



INDIAN  
INSTITUTE OF  
MANAGEMENT  
CALCUTTA

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TIMESPRO



# Executive Programme in Business Management (Batch 28)

12 Months | Blended | ₹6,80,000 + GST

A Times Of India Group Initiative

# Business Management & Enterprises

To paraphrase Peter Drucker, management can be described as the dynamic life-giving and life-sustaining element of every business enterprise. It is the thinking organ that provides vision to the business. It is also the integrating force for the accomplishment of business objectives. Business Management involves strategic thinking, decision-making, and ethical leadership that keeps an organisation on track and moving toward its goals at the right time and in the right manner.

## Essential Functions of Management



In recent history, enterprises that have failed due to poor or myopic or unethical management practices include Kodak, Compaq, Toys “R” Us, Enron, WorldCom, Satyam, etc. Thus, the importance of sound business management practices to a successful and sustainable enterprise cannot be emphasised enough. The goal of management is to get people together to achieve the same desired objectives and goals by using the resources that are available in an effective and efficient way.

## Benefits of Management for Enterprises



Acquiring and building holistic managerial competencies not only benefits one professionally but also personally. It is a transformative experience that imbues qualities and inculcates a mindset that broadens perspectives, boosts confidence, promotes discipline, fosters team spirit, enables decision-making, and kindles leadership.

## Studying Business Management: Lifelong Skills



Understanding management principles, learning management tools and techniques, and developing management acumen, are personality-developing and career-defining imperatives for working professionals seeking role elevation and recognition as thinkers, influencers, decision-makers, leaders, etc.



## Programme Overview

The business world is ever-evolving, and it demands executives who are mentally prepared and ready to take on the future. **The Executive Programme in Business Management (EPBM)** will equip you with the skills and knowledge required to transition from being a functional expert to a business expert.

This 12-month programme ensures that participants are equipped to adapt to the fast-paced technological and organisational challenges faced today, while constantly evolving and adapting themselves. The contemporary curriculum aims to prepare managers of the future by offering practical and industry-ready skills that can be used to guide them in their business decisions through a better understanding of the complex socio-economic, environmental, and ethical challenges faced by a firm.

Additionally, participants will undergo profound personal and professional change as they get exposed to an eclectic mix of learning techniques, experiential activities, business simulations, skill development, peer to peer discussions, and guest speaker insights.

## Programme Highlights



28<sup>th</sup> Batch of EPBM - IIM Calcutta's flagship business management programme for mid-level managers



Contextually designed 12-month programme for managers and aspiring leaders



2 campus immersion modules of 5 days each



Peer-learning and networking opportunities



IIM Calcutta Executive Education Alumni status



IIM Calcutta, a Triple Crown Accredited B-school (AMBA, EQUIS, and AACSB)

# Learning Outcomes

The programme aims to help participants to:



Set strategic direction for the future in today's ever-changing economy



Challenge preconceptions and explore new ideas to lead and deliver change



Understand and address the continuous changes in preferences and expectations of individuals as customers, employees, and stakeholders by reinventing norms to make the most of better insight and foresight



Analyse business models in the context of the broader environmental, political, and social landscape in which organisations operate



Enhance the understanding and acquisition of skills required to be an effective manager



# Programme Curriculum

## Perspectives and Foundations

This module attempts to help participants situate business decision making within the broad canvas of society. It emphasises developing an ethical perspective and empathy and respect towards the most important component of business, its human resource. In summary, it helps participants see the 'big picture'. Courses within this module are:

- **The Business Environment**

Sensitising participants that every business organisation operates in a distinctive economic, political, regulatory, and social environment, which influences business outcomes, and in turn is affected by it. Concepts of macroeconomics, as it applies to business will be covered, as will the interaction of a firm with its dynamic, complex, uncertain, multifaceted and interrelated stakeholders.

- **Business Decision Making**

This course will focus on the internal environment of the firm, starting with an understanding of business ethics and its role in developing corporate culture and the value system of a firm. This will be followed by exposure to microeconomics and to quantitative techniques in decision making.

- **People Management**

This course will be taught in blended mode, with face to face teaching, experiential learning and online teaching. While the fundamentals of organisation behaviour, leadership and human resource management will be taught using cases and lectures, negotiation and listening skills will be honed through hands-on exercises. This learning will come in handy when exploring how to manage teams and people.

# Programme Curriculum

## Core Business Skills

This module is at the heart of the programme, and aims to equip participants with project management, financial and marketing skills. The learning is then synthesised at the end of the programme where students deploy the tools that they have been provided in a specific business context in a simulated management game to test their prowess. Courses within this module are:

- **Project Management (with Simulation)**

Participants are exposed to operations management and supply chain theory and are equipped with tools for initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria in a specified time.

- **Managerial Financial Reporting & Cost Consciousness**

We employ an interdisciplinary approach that borrows from both managerial accounting and corporate finance, to enable participants to understand how to read balance sheets, report financial performance and practice sound financial management to create value and organisational agility by identifying how to allocate resources amongst competing business opportunities.

