

## From the Vice-Chancellor's Desk:



When we took a decision to set up a campus in Bangalore, one of the thoughts uppermost in our minds was that the Bangalore campus should carve a distinct identity for itself within the overall policy umbrella of the Narsee Monjee Institute of Management Studies (NMIMS). Keeping in view the crying need for quality executive education, we decided that it will be in this area that the Bangalore campus should excel. Accordingly, it was decided to launch a unique accelerated 15 month Executive Post Graduate Diploma in Management (EPGDBM) program apart from the weekend and other programs.

The design of the EPGDBM program was unique considering inclusion of courses such as Business Analytics , (which no B-school in India has hitherto incorporated in the core full-time programs) and Business Simulation as well as encouraging participants to choose electives based on their role aspirations-consulting, leadership, functional domain and entrepreneurial; and internship at international universities of repute. I am pleased to note that these unique aspects of the program architecture are being implemented successfully in the first batch.

During the past year one of the leading B-school surveys accorded pride of place (No 1 ranking) to NMIMS for 'Learning experience' and there was no other B-school clubbed along-with us. This was the culmination of several measures that we took to instill rigour and rejuvenate the academic environment. Obviously, this gives us greater satisfaction than merely being ranked amongst the top-10 schools for we believe that potential MBA aspirants would place a lot of emphasis on 'Learning experience ' while choosing a B-school. We were also ranked 1<sup>st</sup> in terms of ROI for students and this again is indicative of our policy of giving 'value for money' to students as would be vindicated in the EPGDBM program

In keeping with the NMIMS tradition, the Bengaluru campus has during its short existence of one year taken initiatives to establish partnerships with industry. This includes delivery of courses, case writing and research. Seminars, R&D projects, and consultancy would be taken up in the coming months. Thus, academia-industry partnership which is one of NMIMS's strengths will also have a strong footing in Bengaluru.

The foresight of our parent body, Sri Vile Parle Kelavani Mandal (SVKM) has enabled the process of entry to Bengaluru and establishment of world-class infra-structural facilities at the campus. Besides the city centre we are also establishing a full-fledged campus in the city which will house the School of Business management and other key schools of the university. With the continued support from SVKM and the resources and capabilities that are being continually augmented.

The city of Bengaluru perhaps has the largest concentration of executives in the country. The IT industry which has provided jobs to the large pool of executives is at crossroads today, what with the deep recession that set in last year, the growing competition and shrinking margins. It is in this context that an MBA education would give a holistic perspective, arm the executive with the necessary skill sets and set him/her apart from the crowd. I am confident that with the program architecture as designed, many doors would be opened for mid career executives in their pursuit of career growth.

I am also confident that the Bengaluru campus will not only carve a distinct identity for itself but also become a Centre of Excellence for higher education in the years to come.

Welcome to the portals of Narsee Monjee Institute of Management Studies, Bengaluru.

**Dr. Rajan Saxena**

### **From the Director's desk:**



MBA programs in India had for a long time been confined to the 2-year model in keeping with the prevalent practice in USA. This model is appropriate for graduates in an experience range of 0 to 3 years. But for those with higher experience (say 5 years and above), the program can be accelerated. With a certain level of threshold knowledge garnered out of experience, a program with 12 to 15 months is adequate. Most of the B-schools in UK and Europe adopt the 1 year model. In recent years the shorter duration model has caught the imagination of middle to senior executives who would like to take a break and be fully committed to MBA education and not lose their earnings for a protracted period.

The corporate landscape in India is dotted with great companies both global and Indian MNCs and there are lakhs of middle to senior managers with Bengaluru alone having over thirty thousand upwardly mobile, technology savvy mid-level managers. Large numbers of mid management executives have reached an impasse in their career in terms of growth prospects and feel the need to acquire the appropriate blend of business acumen and general management capabilities to accelerate their career growth. Obviously, this calls for quality management education.

Based on its vast experience NMIMS has conceived a 15 month full-time program for executives with a minimum of 5 years experience leading to an Executive Post-Graduate Diploma in Business Management (EPGDBM) with specific program objectives, corresponding knowledge and skill inputs and appropriate pedagogy to go with. The program design is based on the three pronged KSA (Knowledge-Skills-Attributes) approach. It incorporates state-of-art modules like Business Analytics, provides for developing cutting edge decision-making capabilities through simulations as well as acquiring Business Plan and Business case development skills.

A major shortcoming of many a MBA program is the lack of connect between industry roles and learning with the result that corporates need to provide additional training to equip MBA graduates for the roles they are assigned and make them productive in the shortest time frame. With +5 years experience, executives would be truly aware of their strengths and should be mature enough to chart out their future career roles. Keeping this in view, NMIMS has developed a career role-elective subject matrix for specialization in horizontal functional areas and vertical role domains that would enable participants to customize learning to the role that they aspire for. This we believe is one of the unique strengths of the program design.

The best of Faculty from NMIMS Bengaluru and Mumbai, industry practitioners as well as international faculty will be deployed on the program. Thus, the program design, faculty selection and feedback and evaluation mechanism ensure that there is no compromise on quality and rigor.

We therefore believe that the program is uniquely conceived and designed and that managers will find it value-adding and will welcome the EPGDBM as a stepping stone for accelerating growth in their careers.

We welcome all aspiring participants to NMIMS University's EPGDBM and wish them the very best in their careers.

**Prof Suresh Mony**

## **About NMIMS**

SVKM's NMIMS University is a center of excellence, for learning and research in management, technology, sciences and other emerging areas of higher education. Going by its credo 'Transcending Horizons', NMIMS believes in continually raising the bar in its pursuit of excellence.

NMIMS is the first business school to be accredited and awarded a "FIVE STAR" rating by the UGC sponsored National Assessment and Accreditation Council (NAAC), which is the highest rating that is awarded by the council.

An ISO 9001:2000 Certified Institute with a truly global perspective, NMIMS is poised for exponential growth. Stringent selection procedures, establishment of international linkages and emphasis on keeping the curriculum concurrent with industry developments and evolving global business environment, make it truly a distinguished educational center. NMIMS has a strong alumni network, with many of the alumni holding senior management positions in the corporate world.

NMIMS has set up a centre in Bengaluru and proposes to set up centers in Hyderabad, Chandigarh and Ahmadabad.

## **BENGALURU OPERATIONS**

The Bengaluru Operations are centered in the busy Koramangala area, close to IT institutions like Wipro, Verisign, NDS and Toshiba. It is easily accessible from the throbbing nerve-centers and IT hubs around the city, like Electronic city, Sarjapur Road, Outer Ring Road, Whitefield, Bannerghata Road etc. It has two five-storied buildings, fully air- conditioned and appropriately furnished -harmonizing comforts and aesthetic appeal while conforming to the academic requirements, and is appropriately equipped with state-of-art IT facilities.

