



# EXECUTIVE MBA

PROGRAMME HANDBOOK 2016 – 2017



**Postgraduate  
Institute of  
Management**  
*University of Sri Jayewardenepura*

## **PIM Vision**

To become a centre for management excellence in South Asia.

## **PIM Mission**

We ignite human imagination by developing leaders having global presence with local pulse.

In this endeavour, we pursue innovative teaching, cutting-edge research, enriching partnerships, inspiring sustainability and exemplary governance.

## **PIM Values**

### **Passion**

Enthusiasm and eagerness towards results in showing professionalism in actions.

#### *Key Behavioural Indicators (KBIs)*

- Is clear about the tasks associated with the job.
- Is enthusiastic in handling tasks.
- Thinks innovatively in finding new solutions.
- Is conscious of one's contribution to the institutional success.
- Willing to exert extra effort to achieve objectives.

### **Integrity**

Acting in an ethical manner with the best interest of the institution in mind.

#### *Key Behavioural Indicators (KBIs)*

- Is honest in conducting oneself.
- Can be trusted in handling confidential matters.
- Conducts oneself fully within the rules and regulations of the institution.
- Cannot be manipulated for unethical actions.
- Keeps the institution's needs ahead of one's interests.

### **Mindfulness**

Paying attention to purpose and actions in doing things with self-awareness.

#### *Key Behavioural Indicators (KBIs)*

- Pays attention to detail.
- Is aware of the needed actions at any given moment.
- Looks at situations unbiased with an open mind.
- Has complete focus on tasks at hand.
- Is efficient in utilizing time.

## **Contents**

Message from the Director	01
About PIM	04
Executive Master of Business Administration	06



## Excellence as Essence

We at the Postgraduate Institute of Management (PIM), is proud to present its freshly designed premier product, the Executive MBA. It will offer a novel approach in enhancing cutting-edged competencies in a comprehensive and committed manner with high currency. Executive MBA became a reality with the consistent effort from a dedicated PIM team. Let me remember the late Prof. Uditha Liyanage with heart-felt gratitude for his initiation of the concept several years ago.

PIM has been in the forefront in breeding thought leaders with character and competence. In producing them with clarity and commitment, the PIM has always been a centre of excellence in management education with its wings spreading beyond Sri Lanka. Excellence is all about being exceptionally good. When applied to enterprises, it involves exceptional achievements in a consistent manner. That's what the PIM is proud of being a self-financed, semi-autonomous public entity.

We believe in facilitating holistic learning with quality and relevance. In doing so, we transform mere practitioners into mega professionals who will have global presence with local pulse. That's why we offer an enriching learning experience in igniting human imagination.

### **Prof. Ajantha S. Dharmasiri**

The Director and Chairman of the Board of Management



  
**PIM**



The Postgraduate Institute of Management

## About the PIM

As the pioneer of advanced management education and training in Sri Lanka, the Postgraduate Institute of Management (PIM) has continued to serve the business community and the state for over 25 years. As a semi-autonomous body affiliated to the University of Sri Jayewardenepura, it is governed by a Board of Management consisting of representatives from business, professions and the government. The PIM is the only university institution in the country which is self-financed. The PIM's core degree programme, the Master of Business Administration (MBA) attracts, hundreds of young managers annually, and provide the most challenging learning opportunity in management in Sri Lanka.





## The Institute and the University

The University of Sri Jayewardenepura, to which the PIM is affiliated, is 55 years old. In fact, it is much older if one counts the long years of its history as a seat of learning. The history of this institute dates back more than a century to 1873, when the most Ven. Hikkaduwe Sri Sumangala Nayaka Thero laid the foundation of this distinguished centre of learning as a Pirivena (Institute of Buddhist and Oriental Studies) named **Vidyodaya** (meaning 'awakening of knowledge').

In 1958, it was reconstituted as the Vidyodaya University of Ceylon by an Act of Parliament. Under the Universities Act of 1978, it was renamed 'University of Sri Jayewardenepura', after the new administrative capital of Sri Lanka. Today, its full-time student population is over 12,000 enrolled in the faculties of Humanities and Social Sciences, Management Studies and Commerce, Applied Sciences, Medical Sciences and Graduate Studies.

