE ADMINISTRATION**

#### **3.1 Course Offering**

All courses are not offered every semester. A course normally requires a minimum of 8 (eight) students to be offered.

#### **3.2 Course Load**

A student may take a maximum of three courses per semester but is required to take a minimum of two courses per semester. Each year comprises of 3 (three) semesters and each semester is of 14 weeks duration. Thus, a student may complete the program within four semesters. In exceptional cases, course load may be relaxed, contingent on the approval of the Academic Committee.

#### **3.3 Course Drop/Add**

Course drop/add is allowed within the first week of the semester subject to taking minimum course load as specified in section 3.2. If a student drops a course after the first week of the semester, s/he is not entitled to get any refund. For exceptional circumstances, permission must be taken from the Academic Committee of IBA.

#### **3.4 Semester(s) Withdrawal**

Students may apply for withdrawal from the semester after completion of at least one semester provided that they have a minimum CGPA of 2.50. Students having "I" (Incomplete) or "F" (Fail) grades will not be allowed to withdraw from the semester(s). However, all students must complete the program within 8 (eight) academic years from the date of admission. Withdrawal from the semester is allowed within maximum 10 (ten) weeks from the beginning of the semester. A student failing to register in any semester without taking withdrawal will be considered as a discontinued student and subsequently will be dismissed from the program.

#### **3.5 Class Attendance**

Students are required to be present in all classes held during each semester. Only 3 (three) absences per course may be excused. Absence in any more than 3 (three) classes without showing appropriate cause will result in strict disciplinary action and may even lead to an 'F' grade in the concerned course.

#### **3.6 Probation and Dismissal**

In order to continue the program with good academic standing, students must maintain a minimum CGPA 2.50 at the end of each semester. Obtaining CGPA of less than 2.00 shall result in dismissal from the program. If a student attains a CGPA of 2.00 or more, but below 2.50 in a given semester, he/she will be placed on probation in the next semester. Failure to raise the CGPA to at least 2.50 at the end of the probation semester will result in dismissal from the program.

### 3.7 Unfair Means

Students are strictly forbidden to adopt unfair means. The following shall be considered as the adoption of unfair means:

- Communicating with fellow students for obtaining help, except in the case of collaborative work;
- Copying from another student's script, report, paper, etc. or helping another student to do the same;
- Copying from printed matter, hand-written script, writing on desk or palm, or from other incriminating documents during quizzes or examinations;
- Plagiarising or copying from existing work without reference for inclusion in any submitted work;
- Possession of any incriminating document/mobile phone/electronic device including smartwatches with storage capacity, whether used or not; and,
- Any approach in direct or indirect form to influence a teacher concerning grades.

Students adopting unfair means may be given an 'F' grade for the concerned assignment, test, quiz, paper, report, or even for the entire course, at the discretion of the instructor. Also, the adoption of unfair means and engaging in any behaviour, which disrupts the academic atmosphere and violates the tenet of respect towards other members of the Institute, will be dealt with strictly. Disciplinary action may include dismissal of the student from the program as well as expulsion from IBA and as such, the University of Dhaka. Detailed consequences of such unfair means are outlined in a separate document titled 'Handbook of Code of Conduct'.

### 4.0 PERFORMANCE EVALUATION

The continuous performance evaluation system is followed at IBA. Students are given continuous feedback throughout the semester using various performance evaluation tools including class performance, quizzes, exams, assignments, presentations etc.

#### 4.1 Grading System

In each course, students receive letter grades such as 'A', 'A-', 'B+', 'B', 'B-', 'C+', 'C', 'C-', 'D+', 'D', and 'F', depending on their performances. 'F' is a failing grade. 'I' stands for an incomplete grade. An incomplete grade may be awarded if a student fails to complete all the requirements of a course due to circumstances deemed appropriate by the faculty member (e.g. health issues). 'I' grades are always accompanied by an alternative grade. Students must contact concerned faculty members to clear 'I' grades. All 'I' grades must be replaced by other grades within four weeks of grade submission date. If no replacement grade is submitted within the stipulated period, the alternate grade accompanied with the 'I' grade will become officially accepted. The numerical equivalence (grade point) of each grade, as used in calculating CGPA, is as follows:

Letter Grades	Grade Points	Letter Grades	Grade Points
A	4.00	C	2.00
A-	3.67	C-	1.67
B+	3.33	D+	1.33
B	3.00	D	1.00
B-	2.67	F	0.00
C+	2.33	I	NA

### 5.0 CURRICULUM

The variety of coursework in the EMBA curriculum contributes to a broad-based understanding of business management processes. The pedagogy followed is a mix of a 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 with practical situations.