## **The Value Proposition**

The programs offered in NMIMS Bengaluru intend to fulfill the highly visible gap between the demand and supply scenarios -for quality management education, both in the executive and full-time space, in Bengaluru. For example, there is no established program offering high end business analytics; despite the fact that Bengaluru is a hotbed for Knowledge Process Outsourcing. The demand for MBA professionals with an analytics background is rising, and the supply is miniscule compared to the demand. These are the exemplary kind of voids that NMIMS Bengaluru intends to fulfill, thus bridging the gap between 'what-industry-wants' and what the available management education options offer, in Bengaluru.

Currently, there is a dearth of quality management graduates in India. Although there are over 1500 B-Schools in the country, it is only the top 15 B-Schools that impart quality management education and may be compared with the global leaders. The annual output of quality management graduates would be about 3000, whereas the demand far exceeds 10000. Further, most of the leading B-

schools offer general management programmes and those that offer specializations confine themselves to the core functional areas of marketing and finance. There is a considerable void in specialized domains like technology management, services management, retail management and operations management. NMIMS proposes to fill this void in the full-time space. Thus, even though the intake will be pan-Indian, the courses offered at NMIMS Bengaluru, would be designed and structured in complete accordance with the industry-specific requirements of the region.

## **ABOUT SVKM**

Shri Vile Parle Kelavani Mandal (SVKM) is a Public Charitable Trust registered under  
(i) The Societies Registration Act XXI of 1960 No. 773 of 1934-35 and  
(ii) The Bombay Public Trusts Act, 1950 (Bombay XXIX of 1950) No. F 30(BOM) 1953.

The Mandal was formed in 1934 & commenced its activities by taking over the Rashtriya Shala, a school established in 1921 in the wake of the national movement. The school was later renamed "Shrimati Gokalibai Punamchand Pitamber High School". To mark the 25th year of its valuable service in the field of Primary and Secondary Education, the Mandal decided to extend its activities to the sphere of University Education. The long felt need for a Science and Arts college in the growing western suburbs of Mumbai was fulfilled by the Mandal by establishing "Mithibai College of Arts and Chauhan Institute of Science" in 1961. The Trustees of Matushri Mithibai Balashram and sons of late Shri Mohanlal Dayal Chauhan made this possible because of handsome donations.

The spirit of transcending horizons has its genesis in the values that the Mandal has conscientiously practiced since the days of India's struggle for freedom. The values of patriotic fervor, selfless service and the spirit of indigenous enterprise serve as the guiding principles to all the institutions set up by the Mandal.

## **The Journey**

Versatile management training is indispensable as it provides the requisite skill sets to withstand the emerging challenges of the corporate world and successfully leverage career opportunities. In order to meet the growing demand for management education, SVKM, with the help of handsome donation from Narsee Monjee Educational Trust, established Narsee Monjee Institute of Management and Higher Studies in 1981. The institute commenced its activities with the Masters Degree Programme in Management Studies and had attained a number of milestones over the years.

<b>Milestones</b>	<b>Achievements</b>
1981	NMIMS was set up as a Management Institute of the University of Mumbai
1992	AICTE approved the autonomous full-time courses
1999	Five star rating by UGC sponsored National Assessment and Accreditation Council (NAAC)
2001,2002,2003,2005 to 2007	Best management Institute of the Year Award by BMS (Bombay management Association)
2004	ISO 9001:2000 certification by ICL
2005	Dr. J. J. Irani award for Best Management Institute
2006	BMA Best Teacher of management of the Year Award (7th time)
2007	Ranked amongst Top 10 B-schools in Business Today-Nielsen Best B-Schools survey and Outlook-C-Fore Best B-Schools survey
2007	Ranked amongst Super League B-Schools in AIMA-Indian Management Best B-Schools Survey

## **STRATEGIC BUSINESS UNITS**

Concept of Schools at SVKM's NMIMS has taken a conscious decision to move towards the concept of Schools and Cells. The concept of Schools revolves around the fact that each school has its unique identity and operates like a business unit. The following seven schools came into existence from 1st April 2006.

- ❖ SCHOOL OF BUSINESS MANAGEMENT
- ❖ MUKESH PATEL SCHOOL OF TECHNOLOGY MANAGEMENT AND ENGINEERING
- ❖ SCHOOL OF PHARMACY AND TECHNOLOGY MANAGEMENT
- ❖ SCHOOL OF DISTANCE LEARNING
- ❖ BALWANT SHETH SCHOOL OF ARCHITECTURE
- ❖ SCHOOL OF SCIENCE
- ❖ SCHOOL OF COMMERCE

### **The School of Business Management offers the following major programs:**

- ❖ 2 year Full Time MBA program with specialization in Functional Areas
- ❖ 2 year Full Time MBA Focused programmes\*
- ❖ 3-year part-time MBA Master's Degree Program
- ❖ MPE (Management Program for Executives): 22-month weekend program leading to a PGDBM
- ❖ Customized three-year Executive MBA for corporates
- ❖ Customized two-year PGDBM for corporates
- ❖ Doctoral program in Management

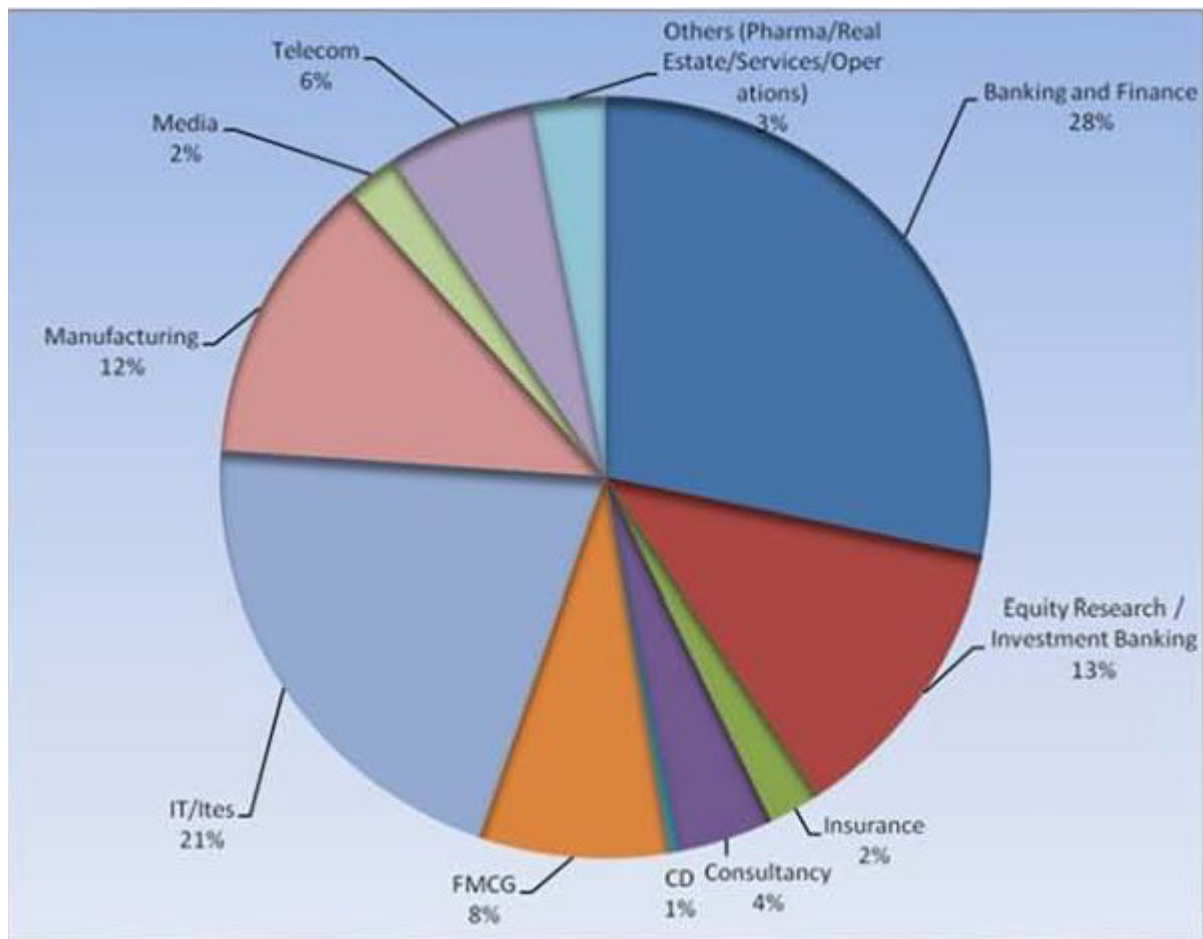
\*The focused programmes address the needs of various sectors and include MBA (Pharmaceuticals Management), MBA (Actuarial Science), MBA (Capital Markets) and MBA (Banking).