# Executive Master of Business Administration (Executive MBA)

The Postgraduate Institute of Management (PIM) is pleased to announce the newly designed Executive Master of Business Administration (Executive MBA) programme, a significant and unique addition to its range of signature programmes.

This programme is for the next tier of corporate leaders (AGM and above) to better prepare them to become successful CEOs, CFOs and senior managers. The programme will make the managers competitive, competent, and strategic to respond to the evolving challenges of the corporate world.

The Executive MBA is designed to:

1. Transform you as a corporate leader
2. Catalyze your career trajectory to the Board Room
3. Prepare you to thrive in complexity
4. Improve your skills in people mastery

EMBA is unique as:

1. It is for carefully selected exceptional and mature senior managers and professionals
2. It encourages cross-learning through unique interactive approaches
3. It is meant to align with demanding careers and time commitments of senior managers
4. Its contents are current and dynamic

## Learning Outcomes of the Executive MBA Programme:

On completion of the programme, the participants will have the knowledge, skills and attitude to be able to:

1. Recognize the continually evolving frontiers of management
2. Reflect on key management challenges
3. Relate the key concepts to global, regional, local, sector, industry and institution specific situations and challenges
4. Reinforce conceptual learning, enlightened reflection and technical application in a virtuous circle of continuous personal and professional development.

## Who should apply:

CEOs, CFOs, Directors, GMs, DGMs, AGMs of companies/institutions in the corporate and public sectors as well as entrepreneurs.

### **The programme structure:**

The Executive MBA is 30 credit based 12 month programme conducted in four terms. The programme comprises 11 core courses and three electives. The Executive MBA qualification complies with the Sri Lanka Qualification Framework (SLQF) - Exit level 9. Credits are earned through variety of study methods including theoretical engagements, workshops and guided independent study report.

### **Basic Programme Entry Criteria:**

To be eligible for admission to the Executive MBA, an applicant shall possess one of the following qualification.

- (i) A Bachelor's Degree from a recognized university, and at least 10 years' experience in a managerial capacity.
- (ii) A professional qualification recognized by the Institute (PIM) as being equivalent to a Bachelor's Degree of a university with 10 years' experience.

- (iii) CEOs/CFOs/Directors, GMs, DGMs, AGM and entrepreneurs who have an exceptional and outstanding track record. (In this category, the Institute will adopt special procedures for the determination of eligibility where the number of places allocated in the programme is limited.)

and

A good knowledge of the English Language.

### **Mode of Delivery:**

The programme will be delivered both on and off site, and will have interactive seminars, academic presentations, video and case study analyses, corporate field visits, workshops, and inputs of eminent local/foreign speakers.

### **Other Benefits:**

The programme will select a limited number of exceptional individuals who will network through a journey of learning and reflection both in Sri Lanka and overseas.



## **The Curriculum:**

### **Term 1:**

#### **EMBA 500: Innovative Entrepreneurship (2 Credits)**

This course addresses innovative management techniques emphasizing the key roles of organizations in creating, developing and transferring new knowledge, products and processes. It provides participants with an understanding of innovation dynamics both within and across organizational boundaries at apex level. By drawing from state of the art innovation literature as well as extensive use of case study material, the course analyses opportunities and challenges relating to creating and sustaining innovation.

#### **EMBA 501: Managing Modern Organizations (2 Credits)**

This course covers contemporary issues of leading and managing in modern organizations. It pays attention to building a leadership pipeline for succession, emergent leadership in crisis and turbulent times, business planning, building a high performance culture of commitment and competence. This course will pave the way for the participants to plan, organize, lead and control in achieving desired results in their respective organizations.

#### **EMBA 502: Organizational Behaviour (2 credits)**

This course entails historical and contemporary development of the study of human behaviour in organizations. The participants will have an in-depth exposure in intelligence, personality, motivation, power, influence and other related aspects. It covers individual, interactional and institutional elements in the context of challenges faced by organizations in the competitive business world.

#### **EMBA 503: Trends in Macroeconomics (2 Credits)**

The essentials of macroeconomics required by business decision makers are covered in this module. Indicators such as Gross Domestic Product (GDP) growth, balance of payments, budgetary out-turn, inflationary trends, as well as exchange rate and interest rate changes reflect public policy and management. Hence, a vital coverage of the current trends in macroeconomics will be dealt with.

