



Sunstone  
Business School

# Creating Business Leaders for a Tech Centric World



**Post Graduate Program  
in Management,  
2014-2015**





# ARE YOU A TECHNOLOGY PROFESSIONAL ASPIRING TO BECOME A SUCCESSFUL BUSINESS LEADER?

Do you feel that a thorough understanding of business fundamentals will help you accelerate your transition to a business leadership role?

Do you believe that best way to learn business is through solving real business problems?

Do you realize the need to expand your network to business leaders?



**Vikas Yadav**  
Class of 2012  
Product Manager  
Adobe Systems  
B.Tech, IITK - 05

"HAVING WORKED ON REAL BUSINESS PROBLEMS AT SUNSTONE, NOT ONLY HELPED ME GET THROUGH THE INTERVIEW PROCESS AT ADOBE, BUT ALSO INSTILLED THE CONFIDENCE TO TAKE MORE BUSINESS RESPONSIBILITY."

## SUNSTONE PGPM COULD BE THE ANSWER

At Sunstone PGPM we select high-caliber technology professionals like you and transform them into business leaders. The program is tailored to the unique needs and leadership challenges of technology professionals. We stimulate your learning through our innovative problem based learning pedagogy, and engage with you to sharpen your outlook through regular interactions with industry leaders, venture capitalists and your talented classmates.

“Unique, effective, and balanced - that's how I would summarize this program.”

- Pragati Dhingra  
M.Tech, IIT Guwahati, 2003  
Program Manager  
Sapient



## Program Highlights

- 1 year program that is divided into three levels so that you can pursue it along with your job, so that you can not only apply what you learn but also save time and money.
- Unique problem based learning pedagogy with real business problems designed by Industry.
- Placement focused to help you explore right career opportunities.
- Personal one-on-one career coaching to focus on your overall professional development
- Regular interactions with industry leaders and VCs to expand your network and broaden your horizons.
- Faculty comprising of industry leaders and entrepreneurs, delivering over 750 hours of learning.

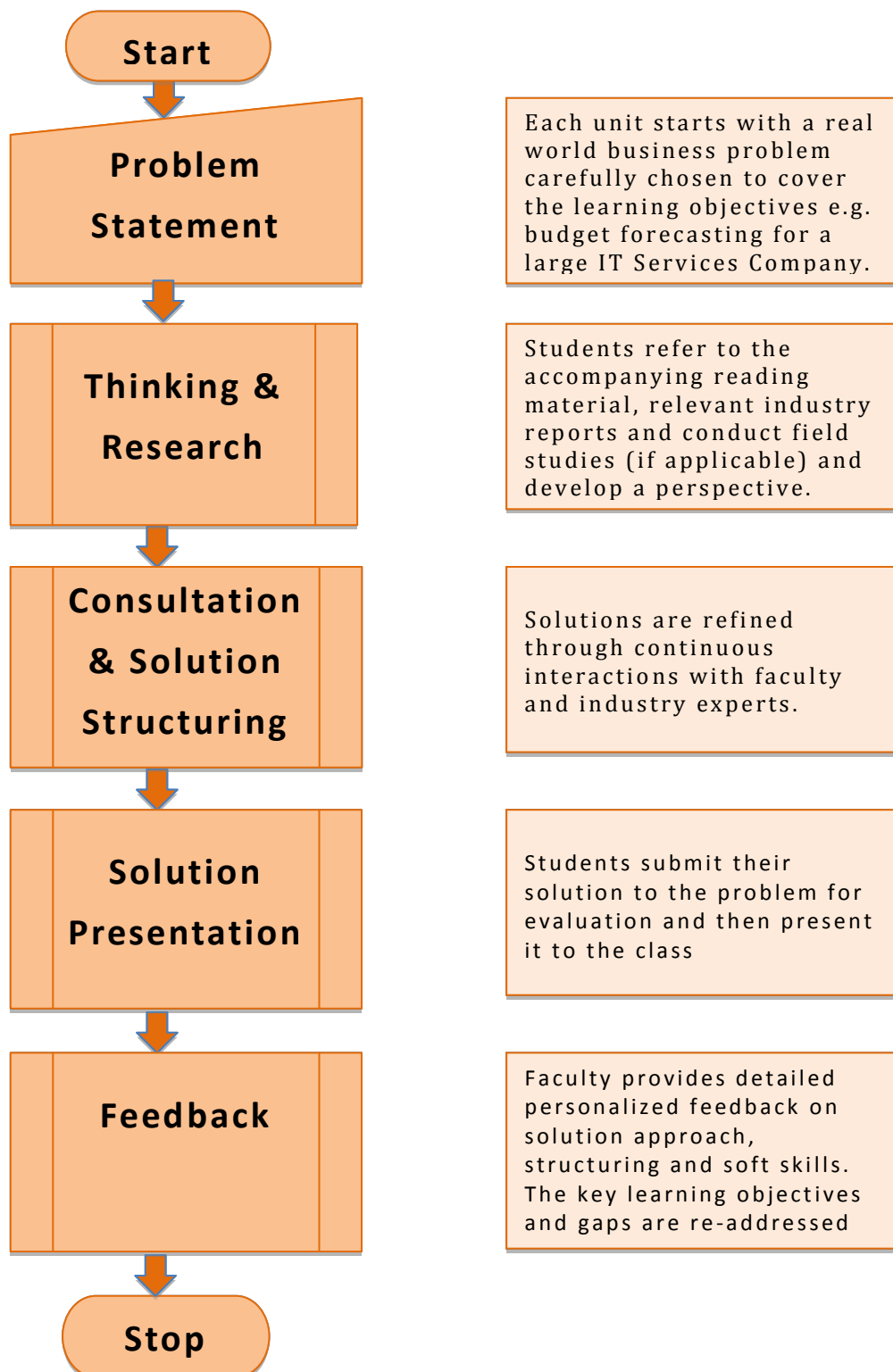


# Sunstone Pedagogy - “Being > Applying > Knowing”

Sunstone has embraced “Problem Based Learning” pedagogy, an approach in research for over 20 years and adopted at Stanford, Ohio and various other colleges. ‘Problem Based Learning’ is based on the belief that concepts can be learnt and retained well only when they are approached under the context of a real business problem as opposed to theory or short case based learning.

We take real world business problems from the technology industry to students and help them learn management concepts in the process of solving them.

A typical module flows is represented below:



# One year to challenge your thinking.

## Your path to business leadership.

The learning model relies on real world application oriented curriculum so that you can leverage it immediately. We take real world problem situations and impart management concepts in the course of solving them.

The traditional monolithic MBA program has been re-imagined to be flexible and allow participants to complete it at their own pace and according to their appetite for learning, across three levels of depth. Each level spans 4 months, and can be completed consecutively or with breaks between each level. Details of each level are as below.