## Placements record

The Institute is highly regarded in industry and business circles, and has an excellent placement record (consistently maintaining 100% placements commanding high salaries for its students). Multinational and national companies from IT, FMCG, Service Sector, Heavy Industry, Banking, Retailing and Advertising visit the campus during the month of January.

In 2008, the highest salary was Rs. 24 lacs p.a., the average being Rs. 11.40 lacs p.a., and the median being Rs. 10 lacs p.a.

### Placements 2008 MBA



## **ALUMNI, INTERNATIONAL LINKAGES AND INDUSTRY-INSTITUTE LINKAGES**

Alumni Our alumni are working across the globe in different industries and sectors, and have achieved leadership positions in various renowned organizations, for example: Country Head, Irevna, Argentina; VP, JP Morgan Chase Bank; VP, Outsourcing, Cap Gemini; Director, Credit Suisse First Boston; Country Head, DSP Merrill Lynch; MD, Lotto; VP Morgan Stanley; MD, Metlife India, Senior General Manager, Country Head- SME, ICICI Bank. The alumni have a strong bond with NMIMS and they provide significant inputs to course design and academic processes including teaching, thus continuously bringing in the industry inputs ensuring that NMIMS is in real-time with the corporate world.

### **Existing International linkages**

Enriching interactions with International academia has opened new vistas in ever evolving global environment. International linkages include:

- ❖ Student Exchange Programmes
- ❖ Faculty Exchange Programmes
- ❖ Joint Research Projects
- ❖ Study Tours

NMIMS has entered into tie-ups with the following well-known universities in North America and Europe for student exchange programs:

- ❖ Case Western University, USA
- ❖ University of Houston, Texas
- ❖ ESC Rouen, France
- ❖ EUROMED, Marseille, France

Further, visualizing the onset of globalization, the institute has established international linkages with ESSCA, Angers, France; ESSCA, Budapest, Hungary; Universiti of Utara Malaysia; Athens University, Greece; Middlesex University, UK.

### **Curriculum development**

Curriculum development is an on-going activity, where focus is on in-house case study development. In this context, four faculty members have recently attended a Workshop titled 'Participant-Centered Colloquium' at Harvard Business School, on case development and programme architecture. Based on continual interaction and feedback from industry, curricula are constantly upgraded and tuned with the contemporary knowledge and state-of-art practices.

### **Faculty Development**

The institute nominates faculty members for self-development programmes conducted nationally and internationally, in functional and general management areas. Faculty who have had the benefits

of attending international programmes pass on the benefits by training and working closely with other faculty colleagues, for knowledge transfer and uniform upgradation.

### **Partnership with Industry**

The Institute is active in improving partnership with industry through research, consultancy and student driven projects. Management Development Programmes (MDP's) are held across the year, as an integral part of the institute's activities. In order to give greater focus to the interaction with the industry, the Institute set up an exclusive cell, the Industry Institute Partnership Cell (IIPC), which was conceived with financial support of the All India Council for Technical Education (AICTE) in the year 2002. This is the focal point of sustained relationships with companies for:

Curriculum Development, Consultancy Programmes, Industry Specific Training Programmes, Management Development Programmes, and Mentorship Programme for students by industry experts. The IIPC strives to build up industry sponsored collaborative Post Graduate Programmes. It also conducts workshops, seminars and guest lectures for students to expose them to the realities of the corporate environment.

Faculty members often take innovative initiatives to promote Industry Institute Partnerships. In order to strengthen the Industry Institute Partnership, NMIMS has entered into tie ups and have been conducting programs with Jindal Iron and Steel Company (JISCO), Dr. Reddy's, Citicorp (E-Serve), Larsen & Toubro, Union Bank, Eureka Forbes, Indian Hotels, Thomas Cook and Pfizer. These tie-ups and collaborative programmes are also flexibly designed according to industry specific requirements.

For example, the tie-up with JISCO involves exchanging a faculty member with an Industrial manager in a unique interchange of their roles for a period of three months. The manager works on the campus and undertakes academic activities like conducting classes for NMIMS students and writing up case studies, while the faculty member works in the company. The faculty also designs a case study for the industry on the basis of his experience.

### **BENGALURU OPERATIONS**

**Location:** In the Garden City of Bengaluru, NMIMS University is situated in the up-market Koramangala area, close to IT institutions like Wipro, Verisign, NDS, and Toshiba. This location has been chosen with a view to facilitate access for executives from the throbbing nerve-centers and IT hubs around the city, such as Electronic city, Sarjapur Outer Ring Road, Indiranagar, HAL Airport Road, Whitefield, Bannerghata Road.

### **Infrastructure**

It has two five-storied buildings, each admeasuring 41000 Sq.ft. of built-up space. The buildings are fully air-conditioned and appropriately furnished harmonizing comforts and aesthetic appeal while conforming to the academic requirements, including adequate space for vehicle parking. It is equipped with state-of-art IT facilities, powerful server-based local network, high-speed and secure internet connection.

