



**BML MUNJAL
UNIVERSITY™**
A **HERO GROUP** INITIATIVE



MBA EXECUTIVE PROGRAMME

Founded by:

HERO GROUP

Academic Mentor:

**Imperial College
London**

Vision

BML Munjal University seeks to nurture ethical leaders who are skilled, knowledgeable and have the life skills required for leading their organisations to success.

The University shall seek the advancement and dissemination of practically oriented knowledge, benchmarked with the best global standards.

Mission

BML Munjal University aims to be a leading University for the quality and impact of its teaching, research and linkages with major stakeholders. The focus of the University is to find creative solutions to problems through application of knowledge.

The University aims to create a talented community of students and faculty who excel in teaching, learning and research, in a creative and stimulating environment. The University will collaborate with other institutions for the development of science, technology and arts in the global context.

ABOUT BML MUNJAL UNIVERSITY

BML Munjal University (BMU), founded by 'The Hero Group' and mentored by Imperial College London, seeks to transform higher education in India by creating a world-class and innovative teaching, learning and research environment. BMU is approved by the University Grants Commission.

The Hero Group includes Hero MotoCorp - the world's largest two-wheeler manufacturer. BMU's academic mentor is Imperial College London, the 109-year-old University that is ranked 9th in the QS World University Rankings (2016).

BMU's vision is to enable students to become ethical leaders and entrepreneurs. In line with this, the University emphasises on interdisciplinary, experiential and immersive learning based on the 5i system which encompasses a journey from Information, Inquiry, Inspiration, Implementation to Impact. The curriculum at BMU is focused on experiential learning, with up to 45% of the contact hours (the highest in the world) spent on hands-on learning through projects, practicals, workshops, labs, industry visits and Practice School.

BMU has a strong focus on research and is facilitating advanced R&D through on-campus, state-of-the-art research centres and labs, and partnerships with leading R&D institutes such as Fraunhofer Gesellschaft, Germany, CEERI, Pilani, CSIR-CSIO, Chandigarh, CSIR-CBRI, Roorkee and NPL, Delhi.

BMU has been officially approved by the Department of Science and Industrial Research (DSIR) Govt of India for BMU's potential for conducting research.

The University believes in fostering the growth of industry-academic linkages and is currently collaborating with IBM, KPMG, Axis Bank, Siemens and Hero MotoCorp to provide its students with a holistic learning experience that travels beyond the classroom environment. BMU has also tied up with Singapore Management University and the Robert H. Smith School of Business, University of Maryland, USA.

BMU currently offers B.Tech, B.Com (Hons), BBA, MBA, PhD and Executive programmes.

UNIVERSITY PARTNERS



ACADEMIC MENTOR

**Imperial College
London**



NEED FOR AN MBA PROGRAMME FOR WORKING EXECUTIVES

In current times, corporates are faced with new challenges for growth; it's becoming increasingly difficult to gain and sustain the competitive advantage. To overcome this the corporates need their executives to possess not only in-depth knowledge of the functional areas but also have the ability to think strategically, adopt a global perspective, and exhibit the ability to manage cross-cultural teams. The executives, especially those who are at the middle level supervisory roles, need to acquire strong understanding and practice of the contemporary management concepts. This is essential for the organisations to continuously grow and succeed.

BML Munjal University (BMU) offers two-year MBA (Executive) programme aimed at preparing participants to excel and move forward in their career and be ready to take on roles of increased responsibility in their organisations.



BENEFITS TO THE SPONSORING ORGANIZATION

The programme has been designed to be managerially relevant. We achieve this objective through the case method of instruction. Participants are required to work on practical projects and internship throughout the programme. These projects could result in useful problem-solving research by the participant. The project report would be shared with the sponsoring organisation. Such projects could be of immense value to the participating organization in sensitizing its high potential executives to the issues faced by the company as well as discover solutions to problems.



WHO SHOULD CONSIDER JOINING THE PROGRAMME

This programme has been designed to provide specific inputs in management science for those executives who have not had a formal degree in management. It is a fast paced MBA programme for those executives who cannot take a break from their work. Executives are required to have at least three years of full time experience. The programme is rigorous and fast paced. Concepts build on each other fairly quickly. Consequently, willingness to devote adequate time for preparation on the part of participants is assumed.