### Level 1 Business Competence

- Organization Structure & Incentives
- Communications & Storyboarding
- Basic Accounting & Financial Statement Analysis
- Entrepreneurial Venture Planning
- Marketing
- Economics
- Career Foundations
- Leading Teams
- Selling Ideas
- Personal Development
- Budgeting & Planning

### Level 2 Business Proficiency

- Creating Business Value
- Growth Strategies I
- Negotiating to Win
- Entrepreneurial Strategies
- Revenue Recognition
- Working Capital Management
- Corporate Finance
- Change Management
- Product Management & Marketing
- Services Delivery Management
- Account Management/Business Development
- Digital & Content Marketing
- Data Driven Decision Making
- Career Development

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Term Project (One project based on specialization chosen)

### Level 3 Business Expertise

- Equity as a Source of Value
- Growth Strategies – II
- Business Models
- Macro Economics
- Value Chain Analysis
- Problem Solving
- Financial Market Efficiency
- Cost of Capital
- Financial Markets and Institutions
- Big Data Analytics
- Blue Ocean Strategy
- Personal Coaching

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Term Project (A capstone project that will help students apply their learning to a live business situation)

## 1) Organization Structure & Incentives

Business leaders find it impossible to always exert direct control due to the vast number of people spread out across the organization. Often they must find ways to delegate, motivate and empower teams to complete the majority of tasks. Hence the organization's structure itself serves as the most basic tool of the Chief Executive.

In this module, students uncover their organization's focus areas and strategic priorities as reflected in its structure. They learn to appreciate:

- The way each role contributes to the overall performance
- How organizations break down their goals into individual measurements and how these in turn drive behavior (positive & negative)
- Challenges and tradeoffs involved in restructuring organizations

Students develop familiarity with the organization designer's toolkit and how to interpret and understand their company's structural elements.

## 2) Communication & Storyboarding

Since time immortal, humans have absorbed information and wisdom from others by means of stories. Whether sitting around a campfire, planning a battle, or jockeying in the boardroom, stories wield the power to influence our thoughts and emotions in ways that logic and facts rarely ever can.

In this module, students explore the fundamentals of storytelling as it applies to communication in the corporate context, including:

- Having a clear objective
- Understanding & connecting with the audience
- Organizing the flow & getting to the point

Students learn to synthesize what they have to say and articulate it in the right sequence for their audience to understand.

## 3) Basic Accounting & Financial Statement Analysis

Financial numbers are the "language of business," the primary means of communicating progress and performance. Just as any writer must be familiar with the basics of vocabulary and grammar, any aspiring businessperson must gain basic proficiency in the elements, principles and assumptions of modern accounting.

In this module, students become familiar with the purposes and usage of financial statements, including:

- What the major line items represent and their significance
- Ways the three financial statements are "connected" to each other
- How to interpret and derive business insights from the financial statements

Students take their first steps toward appreciating and working with financial numbers as they apply to everyday business situations.

## 4) Entrepreneurial Venture Planning

Somehow assembling the ingredients of a successful new venture is a very ambitious undertaking even for the most seasoned businessperson. Commercial acumen, technological expertise, people skills and just plain luck play critical roles. Some people compare the likelihood of getting all the ingredients just right to the probability of spotting a unicorn.

As the Level 1 capstone module, students are expected to make use of what they have learned across various disciplines in the context of planning a new venture:

- Build a team (Org Structure & Incentives, Leading Teams)
- Identify your target customer, discover market needs & price the product or service (Marketing & Micro Economics)
- Translate raw strategy into hard financial numbers (Budgeting & Planning)
- Understand how plans are assessed and create a compelling pitch (Financial Statement Analysis, Business Communication & Selling Ideas)

Students learn to think holistically about a business opportunity to create a venture investible business plan.



### 5) Marketing

Customers form the core asset of any company. But gone are the days when buyers appear out of thin air... today's marketers find it increasingly difficult to attract new customers. Also, the competition may offer such attractive alternatives that retaining the existing customers becomes a separate problem of its own.

In this module, students learn the importance of wise marketing investments, including:

- Appreciating the lifetime value of a new customer and the cost of losing an existing customer
- Calculating the ROI of marketing campaigns based on customer acquisition cost
- Familiarity with the basic tools and techniques of the marketing professional including 4Ps, SAVE model and segmentation/targeting/positioning
- Understanding the challenges and risks inherent in the sales function

Students learn to weigh benefits vs. costs to make informed marketing and customer service related decisions.

### 6) Economics

We live in a world of scarce resources. Yet how well we utilize these resources depends on day-to-day decisions that we make. The economic concept of "supply and demand" helps us understand the decisions of ourselves and others.

In this module, students learn the basics of sound decision-making by examining choices and scarcity, including:

- Understanding the true costs and benefits by analyzing at the margin
- Learning to deal with ambiguity and uncertainty in decision making
- Considering the full implications of decisions, including their hidden "opportunity costs"
- Avoiding pitfalls such as "sunk cost," average costs, percentage costs, etc.
- Appreciating how trade creates value for both parties through the principles of "comparative advantage" and "free trade"

Students learn to take better decisions for their business, their society and themselves.

### 7) Career Foundations

MBA students often find themselves searching for clarity on career goals. But even those who feel more certain often wind up making a lot of directional shifts along the way.

This module gets students started:

- Appreciating their unique professional strengths & weaknesses from the perspective of the employer
- Exploring the universe of career options available in the marketplace

It also covers a variety of networking essentials:

- The value of networking
- Adding value to your network
- Getting started building your network
- Activating dead networks

Students assess how and where they best "fit in" to the corporate world, and step outside their comfort zone to begin the journey.

### 8) Leading Teams

Leading high performance teams poses a major challenge... everyone aspires to lead, but few have the right qualities and skill sets to do so!

In this module, students explore how to:

- Align a team
- Set goals and motivate team members
- Drive the team to find win-win solutions for clients, organization and self

Students learn how to motivate and lead high-performance teams in a constructive direction.



### 9) Selling Ideas

Often the best ideas never get heard, never get seen and therefore never get fully developed. Instead of being taken seriously, they get lost in the sea of competing ideas.

In this module, students practice the ongoing process of selling ideas within an organization, including:

- Engaging with people – listening, connecting, understanding, researching
- Building credibility, including effective use of data & visual design
- Creating situations in which others accept your idea spontaneously of their own free will

Students learn how to make good ideas stand out from the crowd and gain the top-line visibility they deserve.

### 10) Budgeting & Planning

Budgets and plans form the basis for resource allocation, performance measurement and investor guidance in many organizations. Yet managers struggle just to create them, much less to deliver on their underlying promise. On average, managers spend more than 20% of their time in budgeting and planning activities activity alone.

