

**BML MUNJAL UNIVERSITY**

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**MBA EXECUTIVE  
PROGRAMME 2025**

# 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), BA (Hons) Economics, BA LLB (Hons), BBA LLB (Hons), BBA-MBA Integrated, BSc Computer Science, LLB (Hons), BBA, MBA, PhD and Executive programmes.

## INDUSTRY PARTNERS





## GO BEYOND EXPERIENCE, GET EXPERTISE

As our society evolves, technology continues to grow and often disrupt, we need to be adaptable, agile and forward-thinking to keep pace with an ever-changing landscape. **We need Executive Excellence.**

Executives, especially those who aspire to lead, must meet rigorous standards – to ensure they and their organisations thrive.

Finding the right leadership and management programme for executives is key.

**BMU's two-year Executive MBA programme is designed for:** Executives, especially those in mid-level supervisory roles, who are ready to take their leadership to the next level.

## CULTIVATING THE ENTREPRENEURIAL MINDSET

At BMU, learn to be **inspired** by disruption, **inquire** unique solutions, and drive **innovation**.

In current times, corporates and individuals are faced with new challenges – for survival and growth. The new disruptions that erupt without warning or a manual, need an **Entrepreneurial Mindset** to innovatively navigate solutions and use the disruption to thrive individually and at a corporate level.

Our Executive MBA empowers executives to not just react to change, but to lead it.

We cultivate entrepreneurial thinking by immersing you in a truly multidisciplinary environment. Imagine learning from experts in Management and Law, Liberal Studies and Engineering – this holistic perspective, unique to BMU, gives you the edge you need to see opportunities where others see obstacles.

Just as Shri Brijmohan Lall Munjal built bridges across industries, BMU prepares you to build bridges across disciplines, driving innovation and success.



**Only University in Delhi NCR providing a Degree for Executive MBA.**

**About 25% Experiential Learning – one of the highest in the industry**

**Only programme with full campus immersion in Delhi.**

**A degree that trains Working Executives to shift mindset & roles.**

**Level Up Leadership**



## BUILDING TEAMS UP THROUGH RAISING STANDARDS

**Set a Standard** for your team to follow, with the **Expertise** from an **Executive MBA**.

Demonstrating a commitment to growth in skills & knowledge for career development shows your team and employees that you are a growth opportunity seeker.

Upskill to make changing roles within organisation possible and seamless.

At BMU, the programme seeks to help you become a stronger and more effective leader by gaining better understanding of your current or new functions. And help train experientially how to influence and impact organisational performance.

## BENEFITS TO THE SPONSORING ORGANISATION

1. The programme has been designed to be managerially relevant. We achieve this objective through the case method of instruction.
2. Participants are required to work on practical projects and internship throughout the programme.
3. These projects could result in useful problem-solving research by the participant.  
The project report would be shared with the sponsoring organisation.
4. Such projects could be of immense value to the participating organisation in sensitising 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 for those executives who cannot take a break from their work. The programme is rigorous and fast paced. Concepts build on each other fairly quickly. Consequently, participant should be willing to devote adequate time for preparation.

## 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
- Work experience of minimum 5 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 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 alternate-weekends, allowing participants to balance the demands of study for the programme their work, and family commitments.





## PROGRAMME THEMES

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### ESTABLISHING A COMMON UNDERSTANDING OF ACCOUNTING AND FINANCE

To be effective leaders, senior executives must have a solid grounding in financial systems and instruments. The programme begins by immersing participants in finance and accounting, developing an intuitive understanding that will inform many of the key organisational 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 maximise 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. The programme takes a macroeconomic view of the international business environment, providing strategic insights that help senior executives to lead their organisations 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:** Analysing 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. The programme 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, The programme 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:** Emphasising the art of configuring discrete internal activities to create new sources of competitive advantage.
- **Competitive Sustainability:** Analysing 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 organisational structures, systems, and processes.



## MANAGING INNOVATION AND ORGANISATIONAL EFFECTIVENESS

Organisations succeed not only by optimising what they currently are doing, but also by continually innovating for the future. The programme examines the areas in which organisations 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 organisational diagnosis and problem solving.
- **Leading innovation Teams:** Emphasising the techniques for managing incremental and discontinuous innovation, as well as the organisational dilemmas inherent in managing strategic contradictions.
- **Leadership and Change:** Analysing the options for articulating a clear vision, building a coalition of support, and creating an organisation that is capable of reinventing itself.

## USING PERFORMANCE MEASURES TO DRIVE AND COMMUNICATE STRATEGY

The programme 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 organisational design.