### **Term 2:**

#### **EMBA 504: Re-engineering of Operations (2 Credits)**

This module provides the cutting-edge fundamentals required by senior managers in the areas of production systems and processes. It will cover the ways of meeting customer needs and wants through design and implementation of efficient and effective processes with required quality and quantity. Measurement of performance and productivity, total quality management, certification of quality systems, and work processes will also be covered in this course. A substantial component of logistics and supply chain management will also be addressed appropriately.

#### **EMBA 505: Strategic Marketing (2 Credits)**

Essentials of strategic marketing with strategic profiling the Sri Lankan consumer will be covered in this course. Strategic aspects of market segmentation, targeting and positioning, marketing mix, product innovations, value additions and augmentation will also be covered. Senior Managers will be equipped with the key strategic marketing management fundamentals in order to achieve desired results.

**EMBA 506: Strategic Human Resource Management  
(2 Credits)**

In the competitive world of business, Strategic Human Resource Management (SHRM) has a strong bearing upon an organization's corporate strategy formulation and implementation. This course highlights the essentials leading to how SHRM contributes to profitability and sustainability. It also covers the ways of ensuring coordination and congruence among the various HR practices required for overall performance.

**EMBA 507: Legal Aspects of Management Decisions  
(2 Credits)**

The objective of this course is to provide an overarching knowledge of key legal principles and processes for conducting business and taking managerial decisions in local and international business transactions in order to improve efficiency, reduce conflicts, manage risks and resolve disputes. The Course will discuss legal challenges in dealing with different legal systems in a global business environment. The Course will also elaborate the legal aspects of decision making in today's complex context and strategic management of legal resources.

**Term 3:**

**EMBA 508: Crafting & Executing Strategy (2 Credits)**

This course focuses the key area of strategy in highlighting how strategies are formulated and implemented to achieve set objectives. It highlights the key issues faced by contemporary organizations in developing strategies to deliver results. The course will also cover business paradigms, corporate planning, analytical tools for strategy making and appropriate organizational structures.

**EMBA 509: Strategic Financial Management (2 Credits)**

This module encompasses understanding the impact of Financial Management on the organization in multiple aspects. Areas such as globalization of finance, sources of long-term funding, capital structures, arguments on risk vs. return, maximizing shareholder wealth, analysis of finance strategy in the context of product life cycle will also be covered. Further, the module will include advanced aspects of capital budgeting, evaluating and forecasting long-term cash flow patterns, working capital management, dividend policy etc.



#### **EMBA 510: International Business & Trade (2 Credits)**

This course will cover the current issues, trends and challenges in the areas of international business and trade. The impact of globalization in multiple aspects will be discussed referring to real global cases. Attention will also be paid to discuss and elaborate the impact of culture, protectionism policies, national politics and international business, regional economic integration etc.

#### **EMBA 511: Guided Independent Study (will continue till end of 4th Term)**

##### **Options:**

- (i) Participants are required to use their own experience in a related organization, in developing a comprehensive "Business Plan" to take one's organization to greater heights.
- (ii) Develop a "Case Study" on a selected organization highlighting a success story of transformation.

More specific details with regard to the expectations will be provided.

#### **Term 4:**

Three electives out of the five courses which are mentioned below should be selected by the participants while attending to the Guided Independent Study.

#### **EMBA 600: International Human Resource Management (01 Credit)**

This course deals with aspects of managing people in the global workplace. It will help participants enhance their competencies in becoming better global managers. Global HR patterns, practices and prospects will be extensively dealt with.

#### **EMBA 601: Risk Management & Mitigation (01 Credit)**

Risk implies future uncertainty about deviation from expected results or expected outcomes. This course examines risks in detail as applied to the whole range of risks to which a firm is exposed. Areas covered include

quantitative risk analysis using risk measurement techniques and use of predictive analytics, modelling and simulation to improve risk management, decision making in recession and turbulent times.