In this module, students learn to navigate the budgeting process skillfully including:

- Building up revenue forecasts and individual costs on a sound basis
- Incorporating company strategy and economic / industry trends into the outlook
- Manage the budgeting process as a “negotiation” and selecting the appropriate stance (conservative/aggressive)
- Ownership of budgeted nos. and the importance of meeting commitments
- How to recover from setbacks

Students learn firsthand how to create an annual budget and update it over time using quarterly plans.

## Level 2: Business Proficiency

### 1) Creating Business Value

In a desperate attempt to improve performance, today's organizations have unleashed a tsunami of lean/six sigma improvements, IT projects, HR initiatives, etc. Most new initiatives are never actually implemented, but even those that ARE often fail to create much value. Yet external and internal customers demand us to somehow demonstrate the “business value” of our activities...

In this module, students learn how to work out the business value of individual tactics and gauge their attractiveness for the organization as a whole through:

- Appreciating how changes affect operational measurements like Throughput (T), Investment (I) and Operating Expenses (OE)
- Translating these in to financial outcomes that affect Profit, ROI & Cash Flow
- Identifying the active constraint which governs overall performance, hence determining the project's impact (if any)

Students learn to search for breakthroughs that can generate disproportionate business value, and find out how to estimate the potential for the same.

### 2) Growth Strategies I

Growth is critical for businesses to create value. Considered as the primary driver of share prices, the effects of Growth go well beyond the mere financial. It energizes the whole organization and thus helps attract and retain talent. It builds reputation among customers and suppliers. If a business does not grow, it tends to get left behind.

In this module, students appreciate what growth really is and how to drive it including:

- Familiarity with the growth levers and enablers
- Understanding when to apply which lever/enabler
- How these can be implemented to usher in growth.

Students develop as “Smart Generalists” who are prepared to solve fundamental business problems with an aim to achieve growth.

### 3) Negotiating to Win

Whether pushing for a higher increment with your boss or managing the expectations of a demanding customer, negotiation is an indispensable skill in your personal and professional life. Negotiations tend to be stressful and unavoidable whenever there is more than one stakeholder involved. Left unresolved, these conflicts can become major roadblocks for effective business decision-making.

In this module, students learn to influence and resolve conflicts in a multi-stakeholders environment to:

- Uncover the priorities and interests of the opposite party
- Develop your Best Alternative to a Negotiated Agreement (BATNA)
- Create joint value to “enlarge the pie” (integrative negotiations)

Students become aware of the wide range of negotiation techniques and how these are used to work out win-win outcomes.

### 4) Entrepreneurial Strategies

How do new age entrepreneurs take decisions and achieve such spectacular success?

In this module, students come to grips with issues such as:

- Should everything be planned in advance?
- Is strategy the most important thing?
- What is pivoting... and when to pivot?

Students study real life cases as they begin to “unravel the code” of the successful growth hacker.

### 5) Revenue Recognition

Many of the historic financial scams involved direct manipulation of the top line. This should come as no surprise given it's sensitivity to subjective assumptions. Note that the performance metrics and bonuses of many decision makers rely on revenue as the most variable factor. Hence “how to account for revenue” crops up as a perennial issue at the highest levels.

In this module, students come to appreciate the subtleties of revenue recognition including:

- Alternative methods of revenue recognition
- Guiding principles of conservatism & matching
- Rationale behind the revenue recognition policies of companies

Students learn to decipher which transactions qualify as revenue and interpret the wider consequences on related parties in a company-customer transaction.

### 6) Working Capital Management

Suppliers, employees, banks, and the government alike depend upon reliable payments from corporations. Working capital is a critical measure of any company's liquidity, efficiency and ability to honor financial obligations. It also provides a unique perspective on overall financial health since it takes into account cash, inventory, accounts receivables and payable as well as other current assets & liabilities.

In this module, Students become familiar with the cash conversion cycle including:

- Inventory & Debt Management
- Payments
- Collections

Students learn the nuances of how companies maintain adequate cash flow. As the age-old saying goes: “SALES is vanity, PROFIT is sanity, but CASH is reality!”

### 7) Corporate Finance

What do capital investment decisions, ERP purchase evaluations, and bank interest rates have in common? Each hinges on the fact that money today is worth more than money tomorrow. This course builds on previous economic decision-making frameworks to take into account the time value of money.

In this module, students learn to evaluate streams of cash flows spread out over time including:

- Allocating capital using concepts of discounting
- Understanding and using common decision models like:
  - Payback Period
  - Internal Rate of Return (IRR)
  - Net Present Value (NPV)

Students learn a variety of ways to rank alternative investment options to maximize shareholder returns.

### 8) Change Management

Many changes in organizations are never fully implemented, despite elaborate efforts by management to communicate and drive new initiatives to completion. Yet Dr. Eliyahu Goldratt claims “the greatest force for improvement is resistance to change.”

In this module, students leverage the “Power of Resistance” to create Buy-in:

- Understanding & communicating the need to change
- Traversing the 6 Layers of Buy-in
- Creating an irresistible sense of urgency through first-class emergencies

Students learn how to execute high-impact changes successfully across multi-stakeholder environments.

### 9) Product Management & Marketing

It seems practically impossible to create products that are desirable for customers, feasible for engineering and at the same time profitable for shareholders. Yet Product Managers specialize in balancing the competing demands of functionality, design and economics.

In this module, students learn to envision and articulate the evolution of a product over time by:

- Identifying and understanding the target market
- Prioritizing the product feature roadmap
- Measuring progress and ensuring smooth product enhancements over time

Students come to understand what makes for ‘great’ products and how to succeed as a product manager.

### 10) Services Delivery Management

Service delivery organizations are continually expected to offer higher and higher quality at a lower and lower cost. Yet many delivery professionals seem unaware that Operations is not so much about delivering products/services but as it is a means to satisfy and delight their customers.

In this module, students learn how to become more effective and efficient service delivery managers by:

- Listening to the voice of the customer
- Driving higher efficiency through measurements, processes improvement tools and automation
- Aligning and motivating people on an ongoing basis

Students learn how to expand their career in service delivery by taking on more and more work (and delivering it with excellence).

### 11) Account Management/Business Development

The IT industry thrives on providing B2B products and services to other industries. Hence the account manager plays a crucial role in establishing, maintaining and expanding relationships with other firms. In this module, students are immersed in the world of services sales including:

- The deal closure cycle and as an opportunity progresses through the funnel
- The different priorities and skill sets of “hunters” vs. “farmers”
- Practical guidance for transitioning your career to these roles

Students assess their own readiness and suitability to take on a variety of exciting roles in account management and business development.