The facilities include:

- ❖ Classrooms: 7 numbers, fully air-conditioned classrooms each with a capacity of 60.
- ❖ MDP center: with capacity of 25
- ❖ Library: equipped to handle 10000+ books, 119 journals, with access to online databases like EBSCO, Emerald,
- ❖ Prowess
- ❖ Computer Center: equipped with:
  - two Servers:
  - one for application database and
  - one for communication,
  - 50 desktops- 25 for the lab and 25 for the faculty and staff,
  - Boom Bar
- ❖ Communication Lab
- ❖ Projectors: 12 nos
- ❖ Close-circuit TV
- ❖ Public Announcement Systems
- ❖ Access Control System
- ❖ Rooftop Cafeteria

### **Faculty Expertise at Bengaluru**

The faculty team in Bengaluru has a rich blend of industry and academic experience. Individual faculty members are proficient in areas ranging from finance, operations, marketing, IT, quantitative techniques, economics, HR and strategy. Their corporate experience covers diverse sectors ranging from automobile, retail, engineering, textiles, consulting to software development, IT consulting and FMCG. The faculty team at Bengaluru is actively involved in creating intellectual capital and has published papers in reputed international journals and has presented papers in International Conferences as well as has written cases to facilitate teaching. Corporate training is another sphere of activity that the team members are actively engaged in, handling training and consulting assignments for large corporates such as Tata Steel, Saint Gobain, Siemens, Wipro, Wahid Telecom, Kirloskar group, Atlas Copco, Automotive Axles and TVS group.

### **PROGRAMMES OFFERED**

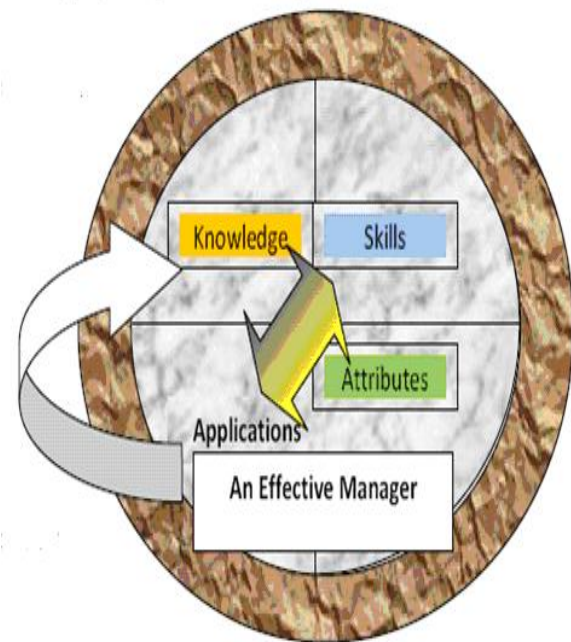
NMIMS Bengaluru will initially be offering the following programmes under the School of Business Management:

- ❖ 15-month full-time program for executives- Executive Post Graduate Diploma in Business Management (Executive PGDBM- EPGDBM)
- ❖ Management Programme for Executives (MPE) : 20 months weekend management programme for
- ❖ executives leading to a Post Graduate Diploma in Business Management(PGDBM)
- ❖ Customized weekend programs for corporates, R &D organizations, voluntary sectors and government organizations
- ❖ Short Duration Certificate Programmes

## Approach to Design of Programmes

All the programmes will be designed keeping in view the need to appropriately blend knowledge, skills and attributes:

- ❖ Emphasis on
  - Knowledge: normative subjects like Finance, Marketing, Economics, Quantitative Techniques,
  - Skills
    - communication,
    - decision-making,
    - negotiations
    - leadership
  - Attributes
    - creativity,
    - time management,
    - managing diversity
- ❖ Emphasis on application of knowledge to real life situations
- ❖ Project in core subjects
- ❖ Continuous assessment



## Pedagogy:

The pedagogy would include a judicious mix of:

Interactive classroom sessions  
Case based learning  
Workshops  
Guest lectures by achievers

Group work  
Simulations  
Project work  
Off-campus assignments

Such a mix would enable participants to assimilate concepts, reflect on concepts learnt in class and absorb them more effectively, develop a team approach to problem solving, hone analytical skills, develop decision-making skills, garner new knowledge, and develop an inquiring mind. The evaluation would be based on continuous assessment with adequate emphasis on in-class quizzes, post-class assignments, end-term examinations and project work.

## ARCHITECTURE OF EXECUTIVE PGDBM (EPGDBM)

There are a large number of competent executives, who, for various reasons, have been unable to pursue a formal education in management, and having now reached a middle-management level, feel the need for honing their management skills for accelerating their career growth. Such executives would be willing to take a one-year break and do a formal program at a reputed institute. There are very few quality programs catering to this niche segment. NMIMS Bengaluru proposes

to launch a full-time 15-month executive PGDBM for these middle-level executives with 5+ years of experience.

The program would be highly rigorous and would ensure learning outcomes superior to the conventional full-time 2-year MBA programs in view of the synergy created by the experience of the executive participants and the rigorous management inputs offered by NMIMS.

### **Program Objective and USPs**

The objective of the EPGDBM is to create business leaders who are highly focused on their career roles and equip them with critical thinking and cutting edge decision making abilities to make a mark and attain top management positions in the chosen roles be it Consulting, Leadership, Functional Domain or an Entrepreneurial role.