- **Managerial Finance**

- **Marketing Management (with Simulation)**

This includes understanding a customer and his/her needs, developing appropriate pricing and advertising strategies for brand management and customer relationship management. Elements of digital marketing and e-commerce will also be touched upon.

- **Communication and Presentation Skills**

These are vital tools for anyone to transform themselves into general managers of tomorrow. Participants will be given an opportunity to work in teams during their first campus visit to develop these skills through making live presentations and receiving individualised feedback.



# Programme Curriculum

## Managing Into The Future

Given today's VUCA world, it is important that future managers find ways to provide steady, realistic direction to a firm and to lead with excellence, even when the strategy isn't clear. To be future-ready, participants are trained to deal with emergent technologies as well as innovate responsibly to create value for their organisation, or entrepreneurial venture. In short, the participants emerge with a futuristic mindset. Courses within this module are:

- **Digital Transformation**

This course will start with tools for leveraging information technology for competitive advantage and then discuss applications of machine learning and artificial intelligence in various realms of business.

- **Design Thinking, Innovation, and Entrepreneurial Mindset**

We will uncover concepts and theories for business in innovation management and innovation processes. Further, design thinking and its relationship with developing sound business models, incorporating concepts of sustainability will be discussed. Finally, some inputs on developing an entrepreneurial mindset will be provided for participants to successfully lead verticals or departments or business units.

- **Strategic Management**

The course will cover setting objectives, analysing the competitive environment, analysing the internal organisation, evaluating strategies, and ensuring that management rolls out the strategies across the organisation. Inputs will also be provided for participants to develop a strategic mindset.

# Programme Curriculum

- **Business Analytics and its Applications**

Almost 21 contact hours are devoted to cutting edge research, which the participants will be exposed to during their second campus visit.

- **Driving Business in Exigencies and Contingencies**

These sessions will be customised to the exigencies and contingencies faced by the participants in the dynamic business environment within the available resources at IIM Calcutta.

- **Corporate Governance**

*Disclaimer: Modules/courses are subject to change.*

## Pedagogy

The teaching approach will be highly interactive and leverage technology and deploy diverse pedagogical tools and techniques, including lectures, case studies, assignments, quizzes, etc.

## Programme Delivery

The sessions will be delivered through the TEEL online platform and through face-to-face sessions at IIM Calcutta campus. Participants will attend the online classes from their laptop/desktop. Campus module, however, will remain compulsory for all.

### Schedule

Sundays: 3:30 P.M. to  
6.30 P.M.

### Duration

12 months



*\*Note: Some sessions will be scheduled on weekdays for timely completion of the programme.*

## Campus Immersion

There will be 2 campus immersion modules of 5 days each at IIM Calcutta.

The in-campus modules are subject to the conditions that prevail at that point of time. These conditions pertain to the pandemic or other unavoidable reasons. In case the on-campus module is not confirmed due to COVID-19 situation, the same will be included in the total number of online sessions.

## Who Should Attend?

- Middle Managers with minimum 5 years of experience.

## Eligibility Criteria

- Applicants should be working professionals/self-employed
- Graduates (10+2+3)/Postgraduates in any discipline with minimum 50% marks aggregate from a recognised university or institution approved or recognised by UGC/AICTE
- Minimum 5 years of work experience\* (full-time paid employment) post completion of graduation as on Application Closure Date
- Currently working professional

*\*Internships and Training experiences will not be considered as full-time work experience.*

## Admission Criteria

The selection will be based on candidate's profile evaluation – educational qualification, allied experience, statement of purpose – subject to meeting eligibility criteria.

## Attendance Criteria

A minimum of 75% attendance is mandatory for the successful completion of the programme and the award of a certificate.

And attending both campus visits is a mandatory requirement for successful completion of the programme.



## Assessment & Evaluation

- The evaluation methodology is at the discretion of the faculty. The methodology includes online exams, case analysis, class contribution and any other component decided by the faculty.
- IIM Calcutta shall carry out the examination and evaluation required for certification.
- Examinations shall be conducted with the support of Times Edutech and Events Limited (TEEL).
- Evaluation will be held for individual modules, but not for modules that are held on campus.
- For modules that are evaluated, participants will be given any one of the following grades: "Excellent", "Good", "Fair" and "Poor". The cut-off marks for the grades will be revealed but not the actual marks obtained.
- Candidates will successfully complete the programme if they have met the attendance requirements and have received "Poor" grade in not more than two modules.
- Giving feedback is an integral part of the completion requirements of the programme.

## Certification\* & Alumni Status

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a 'Certificate of Participation'.
- Successful participants will also be accorded IIM Calcutta Executive Education Alumni status.