### 12) Digital & Content Marketing

Today’s marketer relies less on traditional big media ads and more on highly targeted online campaigns through social media, search engine advertising, email, mobile, SEO/content marketing and the like. As the rules of the game continue to change, fresh career opportunities emerge for those savvy enough to play along...

In this module, students discover ways to generate leads through various online channels by:

- Creating the right online customer experience to drive purchasing decisions
- Carefully monitoring key metrics such as CLTV (customer lifetime value) and CAC (Customer acquisition cost)
- Engaging the customer with great content and thought leadership

Students learn to generate fresh leads at a reasonable cost through effective online engagement.

### 13) Data Driven Decision Making

In the face of heightened competitive pressure, companies are on the lookout for ways to tap their vast reservoirs of data to enable better business decisions. Whether in sales & marketing, supply chain, HR, or Finance – data driven decision-making has become an integral business function.

In this module students learn how to interpret big data and improve business performance through fact-based decision-making, including:

- Awareness of the typical questions being asked in different industries
- Understand the basic problem solving approaches in analytics
- Begin to analyze data using statistical and mathematical techniques

Students explore the use of data intensive tools and techniques across a variety of industries and functions.

### 14) Term Project

A 3-4 week term project gives students a chance to demonstrate their newfound business knowledge and skills in their area of interest.

### 15) Career Development

You have targeted your next big career move... now what? General business knowledge, though necessary, is rarely sufficient to impress hiring managers.

In this module, students prepare and position themselves by:

- Targeting messaging to the recruiter’s needs and priorities
- Polishing their profiles including
  - Resume preparation
  - LinkedIn and other job portal profiles
  - Interview practice
- Developing “warm channels” through on-the-ground networking

Students are equipped with the resources, skills and feedback to make their next career move a reality.



### 1) Equity as a Source of Value

Most of us rely on “salary” as our primary compensation. Though many dream of becoming entrepreneurs, few place much importance on company ESOPs. But through the years, entrepreneurs and business people alike have created maximum value for themselves through equity.

In this course, students learn how equity can be used to create and capture value including issues like:

- Do profits/dividend constitute the value?
- Does value come from size & growth?
- How have different companies around us created value?

Students come to appreciate the extraordinary potential for value creation through equity ownership.

### 2) Growth Strategies – II

This module continues and deepens the themes from Growth Strategies – I.

### 3) Business Models

As a business matures, it’s “way of doing things” tends to become established beyond question or doubt. How it creates, delivers, and captures value is rarely questioned; hence the basic assumptions remain hidden and poorly understood.

In this module, students learn how Business Models:

- Support and enable growth
- Are modified to improve scalability
- Adapt and respond to economic, social & cultural forces

Students “take businesses apart and put them back together” to better understand what lies beneath the surface.

### 4) Macro Economics

Managers need a big picture view of what is happening in the overall economy to make sound decisions. They also need to be prepared for crisis situations that might take typical managers by surprise.

In this module, students appreciate the subtle interplay between:

- Inflation, interest rates & government monetary policy
- Commodity prices, GDP growth and corporate investment cycles
- Exchange rates and import/export activity

Students become able to interpret economic data and relate it to day-to-day corporate decisions and strategy.

### 5) Value Chain Analysis

We live in an age where competition is often more between rival supply chains, rather than just individual firms. Value chain analysis dissects all the activities that an industry performs in order to deliver a product or service from start to finish.

In this module, students study value chains as a way to:

- Interpret the strategic position of a company
- Develop a holistic view of the business
- Understand the organization’s capabilities and ability to compete in the market

Students learn to analyze the value chain of a business to derive a big-picture understanding of the overall business.

### 6) Problem Solving

Faced with a dilemma, we tend to ignore the problem, lower our expectations, attempt to please everyone, avoid taking ownership, blame others, and alternate between contradictory courses of action. This does not reduce our stress... it simply makes matters worse! Our own pattern of thinking prevents us from achieving success.

In this module, students discover a way out from this continual state of compromise:

- Articulating pain clearly through the Un-Desirable-Effect (UDE)
- Surfacing and invalidating harmful assumptions
- Refining our solutions to prevent negative side effects and overcome implementation obstacles

Students are guided through a practical, step-by-step process to achieve breakthrough solutions in their personal and professional life.

### 7) Financial Market Efficiency

It is said that a chimpanzee picking stocks out of a hat can out-perform most professional money managers. Finance theorists and practitioners alike struggled for decades to come to grips with the a counter-intuitive reality that markets tend to adjust themselves to new information faster than some of the brightest people can even respond.

In this module, students examine the degree to which financial markets are efficient including:

- Why information gets so rapidly assimilated into market values
- How efficiency is achieved through cost arbitrage
- What the Efficient Market Hypothesis actually means (including the three levels of market efficiency)

Students understand the value of sensitive information and the speed with which markets can respond to it.

### 8) Cost of Capital

When should a company issue shares to raise money, and when should it issue debt? Equity is usually considered to be more “expensive” than debt, but in bad times it can really come in handy. Debt payments are far less forgiving and failure to make payments can trigger legal action and even bankruptcy proceedings.

In this course, students learn the tradeoffs involved in financing including:

- How capital structure affects the profits and stability of the company
- Considerations against which a company may source equity or debt or some combination thereof
- Empirical methods to compute the cost of equity, the cost of debt and the amalgamated cost of capital for the company

Students master the remaining piece of the puzzle to take informed financing and investment decision.

### 9) Financial Markets and Institutions

From the outside, the world of financial markets seems daunting and a bit mysterious. But actually they are just “places” where parties come together to buy and sell securities. Marketplaces rely on market forces to determine the price of financial instruments and are usually characterized by transparent pricing and regulations to promote fair trade.

In this course, students understand:

- The role of financial institutions like banks, brokerages, investment banks, funds and exchanges
- The financial instruments like stock, bonds and derivatives
- Ways to value the various financial instruments appropriately

Students navigate through the maze of financial markets, instruments and decisions to become much more familiar with the world of finance.

### 10) Big Data Analytics

Many companies have accumulated more data than they know what to do with. As tools evolve and become more powerful, companies have become increasingly desperate to hire people with the business and technical skills to make sense out of it all.

In this module, students learn how to interpret big data and improve business performance through fact-based decision-making, including:

- Practice handling and working with large data sets
- Trying out various analytical problem solving approaches
- Analyzing data using advanced software tools like R

Students use data intensive tools and techniques to solve real-world business problems.

### 11) Blue Ocean Strategy

When an organization offers an undifferentiated product or service in a crowded market, the competition can be fierce. Pricing and volume come under pressure as closing each sale becomes more and more difficult. Some liken this situation to a “red ocean” in which sharks get so excited by the smell of blood that they begin to feed on each other.