### **The USPs of the program are:**

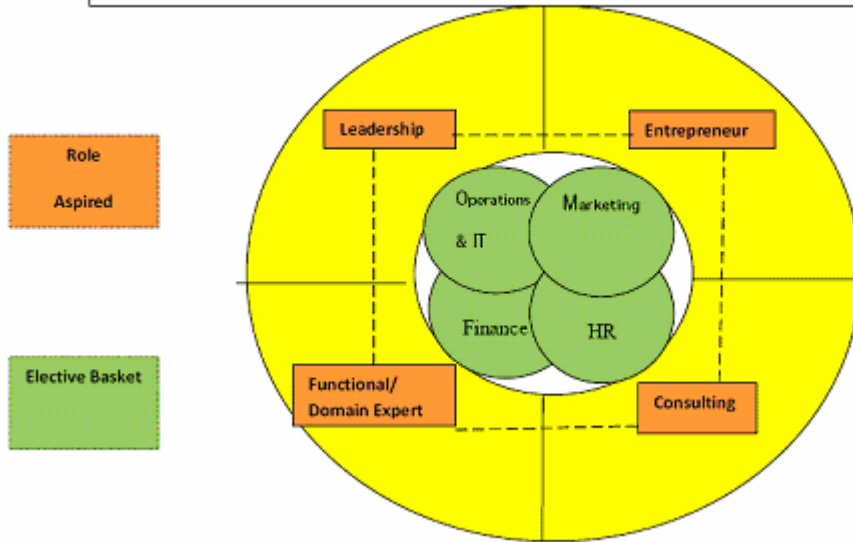
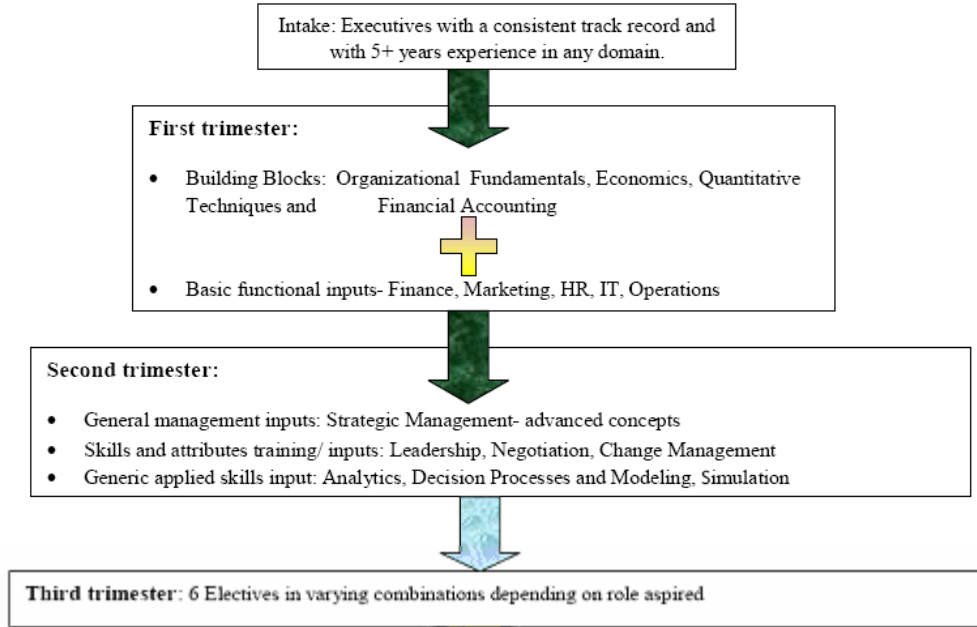
- ❖ Specialization in niche subjects that match functional domains and career roles. For e.g. a person desirous of taking up a leadership role would take Management Planning and Control Systems and Corporate Valuation in Finance and Change Management and High Performance Organization in the HR domain. Similarly, a person desirous of opting for consulting roles would take up CRM and Marketing Models in the marketing domain and Supply Chain Management and Theory of Constraints in the Operations/IT domain.
- ❖ Certain sunrise topics like Retail Management, Talentship, IT Infrastructure Management and Business Process Management and Modeling have been included in the basket of electives.
- ❖ Substantial technology-based inputs for regular self-assessment that would enhance the conceptual rigor.
- ❖ Application-based projects in each functional area/ domain, where individual experiences getting blended with the knowledge, skills and attributes garnered from the program can lead to new insights and outcomes that can be used by the industry.
- ❖ Substantial use of simulations allowing participants to work in a team in a near-real-time environment, that enables them hone their strategizing and decision making skills -leading to both greater effectiveness and efficiency in their decision making processes.
- ❖ There is a provision for a stint at globally reputed business schools where NMIMS has strategic tie-ups, in North America and Europe.

## **Program Logic**

The full-time executive program, as specified, offers a flexi-learning approach that can be configured to suit each individual executive's career aspirations and long-term goals. This can be achieved by combining dimensions from both his/her past domain experience and future plans.

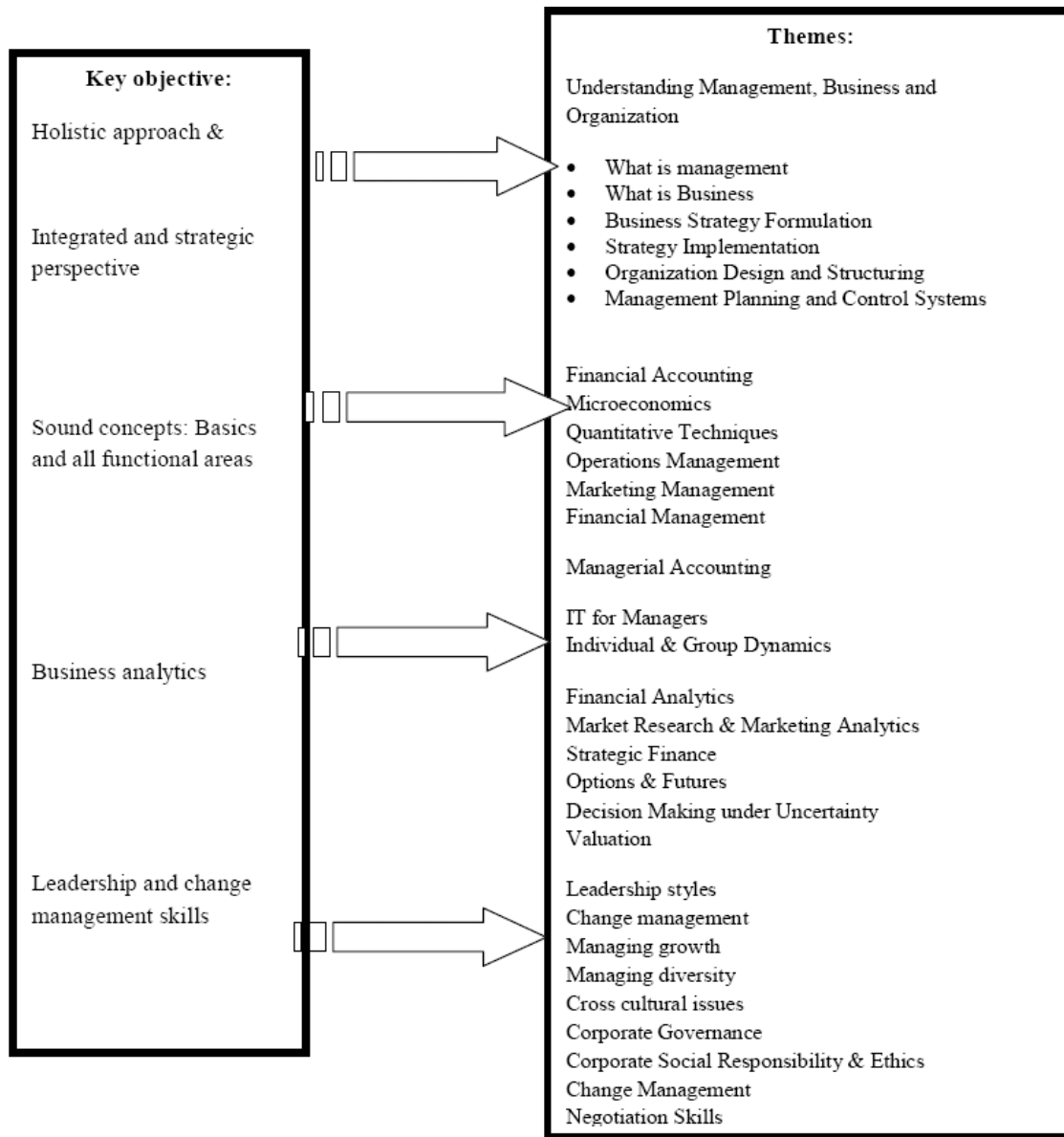
Out of the 15 months, the first 12 months covering 3 trimesters will aim towards providing a solid functional grounding together with general management inputs; with the third trimester offering flexibility of electives both in terms of desired roles and functionality. The last 3 months will be purely application-based i.e. either a Real-Time project in India or International Exposure with one/two of NMIMS's identified partner universities in North America/ Europe.