#### 5.1 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

### 5.1.1 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	H501	Managing Human Resource For Excellence	W501
5	A501	Accounting for Managerial Decisions	
6	E501	Managerial Economics	K501
7	P501	Managing Operations and Supply Chain	K501
8	F501	Financial Theory and Practice	A501
9	M501	Marketing Theory and Practice	W501

### 5.1.2 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
1	F601	Corporate Finance
2	F602	Investment Analysis and Portfolio Management
3	H601	Negotiation and Conflict Management
4	K601	Business Analytics
5	K602	Project Management
6	M601	Buyer Behavior
7	M602	Brand Strategy
8	R601	Business Research
9	W601	Corporate Governance and Business Ethics
10	W602	Leadership and Change Management
11	W603	Innovation and Entrepreneurship

### 5.1.3 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 the students' ability to synthesise 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

### 5.1.4 Additional Course

Students can take up to 3 additional courses from the list of free elective courses, in addition to the 12 courses required for completion of the EMBA Program. Additional courses can be taken only if they are being offered. Students will have to pay extra fees for taking additional courses. The grade earned in the additional courses will be reflected 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 organisation, 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 organisational communication competencies will be investigated. Emphasis will be placed on developing skills critical to career advancement and necessary for effective organisational 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 organisations. Topics 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 to management theory and practice. The course provides students with the opportunity to enhance their understanding of organizations where they may have seen a function concerning 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 and reasons for these differences. The course focuses on the management functions of planning, organizing and controlling. The course will have a focus on knowing (theory), doing (application) and being (self-reflection). The lectures are supplemented with cases to make them more useful.

### **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 safety, moral discipline, employee benefits 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 of their practical applications for strategic decision making, planning, and controlling process. It covers the fundamental concepts, tools and techniques of managerial and financial accounting. Financial accounting part includes undertaking the basics equation, recording process and preparation of different financial statement and analysis of financial statements. Management accounting part includes various cost concepts, variable costing and absorption costing, cost volume profit analysis, budgeting, variance analysis, segment reporting, transfer pricing, relevant cost information in decision making etc.

### **E501 Managerial Economics**

The course will teach students the application of economic theory to managerial decision-making problems. Students will develop an understanding of decision-making under uncertainty, attitudes towards risk and the value of information. They will be taught game theory and strategic decision-making, including its applications to oligopoly, collusion among firms, product differentiation, entry deterrence and other market practices. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; game theory and pricing strategies; and the economics of information and the role of government in the marketplace. The emphasis of this course is on the use of economic reasoning to solve actual business decision problems.

### **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 organization. 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.

### **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 about 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 goal. This course also relates these theories to real-life examples and cases.

### **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.

## **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.

### **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.

### **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, it will explore the challenges that can arise in implementing analytical approaches within an organization.

### **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 relationship 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.

### **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.

### **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; as well as understanding the importance of ethical conduct in conducting research in both a domestic and in international business contexts.

### **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 in this course. Ethical consideration in managing a business is also an important element of this course.

### **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.

### **CAPSTONE COURSE**

#### **W650 Business Strategy in a Competitive Environment**

The course will introduce concept 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 integration and coordination of the functional areas within 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 manager 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.

#### **Disclaimer**

Institute of Business Administration and the University of Dhaka reserve the right to incorporate, change, modify and delete any contents laid down in this brochure. Such content may include, among other things, rules and regulations governing the EMBA program of IBA, course offerings, and course descriptions.