In this simulation, students learn to create a “blue ocean,” that is, an uncontested market space where their company can capitalize on it’s unique product and still grow at the same time using:

- Strategy Canvas to map out existing markets and create new ones
- Buyer Utility Map to easily locate promising areas of innovation
- Four Actions Framework to reduce costs while increasing customer value

Students discover firsthand the effectiveness of value innovation as opposed to the more traditional competitive and retaliation-driven business strategies.

### 12) Personal Coaching

Each L3 student will receive personalized monthly coaching from a Course Director or Sr. Faculty. Sessions may revolve around career progress, personal development, connecting to the right people, etc.

### 13) Term Project

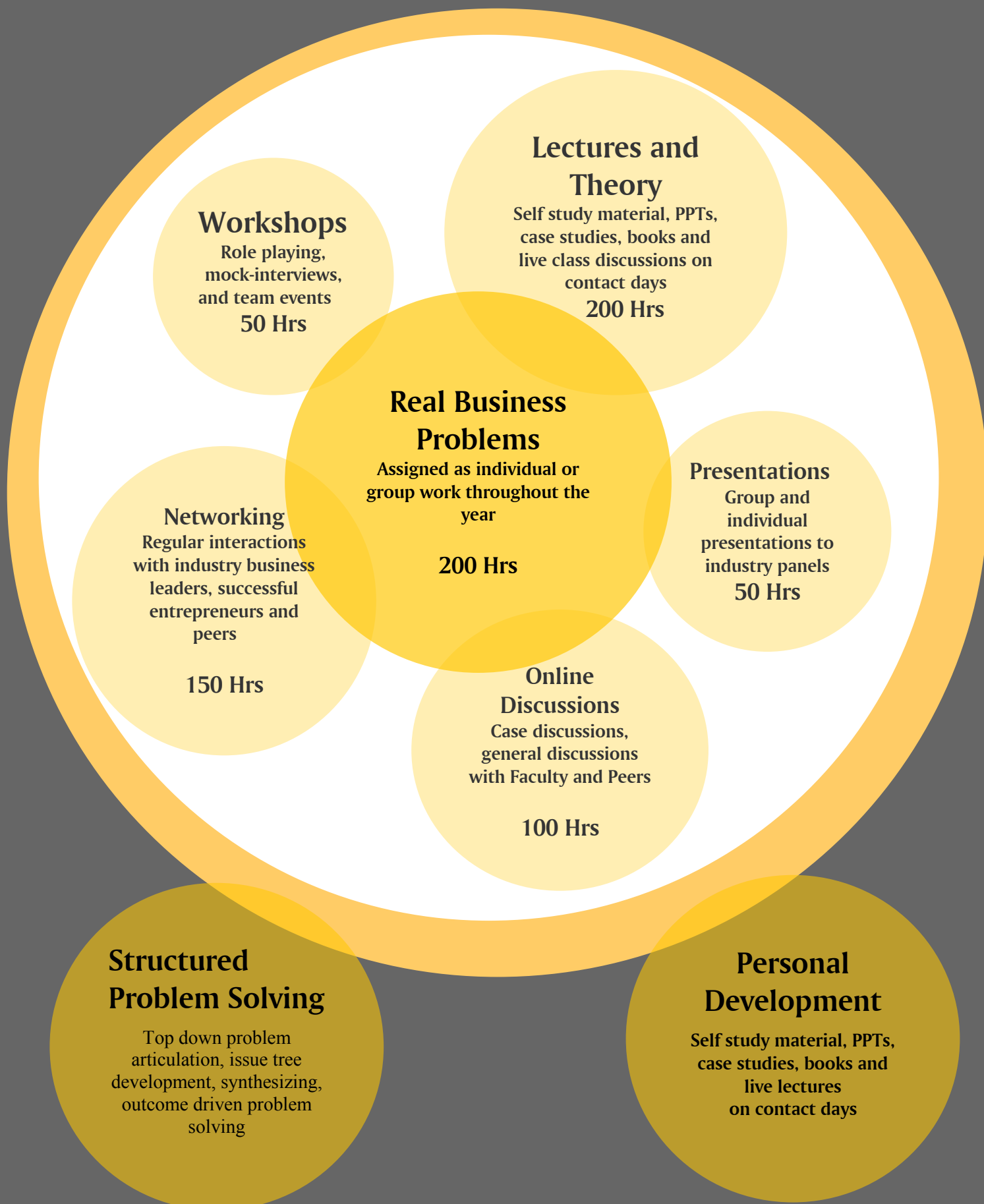
In this capstone project student apply their learning to a live business situation under the mentorship of a faculty guide. Projects typically revolve around Consulting Projects, Entrepreneurial Ventures or Capital Markets.

“The program is quite unique with its focus on real world problem solving and emphasis on soft skill development. Course directors spend considerable time with individuals for their holistic development.”

- Ankur Goel  
B.Tech, IIT Kanpur, 2002  
Head Product & Engg.  
Educomp Online



# Your 365 days with Sunstone Business School



# Industry Regulars at Sunstone



**Sanjeev Bhikchandani**  
Founder & Executive Vice Chairman  
Info Edge India



**Dilip Modi**  
Executive Vice-Chairman  
Spice Group



**Naresh Gupta**  
Managing Director  
Adobe Systems



**Alok Mittal**  
Managing Partner  
Canaan Partners India



**Sanjeev Mahajan**  
CEO  
Spice HotSpot



**Gautam Sinha**  
COO  
Times Internet



**Sanjeev Aggarwal**  
Sr. Managing Director  
Helion Venture Partners



**Sunil Singh**  
Venture Advisor  
Mayfield Fund



**George Searle**  
CEO  
ISD Media



**Sameer Maheshwari**  
Founder  
HealthKart



**Rohit Bansal**  
Co-Founder & COO  
Snapdeal



**Amit Ranjan**  
Co-Founder  
Slideshare



**Sandeep Lodha**  
Principal  
Bain & Co.



**Kirk Tang**  
Business Management  
KPMG Advisory Services



**Anupam Rastogi**  
Principal  
Nokia Growth Partners



**Manoj Rijhwani**  
Account Manager  
Google



**Rahul Batra**  
Head, Strategy and Corporate Finance  
Bharat Light and Power



**Praveen Sinha**  
Co-Founder, MD  
Jabong



**Dhiraj Rajaram**  
Founder, CEO  
Mu-Sigma



**Divij Jain**  
Associate Director  
MTS Group



### **Anshuman Misra**

Joined Bharti Softbank as Account Manager



The most important skills developed which I use in my new role are C-level readiness in communication and structured process to decision making.

### **Tushar Gupta**

Joined Times Internet as Product Manager

Sunstone challenged me at every step and made me ready to face interviews and transition into a decision making role.