NMIMS Bengaluru proposes to launch this program from March 2009. Outstation candidates who desire accommodation may be provided the same with additional charges as applicable. The program is being designed keeping in view the future roles or career path that the participants would intend to pursue. The program design is diagrammatically depicted below:



## Curriculum – Mandatory courses:

In keeping with the key objectives the themes that will be offered are as under:



Based on these themes, the first trimester will consist of basic ‘building block’ subjects like economics and QT and functional subjects like finance, marketing, HR, operations at their basic levels. The next trimester will consist of strategy and analytics papers and advanced levels of the functional papers. The third trimester will consist of four compulsory papers on leadership, change management, business plans and business simulation; the remaining six papers being electives.

**Program Architecture: Delivery schedule per module**

<b>TRIM 1</b>	<b>TRIM 2</b>
A. Building Blocks of Management	C. Implementing Organizational Strategy and Measurement Metrics of Performance
Understanding Management, Organization and Business	Strategy Implementation and Measurement Metrics
Economic Analysis	Market Research, Analytics and Delivering Customer Value
Accounting for Financial Reports & Financial Statement Analysis	Financial Analytics & Modelling
Quantitative Techniques for Decision Making	Development of Organizational Capabilities
B. Planning for Organizational Performance	Delivering Shareholder Value
Business Environment Landscaping	Advanced Enterprise and Data Architecture
Business Strategy Formulation	Innovation and Entrepreneurship
Creating Customer Value	Developing Negotiation Skills for Business Success
Designing Operations	D. Managing in the Emerging Economy
Sourcing and Managing Finance	Services Management
Managing Costs	Managing Risks
Designing Optimal IT Strategy	International Supply Chain Management
People Management	E-Commerce Business Models

**TRIM 3: 6 Compulsory papers + 6 electives**

<b>E. HANDLING NEW BUSINESS CHALLENGES</b>
Leadership and Change management
International Business
Business Plan and Business Case Development
Business Simulation
World Class Management Practices
Corporate Governance and Ethics

**Electives:** EPGDM is designed to facilitate accelerated achievement of the executive participants' aspirational roles. Towards this objective, the generic aspirational roles that have been identified are: Consulting roles, Leadership roles, Domain/ Functional Expertise roles and Entrepreneurial Roles. The specific knowledge and skill-sets that are required for these roles have been mapped across the generic functional areas i.e. Finance, Marketing, Operations/IT and HR. Thus, the electives are application-oriented and role-specific, helping the participants to assume responsibilities and be productive from Day 1 in their new roles post-EPGDBM.

Classes will be held for electives only if a minimum of 10 participants have opted for a particular elective. In case the numbers of participants opting for an elective is less than 10, course material will be provided for self-study and a faculty member will be allotted in a mentoring role for guiding, monitoring and evaluation purposes.

<b>Roles -&gt;</b>	<b>Consulting Roles*</b>	<b>Leadership Roles*</b>	<b>Domain/ Functional Expert Roles*</b>	<b>Entrepreneurial*Roles*</b>
<b>Finance</b>	Risk management International Economics	Management Planning and Control systems Corporate Valuation	Banking and Financial Services Security Analysis and Portfolio management	Raising Funds Financial Management for Entrepreneurs
<b>Marketing</b>	Customer Relationship Management Marketing Models	Strategic Marketing Brand management	Retail Management B2B Marketing	Entrepreneurial Marketing Marketing Mix
<b>Operations/IT</b>	Supply Chain management Theory of Constraints	Total Quality Management Strategic Cost management	IT Infrastructure and IT Services management World-class Manufacturing	Business Process management and Modeling Technology Management
<b>HR</b>	Organization Development High Performance Organizations (HPO)	Change management HPO	Talentship Competency Mapping	Intrapreneurship Sculpting Organizational Culture

## **Table 1: Electives offered across Generic Aspirational Roles and Functions**

\*Seminar credit of six hours is mandatory for consulting (Developing Consulting Insights), Execution leadership (Crisis Management), functional (Building Cross Functional Perspectives) and entrepreneurial (Insights to Entrepreneurial Capabilities) roles prior to commencing of the elective courses.

Each elective, as shown in each cell in the table above, consists of two modules (For e.g. in the Finance consulting role the two modules are Risk Management and International Economics). Based on content, coverage and specific requirements, the time allotted for each elective may range from 20 to 35 sessions, i.e. around 25 to 45+ hours.

### **Career Sculpting**

It is desirable that the choice of electives reflect future career path/ roles to enable leveraging of past experience coupled with knowledge and skills gained through the program.

A few example user-stories are given here to illustrate this unique value proposition:

#### **Example User-Case 1:**

□ Shweta D'Souza is 28 years old, married since the last two years. She is working with a global software giant as a Project Manager. She has 6+ years experience in the same organization (which she joined on a campus offer just after finishing her B.Tech from NIT Surathkal). Her career path involved 2 years as a Programmer-Analyst, 2 years as Senior Analyst, then one year as a Module Leader. She was promoted as Project Manager last year.

On the personal front, Shweta is planning to expand her family. But with existing project-based schedules and drastically fluctuating work-pressures, she is finding it difficult to manage critical work-life balance. Also, she now finds the project delivery roles monotonous, and is looking for a change. She requested Dr. Prema, HR director of her company for a shift to HR, as she perceived HR to be a stable and constant value-adding activity in the organization.

Dr. Prema was very appreciative of Shweta's frankness and loyalty towards the organization. However, she tactfully pointed out that Shweta had a strong technical background but, however, had absolutely no formal training in HR processes.

She suggested that Shweta should take a break and go for a good post-graduate program in management, specializing in HR, and come back soon!

Shweta takes up the EPGDBM and would like to specialize in the domain of HR. She chooses four electives across the HR horizontal and two non HR electives in leadership/consulting roles.

### **Example User-case 2;**

Ashish Chitale is a Chartered Accountant, having 8+ years experience across various roles in corporate finance in a number of MNCs. His most recent stint has been with IBM where he is managing a team of around 50 people delivering financial analytics solutions and services to other SBUs of IBM.

Over the last few years, having progressed from an individual contributor role, to a broader people management role, he has started feeling the need for a formal management program that will help him climb the corporate ladder faster. He was aware that IBM being a huge organization offered a lot of diverse growth opportunities. There were possibilities of lucrative consulting roles also, but they needed all-round general management training and/or experience, not just specific functional expertise.

Ashish felt that the time had come for him to pursue a formal management program that will give him a head-start in the world of consulting, given his functional experience and expertise.

Ashish takes up the EPGDBM and would like to opt for a consulting role. He chooses four electives in the consulting vertical and two non Finance electives from the leadership vertical.

### **Example User-case 3:**

Ramachandran is a 35-year old automation expert. He is an M.Tech from one of the IITs and had been working in R & D units of various automotive ancillary companies like Autocomp and Bosch, for last 10 years. He has been the AGM of an R&D unit of Bosch for the past 2 years. Now he is eyeing the DGM/ GM roles either internally or outside, with similar organizational profiles.

Since the last year, the automotive industry is going through its cyclical slump, during which the R&D budgets have been squeezed. There is hardly any visible growth opportunity in the next 2-3 years, given the current economic recession.