*\*The certificate shown above is for illustration purposes only and may not be an exact prototype of the actual certificate. IIM Calcutta reserves the right to change the certificate and specifications at any time without notice.*

## Programme Directors



**PROF. MANJU  
JAISWALL**

Professor Manju Jaiswall is a faculty member in the Finance and Accounting area at IIM Calcutta. She has done her M.Phil. in Commerce (Gold medallist) from Calcutta University and a doctorate in management from the Indian Institute of Management, Bangalore. Her research interests are in the areas of Corporate Governance, Financial Reporting, Earnings Management, and Mergers and Acquisitions. She teaches courses in Corporate Financial Reporting, Cost Management, Empirical Accounting Research, and Financial Statement Analysis.



**PROF. SAIKAT  
MAITRA**

Professor Saikat Maitra is a faculty member in the Public Policy and Management Group in the Indian Institute of Management, Calcutta since 2017. He received his Ph.D. in Cultural Anthropology from the University of Texas at Austin in the USA and was a post-doctoral Fellow at the Centre for Modern Indian Studies in the University of Goettingen in Germany before joining IIM-C. His research and publication interests are in the contemporary public policy debates around vocational education, skill development, labor practices and Social Development Goals (SDGs) both in India and globally. Prof. Maitra's teaching emphasises the complex intersections between sociological changes in post-liberalisation India and the transformations in management practices as a result of evolving challenges brought in by emerging consumerist aspirations, gender identities and labour force compositions in contemporary India.



## Programme Testimonials



**VISHAL KUCHE**  
EPBM,IIM CALCUTTA

"My name is Vishal Kuche and I live in Raipur. I completed my BE in Civil Engineering from Pune University in May 2009. I worked as a Project Engineer for a few construction companies for a year and then joined HDFC housing finance company in June 2010.

The announcement of a mega-merger between HDFC LTD and HDFC Bank triggered me to join this programme to enhance my educational portfolio as well as explore new learnings. This programme complements me with all the latest and vast learnings about the business management world, which I was completely unaware of.

Three specific programme features that stand out are an understanding of economic behaviour, decision-making in different situations, and corporate financing.

I would recommend this programme to aspire future participants so that they all could learn how to enhance their skills in order to be more eligible for business leaders/managers."



**BASAVARAJ LONI**  
EPBM,IIM CALCUTTA

My name is Basavaraj. I am basically into sales and marketing and have experience in FMCG, Finance and Banking, and Alcoholic Beverages industries. I joined this programme for the two campus immersions which assisted a lot in peer networking and learning. Additionally, the case method of teaching was the most insightful for my field and helped me to move ahead in my career.

## Programme Fee

Particulars	Amount (₹)*
Processing Fee	20,000
<b>Total Fee</b> (Excluding Registration Fee)	6,80,000

### Note:

- All Fees are payable to Times Edutech and Events Limited (TEEL).
- \*GST as per prevailing rate is applicable.
- \*\*Processing Fee includes ₹14,500 towards Registration Fee and ₹5,500 towards the Programme Fee.
- Processing Fee to be refunded in case the applicant's profile is rejected by IIM Calcutta subject to a deduction of ₹2,500 by way of administrative charges.

### Refund Policy –

- This is with reference to the refund of the Processing Fees, please note that the Processing Fee shall not be refunded in the following circumstances:
  - i. In case candidate rejects the offer issued by the Institute; and
  - ii. In case the application is rejected due to submission of incomplete documents and/or providing incomplete information and/or eligibility criteria not fulfilled.

## Instalment Schedule

Instalment	Instalment Date	Amount (₹)*
I	At the time of Application	5,500
	Within one week of offer letter roll out	1,64,500
II	10 <sup>th</sup> February, 2024	1,70,000
III	10 <sup>th</sup> May, 2024	1,70,000
IV	10 <sup>th</sup> August, 2024	1,70,000

*\*GST will be additional as applicable.*

## Programme Timelines

Application Closure Date	23 <sup>rd</sup> July, 2023
Programme Start Date	29 <sup>th</sup> October, 2023
Programme End Date	October 2024



## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



Spread across a 135-acre campus, the **Indian Institute of Management Calcutta (IIM Calcutta)** was established as the first national institute for Postgraduate studies and Research in Management by the Government of India in November 1961 in collaboration with Alfred P. Sloan School of Management (MIT), the Government of West Bengal, The Ford Foundation and Indian industry.

Over the years, IIM Calcutta gained global reputation for imparting high-quality management education through its Postgraduate and Doctoral level programmes, Executive Training Programmes, and Research & Consulting activities. It is the first 'Triple Accredited' management school from India – with accreditations from Association to Advance Collegiate Schools of Business (AACSB), European Quality Improvement System (EQUIS) and Association of MBAs (AMBA). It is also the only Indian business school that is a member of the Global Alliance in Management Education (CEMS).

Today, IIM Calcutta is one of Asia's finest business schools. Its strong ties to the business community make it an effective mechanism for attracting India's best talent and promoting management practices in Indian organisations.



**4<sup>th</sup>**

Rank in NIRF  
Rankings 2023

**76<sup>th</sup>**

Rank in QS Global MBA  
Rankings 2022

**44<sup>th</sup>**

Rank in FT Global MBA  
Rankings 2021

Features among the top 100 business schools in the world in FT  
Executive Education Custom Directory 2021



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.





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