### **Ankur Goel**

Joined iProf as VP, Product Management



The power of professional networking and relentless pursuit for excellence helped me get the right opportunity.

### **Mukesh Sharma**

Entrepreneur

Before the start of entrepreneurship module, I had no idea that my project work will lead to my new venture-BIGVYOR.



“The innovation in curriculum and delivery is truly disrupting management education. I firmly believe that this is the future and I am excited to be part of this paradigm shift.”

- Dr Bennett McClellan



# Program Faculty



## Dr Bennett McClellan

Dr Bennett McClellan is a business scenario strategist, change catalyst, writer and executive coach with over thirty years of experience helping leaders achieve positive change. At Sunstone, he contributes to the curriculum for courses Strategy, Organization Behaviour and Communication.

Bennett has worked for leading management consulting firms-McKinsey & Co., Arthur D. Little, Inc., and PricewaterhouseCoopers. At PwC, he served as Managing Director for the west coast's Media and Entertainment strategy practice. Bennett has published multiple papers on areas related to strategy, consulting, and branding and taught courses for UCLA Anderson School of Management in Los Angeles and Hong Kong.

He is Ph.D. in Management, an MBA from Harvard Business School and MFA from UCLA's School of Theatre, Film and Television.



## Rajul Garg

Rajul brings his passion towards entrepreneurship and business-building to various aspects of Sunstone curriculum. His real life, ground-up approach reflects deeply in all of Sunstone method of learning.

Previously, Rajul co-founded GlobalLogic, sold for \$420M in 2013 to Apax partners in the largest deal of the year in India. Rajul built the operation ground up in India and then expanded through global acquisitions, until 2008. Rajul then consulted with top tier venture capital firms such as Sequoia Capital and Aavishkaar, where he got exposed to the education sector. Earlier, right out of college, Rajul founded Pine Labs, a leader in the Indian market in credit card transactions.

Rajul serves on several Boards, including publicly traded S Mobility, a leader in digital mobility. He is an active mentor to several startups, a sought after angel investor and a participant in several industry bodies such as TiE, NASSCOM, IIT Mentors and others.

Rajul is Computer Science Graduate from IIT Delhi.



## Tapan Rayaguru

Tapan has spent over 20 years in the IT and Analytics industry and most recently was a Sr VP with Mu Sigma, the leaders in Decision Sciences. He has been responsible for client engagement, managed P&L, headed delivery for a 2000+ team in the IT products & services world.

At Sunstone, he is responsible designing and delivering courses in Account Management, Business Analytics, B2B Sales areas.

Tapan is an alumnus of IIT Kharagpur and IIM Calcutta.



## Joseph A. Hopper

Joseph serves as Director – India at the [Theory of Constraints Institute](#) and is associated with Goldratt India as a consultant. Joseph was formerly Director ASA at the Indian School of Business, Hyderabad. He created the Experiential Learning Programme (ELP), which eventually became the most popular elective course.

He also managed the Wharton Global Consulting Practicum and expanded the International Exchange Programme to include new partners such as Schulich, Wharton, Tsinghua, Darden, IESE, Tuck, Thunderbird, IE, NUS, Melbourne Business School, Rotman, Queen's, Fuqua, and many others.

Joseph holds an M.B.A. in Entrepreneurship & Finance from ISB (Dean's List) & a B.A. in International Business from King College (USA).



## David Wittenberg

David's areas of professional interest are innovation, strategy, marketing and management. He heads The Innovation Workgroup, bringing world-class innovation to leading Indian firms and multinationals. David takes classes and delivers short programs to students at some of India's top business schools.

Based on his experiences with institutes and students, he launched a second venture, University 4.0, to transform higher education in India by teaching professors how to implement student-centred learning.

While earning his MBA (honours) at Thunderbird School of Global Management, David was privileged to attend the renowned leadership class taught by Dr. Caren Siehl, who previously taught at Stanford.

# Program Faculty



## Aniket Khera

Aniket owns creation and delivery of the course Financial Analysis in Decision Making. The course content covers basic to intermediate finance including concepts like capital asset pricing, efficient markets and behavioral finance.

Aniket is passionate about capital markets and is currently fund manager at Wegmans Financial Services. His philosophy of investment revolves around value investing in equity markets, event arbitrage, and behavioral finance.

Aniket is a graduate from IIT Delhi and an MBA, Marketing and Finance from The University of Texas, Dallas.



## Saurabh Agarwal

Saurabh's passion lies in solving business problems pertaining to growth and profitability. He is responsible for curriculum design and delivery for the courses Economics, Marketing and Strategy.

He has diverse experience in strategy consulting, marketing and financial services sectors.

He has worked for McKinsey & Company, A.T. Kearney and GE Capital. Saurabh has also served leading corporates (in Consumer Durables, Apparel, Building Materials & Financial Services) and UAE government (Ministry of Finance, Ministry of Economy).

Saurabh is an MBA from INSEAD.



## Megha Khatri

Megha has keen interest in marketing and analytics. She has worked with ZS Associates, a global leader in sales and marketing consulting. Megha has 7 years of experience in market research. She has also worked with Gerson

Lehrman Group to help set up India operations and managed large teams to deliver projects.

At Sunstone, Megha actively participates in designing courses for professional development, and data driven marketing.

Megha holds an MBA from ISB (Indian School of Business), Hyderabad, and BTech from Indian Institute of Technology, Delhi.



## Mrityunjay Kumar

Mrityunjay's interests lie in career management for working professionals, individually as well as within organizations. At Sunstone, he is responsible for designing and delivering Agile Career Management module. He also works with students all year-long to provide career coaching and guidance as well as help in placements.

Mrityunjay has diverse experience in engineering, marketing (product management) and senior management roles in product companies. He has worked for Microsoft Corporation, SumTotal Systems and many startups in the field of high-speed networking and telecommunications, e-learning and e-commerce.

He is a graduate from IIT Delhi (Masters in Mathematics and Computing) and also a graduate from Foster School of Business, University of Washington (1 year Executive Development Program).



## Dinesh Singh

Dinesh's areas of interests are product positioning, go-to-market, consumer segmentation, and microeconomics. He contributes to specific problems in courses Marketing Decision Making & Product Management and Strategy.

Dinesh has spent significant time in sales and go-to-market strategies with start-ups. He was also a strategy consultant with McKinsey & Co. where he worked with Fortune 500 companies.

Dinesh is a 2000 graduate from IIT Kanpur and MBA from Cornell University.



## Devendra Mangani

Devendra is working in curriculum development and delivery of finance courses at Sunstone. His interests include valuation, corporate finance and economics. He actively follows value investing and has written articles on this topic.