WHAT WE LOOK FOR

In selecting participants for the programme attention is given to a variety of criteria like academic preparation, motivation, academic record and demonstrated leadership potential.

The minimum eligibility for admission to the programme is graduation in any area with at least 50% marks and work experience of minimum 3 years. The interested candidates need to submit application in the prescribed format. The applications are reviewed and shortlisted candidates are invited for personal interview.

PEDAGOGY OF MBA (EXECUTIVE) AT BMU

In this programme, participants progress from mastering functional inputs to thoroughly understanding how modern corporations are structured and how they operate. The programme engages executives with diverse backgrounds to develop an understanding of how modern corporations function in an increasingly global environment.

The curriculum of the programme has been designed to meet the changing needs of the business participants and to address recent trends in management and innovations. The case studies and lectures are intentionally international in focus. Participants get to use best in class simulations to practice their 'decision making' capabilities and hone them. The programme's array of core and elective courses provide strong learning that participants take back to their job and leverage it for higher levels of performance.

The class comprising of participants from different functional domains and different companies provide the required diversity for rich discussion and learning from peer interaction. It also facilitates building of personal networks.

CLASS SCHEDULE

The classes are held at BMU campus over the alternate weekends, allowing participants to balance the demands of study for the programme their work and family commitments.





PROGRAMME THEMES

ESTABLISHING A COMMON UNDERSTANDING OF ACCOUNTING AND FINANCE

To be effective leaders, senior executives must have a solid grounding in financial systems and instruments. EMP begins by immersing participants in finance and accounting, developing an intuitive understanding that will inform many of the key organizational decisions that senior leaders will be called upon to make.

Participants sharpen their skill sets in four essential areas:

- **Global Accounting Principles:** Focusing on the functions of modern capital markets and financial institutions; financial systems and structures; and accounting choices and their impact on external financial reporting.
- **Financial Statements:** Examining the purposes of various financial statements; and the use of financial statements to evaluate the effectiveness of a company's strategy.
- **Financial Planning:** Exploring the types and drivers of financing needs; examination of a company's operating, financing, and investment performance; financial valuation and forecasting; and the levers for enhanced shareholder value.
- **Resource Allocation:** Highlighting how a company finances itself; discounted cash-flow valuation; risk analysis; and the determination of relevant cash flows.

LEVERAGING THE POWER OF MARKETING

A broad, results-oriented view of marketing prepares senior managers to oversee the management of marketing across multiple areas, and to maximize the potential of marketing for greater bottom-line and shareholder value.

- **Customer Management:** Focusing on the successful management of customer acquisition and retention, segmentation, profitability, and lifetime value.
- **Corporate Brand Management:** Examining proven ways to develop, manage, and extract value from a corporate brand and/or subsidiary brands, thereby enhancing business performance.
- **Marketing and the CEO:** Exploring how to develop a set of company-specific matrices that will enable your board to monitor marketing results on an ongoing basis.

LEADING IN THE INTERNATIONAL ECONOMY

Competing in global markets involves competitive and operational pressures, formidable challenges, and new risks. EMP takes a macroeconomic view of the international business environment, providing strategic insights that help senior executives to lead their organizations in the context of convergence and conflict.

- **Policy Issues in Countries Around the world:** Focusing on how different nations perceive the roles and relationships of government and business.
- **Up-to-date global intelligence:** Exploring the economic, political, cultural, and social challenges faced by governments and firms conducting business on a global scale.
- **Executive Decision making:** Analyzing the factors involved in making direct foreign investment decisions.

MASTERING THE ESSENTIALS OF CORPORATE FINANCIAL MANAGEMENT

Whether competing for funding, anticipating financial trends, or evaluating performance in the context of the global marketplace, senior executives must understand how to assess the output of financial systems and to leverage financial resources for competitive advantage. EMP presents finance as it relates to the corporation as a whole, providing participants with the tools to manage financial resources.

- Profitability and growth: Focusing on the executive's role in balancing profit and growth, in addition to addressing value gaps in highly dynamic environments.
- Capital cost and cash flow: Conveying the essentials of capital structure, capital markets, financial institutions, and standard analysis techniques.
- Shareholder Value: Highlighting the levers for enhanced shareholder value and understanding the value-based management concepts that affect it.

