



Faculty of Management & Finance
University of Colombo

Executive MBA

Executive Master of Business Administration



THE EMBA AT THE UNIVERSITY OF COLOMBO.....	01
RESOURCE PANEL OF EMBA.....	02
PROGRAMME STRUCTURE AND CURRICULUM.....	03
THE PROGRAMME IN A NUTSHELL.....	04
COURSE DESCRIPTIONS	05



EMBA *Programme*

THE EMBA AT THE UNIVERSITY OF COLOMBO

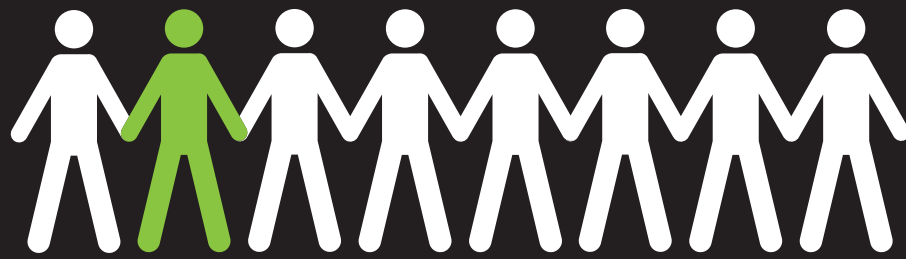
EMBA offered by the Faculty of Management and Finance, University of Colombo, is the first of its kind offered by a national university in Sri Lanka. It is a highly customized Masters degree programme designed to enhance the capabilities, skills and qualifications of senior level managers. EMBA will help learning partners to accelerate their already successful careers by providing them a platform to develop themselves further to improve their leadership skills and managerial skills. The EMBA curricula are specifically designed to shape the learning partners' personal as well as professional development. The curricula will also assist the learning partners to apply the new skills and concepts gained through the courses straight away in their current workplaces. The courses will have a healthy balance of theory and practice with ample opportunity for experience sharing. The interesting and well-thought after courses will give the learning partners the knowledge and tools to augment productivity, inspire people and fast track their success.



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It is different from any other MBA due to

- ▶ A healthy balance between theory, concepts, and applied learning: the teaching faculty consisting of both academics as well as distinguished personnel from the industry will be sharing their experiences, knowledge, and research work to ensure that the learning partners will gain exposure to both the underlying theories and the practical application of theories, helping them to apply the new knowledge in their work contexts.
- ▶ Interesting and innovative teaching and learning methods: the sessions will not be simple class room lectures, but an interesting blend of activities, presentations, case studies, experience sharing and discussions.
- ▶ Personalized learning experience: the small class size of twenty to twenty five participants will lead to more meaningful and closer relationships and interactions between the learning partners and the resource persons, so that each individual can gain the maximum from the courses.
- ▶ Convenient and flexible structure: where class sessions and workshops will be held only 4 days a month (alternative weekends) with manageable number of sessions, assignments and exams.
- ▶ Applied research project: an opportunity for the learning partners to apply what they learnt in the EMBA program to their real life management/organization issues under the able guidance of a supervisor.

The duration of the programme is 18 months, which is spread over three semesters. Each semester runs into 06 months. 1st Semester will have 3 modules, 2nd Semester will have 2 modules and the 3rd Semester will have 1 module. After each module an exam consisting of one paper (covering the subjects in that module) will be held. Altogether students should earn forty eight (48) credits from eighteen (18) courses. Each course runs into thirty (30) contact hours including group work, guest lectures, panel discussions, field visits and assignments. Teaching and learning will be an interesting blend of experience sharing, case studies, group work and problem based learning, coupled with off-campus assignments, seminars and study tours and residential workshops to augment the learning experience.

The programme demands a high commitment from all learning partners. Hence, prospective applicants should carefully manage their other commitments in the forthcoming 18 months. Learning partners are required to maintain at least 80% participation in formal learning activities (i.e. lectures in each course) to be eligible to sit for the End-of-Module Examination of the respective course. They also have to engage in extensive reading, group discussions and field work during the course of learning. Thus, they will have to devote a certain amount of time in addition to the normal classroom sessions for these other behaviors. It is the belief of the Faculty that only the students, who fulfil these requirements, would reach the valued learning outcomes of its EMBA Programme.

EMBA Colombo

RESOURCE PANEL OF EMBA

The resource persons for the EMBA will be selected based on their expertise, from the distinguished teaching faculty of Postgraduate & Mid-career Development Unit (PGMCDU). In addition, other eminent personnel in the industry and academia will be invited for sessions from time to time, based on the requirements of the curricula of the EMBA.