He is planning to utilize this slump time to garner some additional skills and to expand his personal Knowledge-Skills-Attitude portfolio to a more horizontal one than a purely vertical one, as is current. This way, his options widen ranging from marketing to product development in any engineering company, not necessarily confined to the automotive sector.

Ramachandran takes up the EPGDBM and would like to opt for the leadership role. He chooses four electives in the leadership vertical and two electives in the consulting vertical.

#### **Example User-case 4:**

Irfan Khan is a 36-year old software engineer. He is an engineer who has saved enough money towards his entrepreneurial dream. He has worked in various software companies such as Yahoo, Dell, and Intel and currently is working with Symphony Services Corporation as a Project Manager.

He wants to set up a venture with an initial investment of Rs 10 crores and aims at reaching Rs 100 crores turnover in the fifth year.

Irfan takes up the EPGDBM and opts for the entrepreneurial role. He chooses four electives in the entrepreneurial vertical and two electives in the leadership vertical.

These ‘user-cases’ illustrate how the flexi-design and configurable approach towards specialization, along with the fundamental general management, functional and strategic inputs, can help people with diverse backgrounds and aspirations – to achieve the basic objectives of:

- ❖ Bridging perceived gaps between the ‘as-is’ and ‘to-be’ ( or ‘wanna-be’) roles, and
- ❖ Helping to pursue individual career paths.

#### **Capstone Project**

The project must address a real-life and burning issue in an organization and must produce measurable outcomes in the form of viable business impact metrics. The following options are available for doing the capstone project:

- ❖ If the participant has already received and accepted an offer from a company, he/she may do the project in the same company as an intern.
- ❖ In case the participant has not received an offer by the time the project-work is scheduled to commence, NMIMS will assist the participant to do a project in a suitable organization.
- ❖ NMIMS has tie-ups with reputed international universities. A participant may opt to pursue the project as well as take up some courses (optional) at one university each in North America and Europe from amongst the following:

#### **North America:**

- a) Case Western University, USA
- b) University of Houston, Texas, USA

**Europe:**

- c) ESC Rouen, France
  
- d) EUROMED, Marseille, France

The expenses involved towards Air Travel, Local Stay- boarding and lodging and Course Charges as applicable will be borne by the participants and will be over and above the program fee.

Assessment of the project will be done against pre-determined milestones and deliverables such as data collection and analysis, draft report presentation, final via-voce', and final project report. This will be done jointly by NMIMS faculty and senior executives from industry. In the case of those who opt to go abroad, project assessment will be done jointly by the faculty members of the foreign institute and NMIMS.

**Total number of courses:**

In order to get the PGDBM a participant has to successfully complete 33 courses (including Project) as given below:

❖ Mandatory courses	
❖ Holistic approach & integrated strategic perspective	6
❖ Basic concepts, general management skills, and innovation	7
❖ All functional areas- basics and advanced level courses	8
❖ Business analytics	3
❖ Leadership & change management skills	1
❖ Business simulation	1
❖ Electives	6
❖ Capstone Project	1
Total courses	<b>33</b>

## **ADMINISTRATIVE PARTICULARS**

### **Eligibility Criteria**

The eligibility criteria for the 15-month Executive PGDBM (EPGDBM) is as follows-

- ❖ Graduates (10+2+3) with minimum 50% marks in aggregate from recognized university or equivalent pattern recognized by the UGC & AIU.
- ❖ Five years of work experience after graduation in supervisory/executive cadre as on 31<sup>st</sup> December 2009

### **Selection Process**

Candidates will be subject to appear for NMAT Test - 120 MCQs (covering Language Skill, Quantitative Skills, Data Interpretation & Data Sufficiency, Logical Reasoning)

- ❖ NMAT
- ❖ Group Discussion & Personal Interview

Due weightage will be given to length and value-added experience.

### **Duration of Programme**

The total programme duration is 15 months including three months for the real-life capstone project in India/ NMIMS's partnering universities abroad (optional)

Online Registration from [www.nmims.edu](http://www.nmims.edu) as per following schedule.

### **Important Dates:**

<b>1</b>	<b>Registration window</b>	<b>Tuesday 27<sup>th</sup> October 2009</b>
<b>2</b>	<b>End of registration window</b>	<b>Sunday 6<sup>th</sup> December 2009</b>
<b>3</b>	<b>Late registration window</b>	<b>Sunday 13<sup>th</sup> December 2009</b>
<b>4</b>	<b>Dispatch of admit cards</b>	<b>Starting from 14<sup>th</sup> December 2009 to Sunday 10<sup>th</sup> January 2009</b>
<b>5</b>	<b>Reschedule window</b>	<b>Monday 11 January to Sunday 17<sup>th</sup> January 2010</b>
<b>6</b>	<b>Test Dates</b>	<b>30<sup>th</sup> January to 8<sup>th</sup> February 2010</b>
<b>7</b>	<b>Announcement of results</b>	<b>Tuesday 2<sup>nd</sup> March 2010</b>

**Certification:** Executive Post Graduate Diploma in Business Management from NMIMS University. Placement Assistance: Available

**Fees :** Rs. 6,50,000/- excluding lodging & boarding & International Internship.

**Refund Rules:**

**The Schedule of refund of fees will be as follows:**

(A) Till the date of commencement of the programme.	Rs. 1000/- will be deducted as administrative charges
(B) After the commencement of programme but before the close of the admission.	Rs. 1000 + Proportionate fees i.e. one tenth of the fees for every completed month or part there of, if the seat vacated by the candidate is filled. If the seat remains vacant /unfilled no fees will be refunded.
(C) Cancellation after the official closure of admission.	Cancellation made after the official closing of admission no fees will be refunded.

## **Faculty Profiles**

**Dr. Rajan Saxena** is the Vice Chancellor of SVKM's NMIMS University, Mumbai and Distinguished Professor, is a former Director of IIM, Indore, and S.P.Jain Institute of Management and Research and Dean of Narsee Monjee Institute of Management Studies, Mumbai. He has over 35 years of professional experience in management education, research, consulting and institution building. He is an alumnus of Shri Ram College of Commerce, Delhi, from where he did his Bachelor and Master's in Commerce. He did his Ph.D. at Delhi School of Economics in the marketing area.

**Dr Saxena** has taught at XLRI-Jamshedpur, S.P. Jain Institute of Management & Research, Mumbai, IIM Calcutta and NMIMS and IIM Indore. He has also taught at the University of Calgary, Canada and at Pace University, NY and has been a British Council visitor at the University of Sterling, U.K. where he also taught in the entrepreneurship program.

**Dr. Welling** is the Pro Vice Chancellor. He has been in the education field at College & University level for the past 27 years. He has presented research papers in many conferences. He has co-authored several books on Mathematics, Statistics & Computers. He has done his M.Sc. & M.Phil. in Statistics and Ph.D. in Economics from University of Mumbai.

He was Director, Board of College & University Development, University of Mumbai & also I/C Registrar, University of Mumbai. He had represented teachers & principals in the Senate of University of Mumbai.