SETTING COMPETITIVE AND CORPORATE STRATEGY

Senior executives play an essential role in setting overall strategy—creating a competitive business position that is unique, defensible, and sustainable. Examining both competitive and corporate strategy, EMP imparts concepts and frameworks for thinking analytically about strategy, and offers an enduring logic for setting a sound company strategy.

- Environmental Scanning: Focusing on how to assess the structural attractiveness of an industry, and identify both threats and opportunities to business profitability.
- Competitive Positioning: Emphasizing the art of configuring discrete internal activities to create new sources of competitive advantage.
- Competitive Sustainability: Analyzing the role of senior executives in applying competitive analysis, responding to generic threats, and employing the best alternative strategies.
- Corporate Strategy: Exploring how to use strategic analysis to evaluate market opportunities, firm resources, and the effectiveness of organizational structures, systems, and processes.

MANAGING INNOVATION AND ORGANIZATIONAL EFFECTIVENESS

Organisations succeed not only by optimizing what they currently are doing, but also by continually innovating for the future. EMP examines the areas in which organizations must excel in order to deliver and sustain both short-run and long-term effectiveness.

- Winning in the short term: Focusing on acquiring a set of methodologies and action-planning tools for organizational diagnosis and problem solving.
- Leading innovation Teams: Emphasizing the techniques for managing incremental and discontinuous innovation, as well as the organizational dilemmas inherent in managing strategic contradictions.
- Leadership and Change: Analyzing the options for articulating a clear vision, building a coalition of support, and creating an organization that is capable of reinventing itself.

USING PERFORMANCE MEASURES TO DRIVE AND COMMUNICATE STRATEGY

EMP provides the models and informational tools that enable organisations to communicate strategy from top to bottom, monitor the external environment, and keep market information flowing from the bottom up. Senior executives acquire an immediate sense of how to set priorities around key objectives—and how to determine what needs to be changed in their own management structure.

- Accounting and Management: Highlighting the implementation of financial reporting and control systems that are crucial to achieving strategic goals, maximum performance, and competitive advantage.
- Achieving Profitable Strategies: Focusing on the use of performance measurement and balanced scorecards as tools for communicating strategy to both the market and investors.
- Designing Organisations for Performance: Reviewing the benefits and the potential of using accountability as a foundation for organizational design.

PROGRAMME STRUCTURE

Module-1

Managing and Developing People
Management Science
Organizations and the Economic Environment
Communication, Presentation and Negotiation Skills

Online Course Before and During Module-1
HBS Microeconomics for Strategists Tutorial

Module-3

Managing Operations and Supply Chain
Cost and Management Accounting for Profitability
Marketing Products and Services
Macro Economics & Business Environment
Managing Financial Resources

Project

Course Project inside the Organization

Module-2

Statistics for Management
Marketing and Consumer Behaviour
Organization Structure and Design
Financial Reporting and Analysis

Online Course Before and During Module-2
Harvard Business School Statistics Tutorial

Module-4

Bringing Ideas to Market
Managing Stakeholders and Legal Processes
Strategic Management
Advanced Financial Management

Module-5

Management Information Systems
Managing Projects
Competing in a Global Economy
Leadership and Corporate Accountability

Module-6

Digital and Social Marketing
Designing Organizations for Performance
Business process reengineering
Performance Management

End of Year One

Modules 7 and 8: Elective Courses

In the last two modules participants can take up to 8 elective courses in their chosen field of interest. This portion of the program enables participants to integrate the functional skills learned in the prior months into an understanding of the firm as a total enterprise. A representative list of elective courses is given below:

Finance	Strategic HRM	Total Quality Management
Cases in Corporate Finance	Organizational Development	Managing service operations
Capital Markets	Compensation and Incentives	Enterprise Resource Planning
Business Analysis and Valuation using financial statements	Information Systems	Marketing
Derivatives, risk management and financial engineering	Managing in the information age	Retailing
Internal controls, audit and compliance	Managing and Innovating with Information technology	Advertising and Sales Promotion
Mergers, Acquisitions and Corporate restructuring	Information Technology Strategy	Industrial marketing
Cross Border Financial Decision making	Data Mining and Business Intelligence	International marketing
Achieving Profit Goals and Strategies	Management of Technology and Innovation	Strategic marketing
Project Finance		Consumer marketing
Advanced Corporate Finance		Services Marketing
Investment Management	Operations Management	Rural Marketing
General Management/HRM/Strategy	Designing, improving and managing operations	
General Management: Processes and Action	Operations Strategy	
Strategic Innovation Management	Global Manufacturing and logistics	

COURSE PROJECT

The project has to be conducted within the company, under the supervision of a senior executive. If a group so desires, in addition to the supervisor at company, they can choose a faculty from BMU to be an academic guide for the project. The project has to be conducted within the company alongside the regular work and academic requirements.