PROGRAMME STRUCTURE AND CURRICULUM

The regular class sessions will be held at the start the programme. During the orientation, you will meet fellow learning partners, and form study teams.

End of September, regular learning sessions will start, where class meetings will be held every other weekend on Saturdays and Sundays from 9.00 am to 5.30 pm.

The number of hours allotted for each session including lectures, workshops, seminars, practical classes and group work etc. is about 30 hours.

COURSE FEES AND PAYMENT MODE

The total investment for the EMBA is **Rs. 750,000** which can be paid in three installments.

THE PROGRAMME IN A NUTSHELL :

MANAGEMENT MODULE (06 CREDITS)

- EMBA 611 - HUMAN BEHAVIOUR IN ORGANIZATIONS (02 CREDITS)
- EMBA 612 - INNOVATION AND CHANGE MANAGEMENT (02 CREDITS)
- EMBA 613 - CROSS CULTURAL MANAGEMENT (02 CREDITS)

DECISION MAKING MODULE (06 CREDITS)

- EMBA 614 - ECONOMICS FOR MANAGERS (02 CREDITS)
- EMBA 615 - QUANTITATIVE ANALYSIS FOR BUSINESS (02 CREDITS)
- EMBA 616 - EVALUATING BUSINESS ENTERPRISE (02 CREDITS)

APPLIED RESEARCH MODULE (06 CREDITS)

- (PART I) - EMBA 617 - RESEARCH METHODS FOR MANAGERS (02 CREDITS)
- (PART II) - EMBA 635 – APPLIED RESEARCH PROJECT (04 CREDITS)

FUNCTIONAL MANAGEMENT MODULE (06 CREDITS)

- EMBA 621 - MANAGEMENT ACCOUNTING (02 CREDITS)
- EMBA 622 – MANAGING INFORMATION SYSTEMS (02 CREDITS)
- EMBA 623 - OPERATIONS AND QUALITY MANAGEMENT (02 CREDITS)

BUSINESS ENVIRONMENT MODULE (06 CREDITS)

- EMBA 624 - LEGAL AND REGULATORY ENVIRONMENT (02 CREDITS)
- EMBA 625 - FINANCIAL MARKETS AND INSTITUTIONS (02 CREDITS)
- EMBA 626 - SRI LANKAN ECONOMY AND GLOBAL BUSINESS PRACTICE (02 CREDITS)

BUSINESS ENVIRONMENT MODULE (06 CREDITS)

- EMBA 631 - STRATEGIC MARKETING (02 CREDITS)
- EMBA 632 - STRATEGIC CORPORATE FINANCE (02 CREDITS)
- EMBA 633 - CRAFTING BUSINESS STRATEGY AND IMPLEMENTATION (02 CREDITS)
- EMBA 634 - LEADERSHIP FOR ORGANIZATIONAL CHANGE (02 CREDITS)
- EMBA 636 – SEMINAR ON CONTEMPORARY MANAGEMENT PRACTICES/ISSUES (05 CREDITS)
- EMBA 637 – FIELD VISIT (05 CREDITS)

TOTAL CREDITS: 48

COURSE DESCRIPTIONS

EMBA 611 – HUMAN BEHAVIOR IN ORGANIZATIONS

As managers have to achieve organizational goals by working through and working with people understanding of human behavior in organizations is crucial. This course aims to provide the required theoretical and practical knowledge and skills in managing people effectively. The course covers nature and determinants of human behavior, cognitive processes and human behavior, strategies of managing human behavior (motivating, communication, team and self management, leadership, performance), and outcomes of managing human behavior (effectiveness & efficiency, stress, conflict).

EMBA 612 - INNOVATION AND CHANGE MANAGEMENT

Organizations need to change constantly to survive in competitive and complex markets. Organizations should be able to identify the need for change, prepare for change and manage change successfully. In addition, organizations need to create new products and services fast in response to markets. This course on Innovation and change management deals with approaches to change and change management, product development and quality management.

EMBA 613 – CROSS CULTURAL MANAGEMENT

The employees of present day organizations are diverse. In addition, managers have the challenge and opportunity to serve in different organizations in different countries with different management styles. This is a crucial challenge for new managers because many culture related factors determine the success or failure of managers. This course aims to provide knowledge, attitudes and skills required to manage a diverse workforce and for working under different cultures. This course covers culture and organizational culture, factors influence in the formation of an organizational culture, cultural differences in western and eastern countries, culture and management, differences in management practices, and sharing management concepts among countries.