#### **EMBA 602: Corporate Governance (01 Credit)**

Corporate Governance has emerged as a critical area in the contemporary world. The course offers a comprehensive understanding of corporate governance with the aid of global, regional and local cases. Importance of ethics, duties and responsibilities of Directors, Corporate Management and Shareholders will also be discussed. Multi-disciplinary insights from several disciplines such as economics and finance will be drawn.

#### **EMBA 603: Global Marketing (01 credit)**

The focus of this course is to examine marketing from a global perspective in understanding current trends. It examines the effects of international trade and the political, legal, financial and cultural environment on making global marketing decisions. Further, it studies the design of marketing strategies within the uncertain and dynamic international environment.

#### **EMBA 604: Strategic Negotiations (01 credit)**

This course is designed on the premise that in a global market place the manager competes nationally and internationally and needs to be strategic in influencing stakeholders with a value creating approach. This course will introduce a strategic approach to influence by increasing awareness of the negotiation process, negotiating behaviour and the implicit working assumptions that underlie it. It will provide a strategic operational framework and analytical tools for preparing, conducting and continuous learning from negotiations.

#### **EMBA 605: Intellectual Property Rights in Business (01 credit)**

This course aims at patents, trade marks, copyrights etc. for each and every functional dimension of an organization.

### Credit Requirements:

Course Type	No.of Credits
11 core courses (30 hrs per course) 11 x 2 credits	22
03 electives (15 hrs per course) 3 x 1 credits	03
Guided independent study	05
Total	30

(SLQF Exit Level 9)

### Fee:

The programme fee per participant: Rs. 950,000/-

The programme will span a period of 12 months.

### Faculty:

This programme will be conducted by the PIM senior faculty, foreign visiting faculty and local/foreign industry experts.



# INTERNATIONAL COOPERATION

The Institute is looking forward to collaborating with institutions of higher learning in the region and in East Asia, for the purpose of promoting research in comparative management, doctoral studies and development of specialization in such areas as Banking, Finance, Technology Management, and Entrepreneurship. Cooperation with foreign universities and foreign management institutes has been a principal means by which the groundwork for PIM has been laid over the past three decades. PIM gives high priority to the development of links with reputed educational institutions abroad. The desire to develop expertise and promote disciplined development in the international context is the driving force behind the quest for cooperation.

The policy of the Institute is to cooperate with centres of higher learning worldwide. In particular, PIM looks forward to forging links with centres of excellence in the Asia-Pacific Region, the South Asian Association for Regional Cooperation (SAARC), the Indian Institute of Management (IIM) and Universities elsewhere. PIM leaves areas of cooperation open with a view to achieving the wider purposes of management education. In practically every field of specialization at the Institute, collaborative ventures are welcome. Collaborative research into local and regional phenomena, both fundamental and applied, is one of the primary purposes of PIM. The faculty of PIM, both regular and visiting, are involved in research, and the current projects cover areas such as the sociocultural foundations of management, development of industrial policies and industry competitiveness and administrative reforms in the public sector.

The Postgraduate Institute of Management has established research collaboration with the School of Business, University of New South Wales (UNSW), Canberra. The two institutions will collaborate in research activities in business, economics, management, and public policy. The School of Business (SBus) is one of the four Schools at the UNSW, Canberra. While only 5% of business programs worldwide are accredited by the Associate to Advance Collegiate Schools of Business (AACSB), the SBus is the only AACSB-accredited business school in the Australian Capital Territory Region. The SBus conducts active research programs in Governance and Public Sector Accounting, Econometrics and Economic Analysis, Human Resource Management, Entrepreneurship and Innovation, Logistics and Big Data Analytics, Leadership and Change management, Public Sector Management and Marketing.

The UNSW is a founding member of the Group of Eight and one of Australia's leading research intensive universities. It was ranked 48th in the 2014 QS World University Rankings. The UNSW was recognized in the '2012 Excellence in Research for Australia Report', which assessed the University's performance in all broad fields of research as "at, above or well above" world standard. UNSW research strengths span a broad and diverse range of disciplines. The UNSW and the PIM undertake joint academic research projects in areas of mutual interests, exchange of faculty and promotion of PhD Programme of the PIM, Master Graduates and PIM students, Faculty Members to undertake the PhD Programme at the UNSW Canberra. The UNSW awards scholarships to outstanding students.







## **Postgraduate Institute of Management**

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