He has worked in global strategy team at RBC capital markets in Canada. At RBC, he has worked on internal strategy projects for investment banking operations. Prior to RBC, he has managed product lines for global manufacturing organizations in India.

He is a graduate from IIT Bombay and holds an MBA, Strategy and Finance from Queen's School of Business, Canada.

A portrait of a man with dark, wavy hair, wearing a dark suit, white shirt, and a blue patterned tie. He is looking directly at the camera with a slight smile. The background is blurred, showing some greenery and a building.

“The learning is  
intense just like  
Entrepreneurship”

-Aditya Chaturvedi  
B.Tech, HBTI Kanpur, 2001  
Entrepreneur



# Program Advisory Board



## **Sunil Singh – General Management Professional, Entrepreneur and Investor**

Sunil has over 25 years of international experience in general management, Strategy, and operations. Sunil Singh is a Venture Advisor for Mayfield India. In addition, he is currently GlobalLogic's Chief of Asia Pacific, where he is responsible for managing operations and guiding company's overall business strategy in the Asia Pacific region.

With over 17 years experience managing high-tech product companies, Singh has played a major role in the enterprise software and consumer internet spaces. Singh served as CEO of Informance International, where he led the Company to a successful exit in a private equity transaction. His entrepreneurial career includes Founder of Mokume (acquired by Versant) and Visionworks (acquired by Xansa). He also led UCCNet, a demand-supply synchronization platform, acquired by CommerceOne.

Sunil has also played an active and strategic role in a bevy of new technology start-ups through Citadel Ventures, his venture investment fund. Singh's most recent ventures include Bunchball (a gaming platform), Kaboodle (a social shopping website), Movoto (internet real estate web site), Egnyte (a cloud-based file server) & several India investments (e.g., Crazy Noodles). Sunil obtained his Ph.D. from Cornell University and his B.Tech from IIT, Kanpur. He has held faculty positions at several distinguished Universities including Dartmouth and RPI.



## **Gautam Sinha – Group COO / Director, Indiatimes and Times Business Solution Limited**

Gautam has over 24 years of rich experience in technology innovation and execution which includes a wealth of startup and industry expertise. He is a global executive with rich international experience. He joined TimesGroup in 2007 and is currently Director and Group CTO.

In his capacity, he leads and drives the technology strategy, vision and execution for all the internet and telecommunication properties of the group including timesofindia.com, economicstimes.com, indiatimes.com, timesjobs.com, magicbricks.com, simplymarry.com, Indiatimes Shopping, Indiatimes email speakingtree.in, gaana.com, timescity.com, idiva.com, ipl.indiatimes.com, mobile applications and is responsible for driving innovation across the entire value chain.

Most recently, Mr. Sinha was the COO/CTO of CashEdge Inc, where he worked since 2001 building and leading the company from startup to profitability. Prior to CashEdge, he held senior management positions at Sevant, Aspect Communications, Neural Applications Corporation, and at the Ministry of Defense in India (DRDO).

Mr. Sinha has been awarded US patents for his work done in telecommunication and financial services. He holds a MS in Computer Science from the University of Iowa (USA) and a BS in Computer Science from BIT Mesra.



## **Sandeep Lodha – Executive Director, The Walt Disney Company**

Sandeep is a Senior Manager at Bain & Co in the New Delhi office where he advises clients in Technology & Telecom, consumer Products and Private Equity focused around India Market Entry, Business Strategy, Performance Improvement and Due Diligence. He has also worked at Bain's Boston and Sydney offices.

In his last role as Principal at New Delhi office, his responsibilities included advising clients in Technology & Telecom, Consumer Products and Private Equity focused around India Market Entry, Business Strategy, Performance Improvement and Due Diligence.

Prior to Bain, he worked at Intel Capital where he looked at Wimax investments in India, and at Riverstone Networks, where he lead new product development and helped set up Riverstone's India operations.

Sandeep is a graduate from IIT Delhi, MS from University of Cincinnati and MBA from The Wharton School at the University of Pennsylvania.



## **Vishwas Mahajan – Co-founder and ex-CEO, Compulink, President, Charter Member TiE Pune**

At Compulink, Vishwas conceptualized, grew, funded, attracted VCs and took the company public. Set up product delivery process, set up high performance sales and support team for innovative software products that 'Orchestrate Performance'. Merged the company with another larger one – Glodyne and completed full cycle.

Highly networked and effective communicator, Vishwas has been a facilitator of Leadership in Organizations. In continuation of his passion for entrepreneurship, he has taken up the role of President of Pune Chapter of TiE (The Indus Entrepreneurs) – a global notfor-profit organisation that fosters entrepreneurship.

Vishwas is an MBA from Symbiosis Institute of Business Management.





### **Nishant Pandey – Senior VP, Product Management & Development, Naukri.com**

Nishant Pandey has multiple years of experience in Internet Product Management. He is currently Senior VP, Product Management & Development at Naukri.com. His role requires working with Technology, Marketing, Design, Sales and Analytics to create superior products for consumers, improve user-engagement and positively impact the bottom line.

Nishant's main areas of interest are Search Algorithms, Document Matching and Consumer Behavior. Before working in Naukri.com, he worked for Schlumberger Oilfield Services for 8 years in the US, Australia and India.

Nishant has done his B.Tech in Chemical Engineering from IIT Delhi and PGP from the Indian School of Business.



### **Sameer Maheshwari – President and Founder, HealthKart**

Sameer is the President and Founder of HealthKart, India's premier e-health store. Prior to founding HealthKart in 2009, Sameer worked at UBS investment bank in San Francisco for 2 years, where he provided M&A and capital markets advice to internet and software companies.

Before investment banking, Sameer worked for eight years developing and selling information technology solutions. He managed technology consulting projects for Fortune 500 clients while working at Deloitte Consulting for three years and subsequently sold enterprise reporting software at MicroStrategy for five years.

Sameer holds a Bachelor of Technology from IIT Delhi and is MBA from Harvard Business School.



### **Subinder Khurana - Entrepreneur & Investor**

Subinder is currently working on a new venture, after a track record of two strategic exits. He started marketRx India, and helped grow it to one of the largest analytics service providers in the world, before it was acquired by Cognizant in a \$135MM transaction in 2007. He served as VP at Cognizant for 4 years.

Prior to marketRx, he was managing investments for India's first early stage fund – Infinity, a 2000 vintage fund which returned a 100% return to investors and created companies like IndiaBulls, India Games and Avendus. he was also the founder and CTO of EZPower systems, a Philadelphia based software-products company.

Subinder has a B.Tech from IIT, Delhi and an MBA (Finance) from Tulane University.