EMBA 614 – ECONOMICS FOR MANAGERS

The objective of this course is to provide economic knowledge for business practitioners. This course focuses on basic concepts, principles, theories, and behavior of economic agents such as consumers, producers, institutions and government. The impact of changes in the economic environment on business decision making processes is also covered in the latter part of the course. More specifically it will cover topics such as basic concepts in economics, theory of consumer behavior, theory of the firm and government intervention on the free market.

EMBA 615 – QUANTITATIVE ANALYSIS FOR BUSINESS

Managers in all types of businesses need to make decisions on how the organizations' resources should be allocated. Information to make these decisions will often be quantitative or numerical, and today's managers should be able to appreciate how to assess, analyze and utilize them. The course aims to familiarise participants with some of the methods and techniques which can be usefully applied to quantitative information. The course covers techniques such as compound interest, present value, annuities, amortization of loans and depreciation, descriptive statistics, probability and decision analysis, statistical distributions and hypothesis testing, and correlation, regression and elementary forecasting.

COURSE DESCRIPTIONS

EMBA 616 – EVALUATING BUSINESS ENTERPRISE

The success and longevity of a business depends on many contributors given its competitive dynamic environment. Understanding these contributors is critical and hence, this course will provide participants with a strong theoretical framework that could be applied in real-life to assess their businesses with given objectives. Participants will be able to evaluate their businesses, examine their competitive positions, and determine potential for success before venturing on new initiatives and developing appropriate business plans.

EMBA 617 – RESEARCH METHODS FOR MANAGERS

All participants of EMBA program are required to complete an Applied Research Project successfully and it requires the participants to study a selected managerial or organizational problem scientifically and systematically.

Being scientific/systematic refers not only to way of doing but also the way of thinking. Therefore, this course aims at providing the skills of doing research as well as inculcating the necessary thought process to approach organizational or managerial problems systematically and scientifically. Accordingly, this course covers the establishment of research problem with appropriate facts, deriving the most logical reasoning for the problem from literature, examining the reasoning of the problem empirically and deriving valid conclusions from the analysis, and finally making appropriate and feasible recommendations/solutions to the problem.

EMBA 621 - MANAGEMENT ACCOUNTING

Management accounting provides qualitative and qualitative information to managers of all level in order to make rational economic decisions which are essential for the survival in a competitive business environment. Therefore, the objectives of this course is to discuss different management accounting concepts, their applications in business situations, different management control systems that can be used to effectively run a business, and related issues and problems.

EMBA 622 - MANAGING INFORMATION SYSTEMS

More and more businesses are becoming knowledge intensive/information intensive businesses and thus, the use of information/knowledge systems strategically has become one of the main strategic thrusts for many contemporary businesses. Yet, many corporate leaders world over are found to be less aware about the strategic importance of their information/knowledge systems. Therefore, this course aims at improving the knowledge and competence of participants in aligning information/knowledge systems with their business strategies. Towards this end the course covers the role of managers in managing information system (IS), integrating IS with knowledge management, using IS to obtain and sustain competitive advantages, and issues of managing IS in Sri Lankan organizations.

COURSE DESCRIPTIONS

EMBA 623 - OPERATIONS AND QUALITY MANAGEMENT

Understanding how operations impact on the performance of firms is important for managers regardless of their field, as operations management and quality management are not only concerned with production facilities, but also services activities. Globalization and competition force companies to restructure the configuration value chain activities to leverage their resources diligently for achieving long-lasting competitive advantages. This course aims to provide improvements in business processes, and examine in detail how organizations can render their products and services competitive with a focus on current developments in the business environment.

EMBA 624 – LEGAL AND REGULATORY ENVIRONMENT

The increased usage of goods and services not only brings profit to a company but it increases the likelihood of suffering the effects of a defective goods and services in the market which ultimately cost heavily and pay compensation to their own customers and clients. This has become a challenge for managers in 21st century workplace. This course is designed to avoid such liability and minimize the company cost by introducing strategic methods to overcome such liabilities before it arise in the industry and to save million of rupees unnecessarily paid as claims in law suits. This unit examines the nature, function and purpose of Business Law; the sources of law and the Common Law Legal System. This unit focuses on the Law related to Business Contracts and E-Contracts, Law of Agency, Law of Negligence, Sale of Goods, Company Law and Intellectual Property.

EMBA 625 - FINANCIAL MARKETS AND INSTITUTIONS

The course aims to provide participants with an in-depth knowledge of the functions of financial markets and institutions, and functions of the financial system in the Sri Lankan economy. It also aims to develop a critical awareness of the theoretical and practical problems associated with regulating financial markets. The course covers the financial system and its components, functions and operations of financial markets such as the money market, debt market, equity market and foreign exchange market, functions and operations of financial institutions such as banks and non-bank financial institutions, and managing financial risks such as risks in financial markets and risks in financial intermediation (e.g. interest rate risk, purchasing power, and foreign exchange risk).