## JOURNEY

The executives are provided with a mix of group and one-to-one sessions of Coaching for Impactful Leadership. The coach works with each individual to build success and growth path. Providing with a confidential space to incubate and test ideas and they are provided with systems & tools they needed to support leaders to go to the next level in their professional performance while engaging their teams. The coaching prepares each individual to be a high potential leader to next levels of their leadership in today's VUCA world. The outcome of the leadership journey programme are:

- **Effective goalsetting**
- **Building a Poised and Impactful Presence,**
- **Improve Decision making,**
- **Developing a sense of reflective thinking,**
- **Developing in-depth and focused thought process,**
- **Communication Enrichment to create a powerful impact across all levels,**
- **Receiving & providing effective feedback,**
- **Permanent Behavioural Changes – Becomes Habit.**



## SURFING THE ANALYTICS WAVE

Business Analytics skills are expected in every member of the modern workforce. Analytics courses offered are designed to enable executives to apply these skills in their current job roles, preparing them to perform them under the uncertainty and complexity of multiple constraints and goals.

- **Business Intelligence with Power BI:** Microsoft Power BI is in the top right position in the Gartner's Magic quadrant of business analytics tools. The executives are expected to work with large datasets from variety of sources to dig for intelligence that helps in identifying symptoms of problems business may face in future.
- **Multi-Criteria Decision Making:** In the complex world, the senior managers never work in linear fashion. They are required to think and handle multiple constraints and multiple objectives. Data driven decision making helps the manager model these constrains and objectives. Specialised algorithms allow the managers to process these multiple constraints and objective for an optimal solution.
- **Data Sc. Fundamentals with Python:** Python is the most in-demand programming language required in the data science world. This gives an exposer to the executives to use python programming scripts effectively and run exploratory data analytics and perform Extract-Transform-Load operations for preparing predictive and prescriptive models.
- **Predictive Analytics:** Predictive modelling develops skills to create models to predict the value of decision variable in future. The course offers exposure to statistical and machine learning algorithms through hands-on- practice sessions.

