Curriculum
The PMBA is a lock-step, cohort-based program that is offered in seven sessions. Each session runs for 10 weeks with 2 classes per session. The curriculum consists of 42 credits and the program focuses on the corporate enterprise as a whole from a cross-functional perspective. Along with the traditional business core courses, the program includes courses such as Business Analytics, Corporate Social Responsibility, Ethics & Law, International Business Environment, Strategic Management, and Financial Statement Analysis. The elective courses will be selected based on current industry trends and will include relevant topics such as Conflict Resolution & Negotiation, Strategic Innovation, and Entrepreneurship & New Venture Creations.

Session 1
3-credit courses
- **Accounting for Managerial Decisions**
  The course covers the accounting systems designed to help management in decision making. Planning (budgeting) and control systems, various product and service costing methods, and cost analysis for pricing replacement, outsourcing, quality and other management decisions are emphasized. Performance evaluation of product lines, divisions, and the firm as a whole including balanced scorecard and incentive systems are also covered.

Session 2
3-credit courses
- **Leadership and Managing Human Capital**
  This course is designed to help students acquire new knowledge and develop skills related to leading and managing behavior and processes in organizations. Topical coverage includes different approaches to and models of leadership, power and influence in shaping effective leadership, organizational culture and structure, group and team dynamics, communication, decision-making, and motivation theories and applications.

Session 2
3-credit courses
- **Managing Projects and IT**
  Information technology (IT) is an important driver and enabler of the dramatic transformation of the business landscape. This course is designed to provide future managers with a fundamental understanding of the key IT issues for effective decision making on IT initiatives and investments, and manage the IT assets of an organization. Both managerial and technical aspects of IT management are discussed. Case studies and hands-on assignments reinforce the concepts and current business practices.

- **Business Analytics**
  Managers, regardless of their functional responsibilities, make decisions that are driven by data and analysis. This course will help in development of important skills in data analysis and modeling. Through rigorous and guided exercises, students will gain the ability to synthesize pieces of analyzed information to make better decisions. A combination of theoretical and practical mathematical and software tools will be used. In addition to regular lectures, the course will employ computer exercises, case analysis,
discussions and team presentations. Special emphasis will be on making the results/decisions end-user-friendly.

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<tr>
<th>Session</th>
<th>Courses</th>
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| 3       | **Financial Management**  
Valuation as the unifying principle of Finance. Topics include forms of business ownership, firm and project cash flows, time value of money, bond and stock valuation, capital budgeting, operating and financial leverage, risk and diversification, and the cost of capital.  

**Marketing Management**  
Addresses marketing frameworks and decision tools for developing products and services that deliver value to customers; segmenting the market and selecting target markets; and designing and implementing the best combination of marketing variables to carry out a firm’s strategy, including product, price, promotion, and distribution decisions. |
| 4       | **Financial Statement Analysis**  
Analysis, understanding, and interpretation of financial statements; simple skills and methods for making common sense of the elaborate financial statements and financial reports prepared according to existing accounting standards and conventions. Skills relevant to credit analyses, lending decisions, security analyses, investment decisions, and other decisions that rely on financial data.  

**Corporate Social Responsibility, Ethics & Law**  
A business organization’s relationships with the external environment; the influence of consumers and labor organizations; ethics; governmental influences, such as taxation, rules and regulations, and antitrust policy; the role of business in the economy. Problems and cases used to illustrate the decision process necessitated in various environmental situations. |
| 5       | **Elective**  
The elective courses will be selected based on current industry trends and will include relevant topics such as Conflict Resolution & Negotiation, Strategic Innovation, and Entrepreneurship & New Venture Creations.  

**International Business Environment**  
Introduction to the context of international business. Overview of the economic, ethical, cultural, legal, and political issues that affect operations in the global arena. Discussion of various trade theories, trade barriers, and trade agreements. Modes of entering foreign countries. The study of multinational corporations in terms of their strategies, structures, human resources, and operations. Various regions |
of the world are explored through case studies.

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<td>6</td>
<td>Operations Management: Productivity and Quality</td>
<td>This course provides the foundation for managing the operations of both manufacturing and service organizations. Topics include operations strategy, product and service design, inventory management, facility and capacity planning, forecasting, quality management, supply chain management, and just-in-time operations.</td>
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<td>Strategic Management</td>
<td>Provides a top management view of the firm. Students analyze the internal and external environments of firms, develop strategy, and work out its implementation. Emphasizes teambuilding and verbal presentation skills. Improves understanding of diverse critical industries and mega-trends.</td>
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*Schedule subject to change for any class