EMBA 626 - SRI LANKAN ECONOMY AND GLOBAL BUSINESS PRACTICES

The objective of this course is to broaden participants' knowledge on the Sri Lankan economy and dynamic trends in global business practices. The course covers recent trends and their determinants of macroeconomic variables (e.g. growth and structure of GDP, employment, sources of income, consumption, investment, imports, exports, international financial matters), theories and applications of international trade and finance, global movements in factors production such as labor, capital, entrepreneurship and natural resources and global HR, Marketing, production, accounting, and auditing and environmental practices.

COURSE DESCRIPTIONS

EMBA 631- STRATEGIC MARKETING

The application of marketing concepts, principles and procedures for planning, development, implementation and control of marketing programs in profit and non-profit organizations are of paramount importance. Therefore, this course focuses on integrating marketing elements in a strategic planning process. The course covers corporate strategic areas that have significant implications for dealing with the competitive environment, matching of organization resources and strengths with global marketing opportunities, and strategies of overcoming environmental threats, enabling learning partners get hands on experience in real life marketing decision making.

EMBA 632 – STRATEGIC CORPORATE FINANCE

The objective of this course is to make participants aware of the major decision-making areas of corporate finance and enhance the competence of linking financial strategies organizational strategic planning. The course reviews theory and empirical evidence related to investment and financing policies of the firm, and also covers leasing, mergers and acquisitions, corporate reorganizations, financial planning and working capital management, and some other selected topics. Through a variety of conceptual material and case studies, participants will develop an understanding of how to formulate and implement financial strategies.

EMBA 633 – CRAFTING AND IMPLEMENTING BUSINESS STRATEGY

Today's corporate policies are complex and require an integrative approach to overall business management as well as to the development of functional specializations. The success of an organization is dependent upon the coordination of these specialist areas within the framework of a comprehensive and coherent policy and upon an understanding of business policy principles. In short, these participants are concerned with a firm's theory about how to gain competitive advantage. This course is expected to take practical and theoretical views of how business corporations perform in the real world and how they sustain their competitive edge in dynamic business environment. The purpose of this is enhancing and refining capability of strategic thinking. The focus of the course is on contemporary thinking about business strategy and refining such thinking through consideration of conceptual material and application in case studies.

EMBA 634 - LEADERSHIP FOR ORGANIZATIONAL CHANGE

At present businesses experience rapidly changing markets and severe competition. Thus change has become the norm and the performance beyond expectation has become the necessary condition for the growth and the survival of businesses. Accordingly, this course aims at developing leadership skills needed for top echelon executives who are responsible for organization wide change. After examining the need of leadership for business enterprises, the course facilitates the participants to equip themselves with skills needed for developing and maintaining charisma, visioning and sharing vision, leading and sustaining organizational change and being ethical in leading the business.

COURSE DESCRIPTIONS

EMBA 635 - APPLIED RESEARCH PROJECT

This research project will help participants to demonstrate their ability to apply what they learnt in the EMBA program to their real life management/organization issues. This is a problem based study that demands the participants to use appropriate research techniques to study a problem and to make appropriate recommendations to address the selected problem. Selection of the problem and the proposal to study the selected problem must be approved by the Faculty Board. A Faculty member will be appointed for each participant, under whom the study is to be conducted. Preparation of an applied research report is required and will also involve an oral defense.

EMBA 636 – SEMINAR ON CONTEMPORARY MANAGEMENT PRACTICES/ISSUES

Businesses and its environment are subjected to constant change; thus the issues managers encountered and the practices that they need to adopt, are also subject to change. This course facilitates the participants to familiarize themselves with contemporary management practices and issues and then to examine the implications of such contemporary practices and issues to their own businesses. Accordingly, this course will cover selected contemporary practices and issues as internal and/or external seminars/workshops.

EMBA 637 – FIELD VISIT

With the globalization of businesses, opportunity for experiencing businesses in countries other than one's own has become a critical element in management development. Accordingly, this course aims to provide a systematic exposure to businesses in selected country through field visit. This course will incorporate industry visit, workshops and seminars organized with the help of a university/business school of the visiting country.

SEMINARS AND WORKSHOPS

In addition to the normal course sessions, you will participate in a residential workshop in Sri Lanka and a field visit outside the country, as well as one-day workshops for each course. All this will help you gain more exposure and knowledge allowing you to experience, explore and see things from different perspectives in different contexts.

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