The chosen project should address a relevant problem or an opportunity faced by the company. The project can be chosen in any area or function of the company. Only requirement is to get the approval of company HR and a senior executive working in the chosen area or function as the project guide. Indicative types of projects would include product launch, new business development, improving operational efficiency, designing training and many more.

EMPIRICAL STUDY

Empirical Study is a part of MBA (Executive) Program and is introduced to achieve the university's mission of creating business ready managers. By enabling every MBA (Executive) student to do a theoretically-driven industry project under a faculty member's guidance, we will be able to utilize our excellent faculty resources more effectively. Acquiring a thorough and firsthand understanding of a topic will make a student more attractive and valuable to organizations. The Field research culminates in a project report that would be graded by the faculty advisor and shared with the sponsoring organization.

FACULTY

BMU prides itself on the quality of faculty it attracts from all over India and the world. The university has full-time faculty who are involved in the design and delivery of executive education programmes. Visiting faculty comprising of professors and seasoned executives complement the efforts of full-time faculty. The full time faculty at the institute work closely with the programme advisors to ensure that the participants have a world-class academic experience.

Dr Vishal Talwar
Dean (SoM) and Professor
Marketing

Dr. Jaskiran Arora
Professor
Accounting & Finance

Dr. Payal Kumar
Professor
Human Resource

Prof. Davinder Singh
Associate Professor
Strategy and Innovation

Dr. Sanjeev Arora
Associate Professor
Marketing

Dr. Subaran Roy
Associate Professor
Economics

Dr. Swetasree Roy
Associate Professor
Humanity

Dr. Nandita Choudhury
Associate Professor
Language & Communications

Dr. Swapnajit Chakraborti
Associate Professor
Decision Science

Dr. Anil Kumar
Assistant Professor
Decision Science

Dr. Anshu Sharma
Assistant Professor
Human Resources

Dr. Mohit Yadav
Assistant Professor
Human Resource

Dr. Ritu Chhikara
Assistant Professor
Marketing

Dr. Ruchi Garg
Assistant Professor
Marketing

Dr. Sangita Choudhary
Assistant Professor
Finance

Dr. Shrawan Trivedi
Assistant Professor
Information Systems

Dr. Vaishali Sharma
Assistant Professor
Marketing

Dr. Piyush Pandey
Assistant Professor
Finance

VISITING FACULTY

Dr. Nelson Phillips

Acting Dean, Imperial College Business School

Mr. Abheek Barua

Chief Economist, HDFC Bank

Dr. Andreas Eisingerich

Professor (Marketing), Imperial College Business School

Dr. D.M. Swagerman

Professor (Financial and Management Accounting), University of Groningen, Netherlands

Dr. Kalyan Talluri

Professor (Operations Management), Imperial College Business School

Prof. Vijay Ghei

Professor (Design Thinking), Hult School of Business

Dr. Jatinder Sidhu

Associate Professor (Strategic Management), Rotterdam School of Management

Dr. Sankalp Chaturvedi

Associate Professor (Organisational Behavior & Leadership), Imperial College Business School

Dr. Arup Kumar Baksi

Associate Professor (Statistics), BITM

Prof. Lionel Aranha

Adjunct Faculty, IIM Kozhikode

Dr. Yuri Mishina

Assistant Professor (Organisational Behavior/Strategy), Imperial College Business School

Dr. Illeana Stigliani

Assistant Professor (Design and Innovation), Imperial College Business School

Dr. Manaswee Samal

Assistant Professor (Finance), Great Lakes Institute of Management, Chennai

Dr. Llewellyn Thomas

Assistant Professor (Strategy and Innovation), Imperial College Business

CONTACT INFORMATION

Interested candidates may contact Mr. Chetan Khurana.

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