### **Aseem Dokania – Senior Product Manager at Amazon**

Aseem has extensive experience in Analytics, Internet, Mobile, Social and Gaming industry; managing and creating new products, solutions and revenue streams. He has a proven track record of building new products and teams to leverage emerging business opportunities.

Aseem is currently Senior Product Manager at Amazon. Prior to this, he has held leadership positions at Playup, ibibo.com, Adobe and Microsoft.

Aseem is a graduate from IIT Delhi, and MBA from IIM Calcutta.



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**“.... this program will change your thought process of doing things and will force you to achieve more by enhancing your skills.”**

**Abhinay Mohan**

**M.Tech, IIT Roorkee 2003**

**Assistant Consultant, TCS**

**[www.linkedin.com/in/abhinay](http://www.linkedin.com/in/abhinay)**

**“Fresh, clear & effective approach.”**

**Pankaj Yadav**

**B.Tech, IT BHU 2005**

**Computer Scientist, Adobe Systems**

**[www.linkedin.com/in/getpankajyadav](http://www.linkedin.com/in/getpankajyadav)**



**“Fast paced program which doesn't let you procrastinate. The journey is so eventful that you enjoy every second of it.”**

**Sahil Aggarwal**

**B.Tech, Kurukshetra University 2002**

**Subject Matter Expert, TCS**

**[www.linkedin.com/pub/sahil-aggarwal/2/84/226](http://www.linkedin.com/pub/sahil-aggarwal/2/84/226)**





**“The program is one of its kind with intensive focus on industry needs.”**

**Manish Gupta**

B.Tech & M.Tech, IIT Delhi 2001

VP Digital Services, Spice Digital

<http://in.linkedin.com/in/manish1>

**“I wish I had found such a program a bit early in my career ...”**

**Ashutosh Agarwal**

B.Tech, IIT Roorkee, 2000

Entrepreneur

<http://in.linkedin.com/in/agarwalashutosh>



**“The real world problem solving approach of PGPM not only challenges you to seek information from the real people and explore the real world but also generates great fun and passion....”**

**Pankaj Garg**

B.Tech, IIT Kanpur 2003

Team Lead , Pine Labs

<http://in.linkedin.com/in/pankajgarg80>

## We are pan India and 3 International locations!

### Application Process

The process of admission for the next batch has started. Please e-mail [admissions@sunstone.in](mailto:admissions@sunstone.in) for more information. Admission process will include following:

- Step 1: Fill the application form available here, to schedule your interview for admission
- Step 2: Receive a business case from admissions to prepare before coming for interview
- Step 3: Interaction with the interview panel
- Step 4: Receive the invitation to join the program
- Step 5: Fill in the registration form and deposit fees

### Eligibility Criteria

- Track record of high performance in academia and in work
- Minimum of 3 years of work experience after graduation in technology and related areas
- Innate curiosity to learn about business and ability to apply themselves to complex problems
- Serious intent towards the rigor of the program, ability to multi-task and put efforts for the program on a consistent basis

### Experience Sunstone

We encourage you to join us during any of our contact days held usually on Saturdays and experience the Sunstone class first-hand. You can also join us at one of many workshops/ events organized in Delhi/NCR, Pune and Bangalore. To schedule a class visit or attend a workshop/event please write to [contactus@sunstone.in](mailto:contactus@sunstone.in) to receive an invitation.



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# Frequently asked questions

When will the next batch start & how can I apply for it?  
We graduate two batches in a year (Starting in Spring and Fall). We have a rolling admissions process and you can send an e-mail to [admissions@sunstone.in](mailto:admissions@sunstone.in) for further information.

What are the eligibility criteria for PGPM?  
We are looking for high caliber working professionals in technology and related industries.

Who has designed the curriculum?  
The basis of our program is learning by problem solving. We take real world problem situations and impart management concepts in the course of solving them. Our program is designed and monitored by the Program Advisory Board that comprises of senior Industry professionals.

How is the program delivered?  
Our Pedagogy is based in real business like problems. Theory is delivered using a combination of self study materials such as PPTs, eBooks and video lectures. Assignments, Project work, Team Workshops and Networking Events are other parts of the Curriculum.

What happens if I need to pause/stop after completing a certain level and unable to do rest of the levels of the program?  
It is allowed to pause or stop after completing a certain Level, Level 1 for example. The candidate in this case will be given a Level 1 certificate. Alumni status is only available to candidates who complete at least Level 2

Where is the contact program conducted?  
It's conducted at leading hotels in NCR, Pune and Bangalore located conveniently for our participants.

What if my workload is very high?  
The program requires about 750 hours of commitment for a year. It does provide for flexibility if your workload is intermittently high and you can cover up during other times by dropping selective part of curriculum. However, if on an average you are unable to dedicate the required time then this is not the right program for you!

Does this program require me to leave my current job?  
No. This program does not require you to leave your job. However, it is a rigorous program and would require 12-15 Hours of involvement every week.

Why does this program require significant work experience?  
Our curriculum is designed to prepare students for key business roles in top global companies. It requires significant experience to be able to derive maximum benefit from the curriculum. Also, since our methodology is problem based learning, students are required to have sufficient experience to be able to relate to these problems

How many hours of commitment will be required to complete the program?  
Our program is designed for 12 months and 750 hours of learning. There will be 15-18 days of contact program, mostly during weekends. The rigor of the program will require a sincere effort from candidates to get the best results.

Who are you affiliated with?  
This is an autonomous program and hence lets us have flexibility in trend setting curriculum design keeping Industry acceptance as our key goal.

What if I have to travel out during the program?  
The program allows flexibility of 2-3 weeks if you travel out even though you may miss a specific contact program. However, in case of long term travel, students can drop the term and join with next

I want to be an entrepreneur, will this program help?  
We as a school feel passionately about developing a spirit of entrepreneurship. We have a dedicated module on entrepreneurship and successful entrepreneurs form an important part of our school organization. Senior jobs in start-ups are also an important part of our placement focus.

What location is the program offered at?  
You can attend the program from any location in the world. Currently we have students from pan India and three international locations.



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## What Next?

### Find More Online

The Sunstone website <http://www.sunstone.in> has a great deal of information about the Sunstone PGPM program, the faculty and school's advisory board. In addition you can also follow:

- Sunstone Business Review at <http://sbr.sunstone.in> and learn more about business of technology.
- Free Online Courses - India's First MOOC in Management at <http://opencourses.sunstone.in>

### Visit/Contact Us

We would be delighted to meet you at our offices.

Please note that our offices are closed on public holidays and Sunday and Monday of every week. Please feel free to write to [contactus@sunstone.in](mailto:contactus@sunstone.in)

For Admission Queries, Call: +91 9717898231 or Email: [contactus@sunstone.in](mailto:contactus@sunstone.in)

### Stay Tuned



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