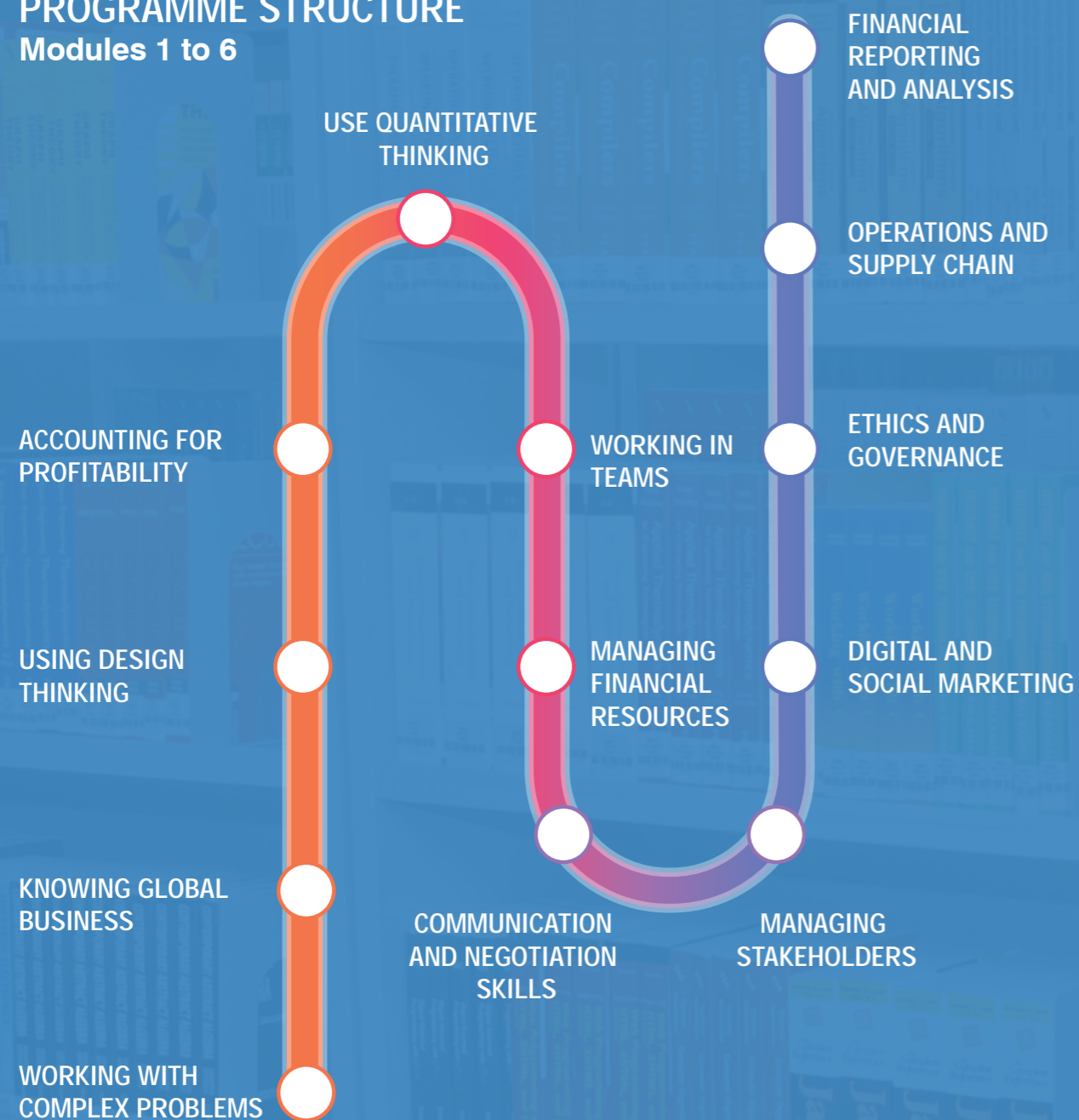
## PRACTICUM

The programme offers dedicated practicum credits introduced in the mid of the programme. Practicum covers using design thinking, bringing ideas to market and course project within organisation.

The practicum is expected to contribute participation of executives in the solving some of the existing problems at workplace.

## PROGRAMME STRUCTURE

### Modules 1 to 6



### 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 programme enables participants to integrate the functional skills learned in the prior months into an understanding of the firm as a total enterprise. There are simulation based courses to allow students to operate like mid-level manager in simulated business environment. This module is the final phase of Executive Leadership Journey along with Markstrat Simulation and Capstone Simulation. A representative list of elective courses is given below:

#### Finance

- Portfolio Management
- Stock Simulation
- Financial Modelling
- Investment Management
- Advanced Corporate Finance
- Business Valuation and Analysis
- Indian Banking System
- Wealth Management
- Derivatives and Risk Management

#### Operations

- Project Management
- Service Operations Management
- Total Productive Maintenance
- Global Supply Chain Management
- Operations Strategy
- Operations Excellence
- Supply-Chain Analytics
- Manufacturing and Operations
- Analytics
- Project Management

#### Human Resource

- Compensation Management
- Acquiring and Retaining Talent and Employer Branding
- Negotiation and Negotiations
- Cross Cultural Management
- Learning and Development
- HR Analytics
- Leadership and Corporate Transformation
- Designing Organisation for Performance
- Industrial Relations and Labour Law

#### Marketing

- Digital Marketing
- Global Marketing
- B2B Marketing
- Marketing Research
- Customer Relationship Management
- Brand Management
- Marketing Analytics
- Retail Management
- Marketing at the Bottom of Pyramid
- Service Marketing
- Advertising & Sales Promotion

#### Strategy

- Business Strategy
- Strategies for Emerging Markets
- Strategic Innovation Management
- Strategic Marketing
- Business Models and Intellectual Property

#### Analytics

- Prescriptive Analytics
- Machine Learning for Managers
- Artificial Intelligence for Managers

## 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.

## 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. Pratik Modi**  
Dean,  
School of Management

**Prof. Prashant Verma**  
Associate Professor of Practice,  
Business Analytics

**Dr. Amit Bagga**  
Adjunct Associate  
Professor, Finance

**Dr. Jaskiran Arora**  
Professor and Dean,  
Education Quality

**Dr. Deepak Pandit**  
Chair Professor,  
Innovation and Entrepreneurship

**Dr. Nandita Choudhury**  
Associate Professor,  
Language & Communications

**Prof. Davinder Singh**  
CEO, ACIC-BMU Foundation,  
In-charge of Incubation and  
Associate Professor

**Dr. Rik Paul**  
Associate Professor,  
Marketing

**Dr. Ritu Chhikara**  
Associate Professor,  
Marketing

**Dr. Sangita Dutta Gupta**  
Professor of  
Economics

**Prof. Anantha Rao**  
Professor of Practice,  
Analytics

**Dr. Ruchi Garg**  
Assistant Professor,  
Marketing

**Dr. Richa Mishra**  
Associate Professor,  
Organization Behavior

**Dr. Jaya Ahuja**  
Associate Professor,  
OB & HR

**Prof. Chirag Malik**  
Associate Professor

**Prof. Sanjeev Ganguly**  
Associate Professor  
Operations and Business Strategy

## 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 School
Ms. Sunayana Baruah	Professional Etiquette and Communication Trainer
Ms. Laliitha Maheswaran	Freelance Consultant and Corporate Trainer
Dr. Saibal Basu	Freelance Economics Faculty and Consultant
Mr. Sameer Khan	Corporate Trainer, Strategic Digital Marketing Coach

## FEE

The tuition fee for the two-year programme is Rs 10 lakhs which covers tuition, study materials, books, online courses, videos, and Harvard Business School cases and use of knowledge resource center at the university. The boarding and use of hostel would be at additional charge, basis the usage. The fee is payable in four installments.

**Scholarship Available.**

## IMPORTANT DATES

Last date of nomination/ applications: 20 May, 2025

Aptitude test and Interviews: 1- 10 June, 2025

Start of the programme: 19 July, 2025

## CONTACT INFORMATION

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