**Prof. Dr. N. Jayasankaran** is Senior Advisor, Bengaluru Operations. He was the former Vice Chancellor, Kanchi University and current Director General of Bharathidasan Institute of Management, Tiruchirapalli & Bengaluru. He is on the Board of various eminent management institutions and universities and is actively associated with higher education bodies and UGC. Dr Jaysankaran is a renowned mathematician and teaches Quantitative Techniques.

**Prof. Suresh Mony** is the Director, Bengaluru Operations, of NMIMS University. He has a B. Tech in Metallurgy from IIT Chennai and Masters Degree in Financial Management from the Jamnalal Bajaj Institute of Management, University of Mumbai. Prof. Suresh Mony has over 29 years experience in industry and has senior held positions of Managing Director and Chief Executive in diverse companies.

Prior to joining NMIMS he was the Chairperson of the Executive Management Program at S. P. Jain Institute of Management & Research. He teaches Business Strategy, Operations & Project management.

### **International faculty:**

- ❖ DR. B.Chansarkar, Principal Lecturer Middlesex University, M.Sc. (Stats), M.A. (Eco), Ph.D.
- ❖ PROF. Balazs Heidrich, Associate Professor, Visiting faculty: ESSCA, Budapest University of Miskole, M.S. (Economics)
- ❖ Dr.Laxmi Mohan, Professor & Head IT, Suny, Albany, M.A. (Stats), Ph.D.
- ❖ Dr. Jatin Pancholi, Finance, Middlesex University, U.K.
- ❖ Prof. Gregory Prastacos, Rector, Athens University of Economics and Business, Greece
- ❖ Dr. Daniele Pederzoli, Processor Associe – Department marketing, Groupe ESC Rouen
- ❖ Prof. Colin Bottomley, Senior Lecturer, The Hunter Centre for Entrepreneurship, University of Strathclyde, Glasgow.

### **Associate Professors and Faculty Members at NMIMS, Bengaluru Operations**

- ❖ Mr. Vinod Madhavan, Marketing, MBA(Marketing), MA(Psychology), PGPRM, PhD(pursuing)
- ❖ Mrs. Tapati Bandopadhyay, IT, B.E.(Jadavpur), M.S.(Strathclyde)- DFID scholar, PhD(pursuing)
- ❖ Dr. Narayani, Finance, MFC (Madurai University), PhD (Madurai University).

### **School of Business Management Faculty at Mumbai**

Business Policy & General Management Professor

- ❖ Dr. B. Krishnamoorthy, General Management Profesor & HOD
- ❖ Dr. Meena Galliara, Professor & Chairperson Social Entrepreneurship Cell
- ❖ Dr. Bindi Mehta

### **Department Wise Break Up**

Business Policy & General Management Professor

- ❖ Dr. B. Krishnamoorthy, General Management Professor & HOD
- ❖ Dr. Meena Galliara, Professor & Chairperson Social Entrepreneurship Cell
- ❖ Dr. Vidya Naik, Business Policy Assistant Professor
- ❖ Dr. Shweta Dixit, Business Policy
- ❖ Ms. Antara Jayant, Law
- ❖ Dr. Sujata Mukherjee, Social Enterprise Cell

### **Economics Professor**

- ❖ Dr. Sangita Kamdar, Professor & HOD Assistant Professor
- ❖ Mr. Subroto Chatterjee,
- ❖ Mr. Souvik Dhar, Statistics & Economics
- ❖ Dr. Amrita Nandi
- ❖ Mr. Sayan Banerjee

### **Finance Professor**

- ❖ Dr. Chandan Dasgupta, Professor& HOD
- ❖ Dr.K. Sunder Ram
- ❖ Mr. S.K. Bagchi

### **Associate Professor**

- ❖ Dr. Vrinda Kamat
- ❖ Mr.Debashish Ghosh
- ❖ Dr. K. Sudershan

### **Assistant Professor**

- ❖ Dr. Rachappa S.

### **Human Resources Management & Behavioral Sciences**

#### **Associate Professor**

- ❖ Mrs. Veena Vohra
- ❖ Dr. Manjari Srivastava
- ❖ Ms. Sharon Pande

#### **Assistant Professor**

- ❖ Ms. P. Premlatha
- ❖ Ms.Nafisa Kattarwala
- ❖ Dr. Animesh Bahadur
- ❖ Dr. Sumi Jha, Quantitative Techniques in Human Resources

#### **Marketing Professor.**

- ❖ Dr. G.K. Sharma ,International Marketing, Professor & Chairperson (Global Business)
- ❖ Dr. Tarun Gupta, Professor & Chairperson (Pharmacy Management)
- ❖ Dr. Mala Srivastava, Professor & HOD ( Marketing)
- ❖ Mr. Vijay Bhandari,Consultancy
- ❖ Mr. Anant Datey, Pharmaceutical Management

#### **Associate Professor**

- ❖ Mrs. Seema Mahajan, Chairperson Family Business & Chairperson International Relations
- ❖ Mrs. Neeta Acharya
- ❖ Dr. Amit Kumar Sinha

**Assistant Professor**

- ❖ Mr. Soumya Mukherjee

**Information Systems Professor**

- ❖ Dr. Gita Kumta, Information Technology and Knowledge Management, Professor & HOD
- ❖ Dr. Nilay Yajnik
- ❖ Prof. J.M. Shah

**Assistant Professor**

- ❖ Ms. Preeti Khanna
- ❖ Dr. Chirag Unadkat, Chairperson – Alternative Modes of Learning Decision Science
- ❖ Dr. T.T. Kachwala, Operations.

**Associate Professor**

- ❖ Dr. A. Aparna, Statistics, Q.T. & Pharmacy Management

**Assistant Professor**

- ❖ Ms. Shailaja Rego

**Operations-Supply Chain Management & Total Quality Management Professor**

- ❖ Dr. P.N. Mukherjee, Professor and HOD Operations
- ❖ Mr. Pradeep Owalekar

**Assistant Professor**

- ❖ Mr. Piyush Shah

**Management Development Programs Professor**

- ❖ Dr. M. C. Agarwal, MDP Chairperson & Executive Education Research & Publication

**Professor**

- ❖ Dr. Vidya Naik, Chairperson Research & Publication

**Communications Professor**

- ❖ Dr. Leena Sen, Professor & Head, Communication Study Centre

**Assistant Professor**

- ❖ Ms. Madhushri Srivastava
- ❖ Ms. Seema Khanvilkar, Assistant Professor & Chairperson Communications

**Adjunct Faculty**

- ❖ Dr. B.M. Kacholia, Economics
- ❖ Mr. Shreekant Limaye, Strategic Management
- ❖ Mr. C.D. Sreedharan, Finance
- ❖ Mr. Nadirshaw Dhondy, Business Law

- ❖ Dr. R.H.G. Rau, Operations/Supply Chain Management

**Research Associate**

- ❖ Hufrih Homavazir, General Management
- ❖ Aditi Punekar, Social Enterprise Cell
- ❖ Swati Pawar, Human Resource Management
- ❖ Ratna Huiram, Social Enterprise Cell