Learn from TAPMI and Mu Sigma

L.E.A.D.
THE FUTURE-
Batch 5

WHAT is
L.E.A.D?

L.E.A.D. (Leadership through Analytics and Decision Sciences) is an 11-month post-graduate certificate program delivered by **TAPMI Business School in association with Mu Sigma**
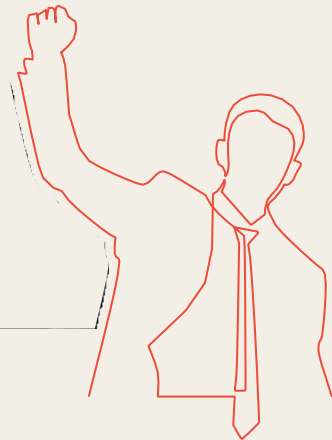
The objective of the program is to create next-generational decision science leaders who can transform Fortune 500 companies through innovative problem-solving

The program comprises of a holistic delivery of foundational theory, interactive workshops, classroom learning, real-life problem-solving and experiential courses to reinforce theoretical learnings, thus ensuring true impact and application of concepts

Graduates successfully completing the program after meeting the pre-defined graduation criterion will be **offered a full-time job at Mu Sigma**

MESSAGE from
Director, TAPMI

T.A. Pai Management Institute (TAPMI) and Mu Sigma are delighted to bring one of the most exciting programs in the area of analytics and decision sciences. TAPMI's mission is to excel in postgraduate management education, research, and practice.

Mu Sigma has a singular purpose - to install in large enterprises, a fundamentally new approach to decision-making, called the new Art of Problem-Solving. The intent of this high-quality program is to create exceptional leaders in the digital age. TAPMI is a young B-School and the first AICTE approved B-School to have received the coveted AACSB global accreditation. TAPMI has recently been awarded the second coveted global accreditation - Association of MBAs (AMBA). Executive Education Program is a central part of our activities and a key component of our mission statement. We are fully aware that today's business landscape demands a much different approach to developing managers and leaders. Leaders must be able to respond to intense competitive pressure, adapt to rapidly changing market conditions, satisfy customer demands at increasingly granular levels, and be consistently innovative. A number of forces are driving these new competitive pressures, including globalization, the continued expansion of the knowledge economy, and increased demand for good corporate citizenship. TAPMI's collaboration with Mu Sigma to offer this program is in keeping with its commitment towards the emerging areas in business, and with our recognition that "data" is at the center of the ongoing industrial revolution and that Artificial Intelligence will be the backbone of the new world.

I believe that a collaborative effort between top-class faculty of TAPMI and participants will create a magnificent learning experience for everyone.

I am delighted to introduce this exciting joint program with Mu Sigma and look forward to hosting you at our beautiful 44-acre campus in Manipal.

Prof. Madhu Veeraraghavan
Director, TAPMI

MESSAGE from
Founder, CEO & Chairman, Mu Sigma

The rapidly changing, complex business landscape has created the need to re-learn and re-dream leadership. At Mu Sigma, this is about being an Apprentice Leader, where Apprentice means having to learn, and Leading means having to teach. Over the past 17 years, we have demonstrated that leadership can be architected, and young leaders can be groomed.

According to us, an Apprentice Leader has the curiosity to learn, the ability to connect the dots and map interactions, the ability to engage, and finally, the ability to never give up which is grit. All of this however, needs to be seen and implemented through the lens of decision sciences. If you can do that, you will be able to effectively shape, sell, and serve the future you desire. This iterative process of shaping, selling, and serving must be accompanied by a long-term perspective – one with a purpose, a passion for your work, and the mindset of creating a profitable ecosystem. Purpose, passion, and profit interacting with each other create pride.

To architect the next generation of leaders, we have designed a first of its kind training and employment program in collaboration with TAPMI. The L.E.A.D program will create a powerful breed of decision scientists who can think across disciplines to innovate at the intersection of Math, Business, Technology, Behavioural Science, and Design Thinking.

If you are as excited as I am by the opportunities and challenges the future holds for us, and if you want to learn how the word 'leader' can apply to you, I invite you to undertake this journey with us.

Dhiraj Rajaram
Founder, CEO & Chairman, Mu Sigma

Leadership through Analytics and Decision Sciences

ABOUT
Mu Sigma

- **World's largest pure-play Big Data Analytics & Decision Support company**

- Catalysts for making big data, machine learning, artificial intelligence, and decisions sciences real for Fortune 500 companies since 2004

- More than 140 Fortune 500 customers (many Fortune 100) in US, Europe, Australia; across 15+ industry/vertical spaces and 10+ horizontals

- Catalysts for organizational transformation using a fundamentally new approach - the new Art of Problem Solving (AoPS™)

- Interactive Ecosystem – People, Processes and Platforms; Best-in-class services in data engineering, data science, and decision sciences support

- Part design studio, part research lab, and part data factory bringing it together as a whole – Mu Sigma works at the intersections of Math, Business, and Technology

ABOUT
TAPMI

- One of the **top Management Institutes in India**

- A rich, 36-year history of excellence in teaching, research, and training

- Programs are known for their rigor and relevance, enabling the graduates to solve complex business problems

- Among the only five Indian institutions that have two globally coveted accreditations: AACSB and AMBA

- Students at TAPMI have the power of experiential-learning bolstered with state-of-the-art laboratories and infrastructure

NEED for
L.E.A.D. Program

The Post Graduate Certificate program in Leadership through Analytics and Decision Sciences (L.E.A.D.), jointly developed by TAPMI and Mu Sigma, envisions the creation of global leaders in the world of decision sciences and analytics who can create value for Fortune 500 customers.

The vision is borne out of 5 key needs:

A new breed of Leadership that can lead at a young age by taking risks, displaying entrepreneurship mettle, and a constantly learning mindset

New Organizational culture that thrives on change, encourages emergent behavior, and operates as a network of teams

New Learning modes that simulate real-world experiences in the context of solving business problems and upskill a student's mindset in addition to skillset and toolset

New Problem-Solving approaches that use first-principles thinking, apply a cross-industry/functional lens and innovate through experimentation
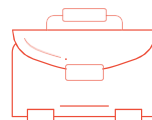
New Talent to fulfill the growing demand for analytics -it's not just that there are many careers in analytics, but that every career needs one to be analytics-enabled

PROGRAM
Introduction & Highlights

Designed by TAPMI in association with Mu Sigma to create a new breed of leaders and problem-solvers

The eleven-month long program has an optimal mix of classroom sessions, experiential-learning components and real-world problem solving through apprenticeship with leading experts in data and decision science

Students successfully graduating from the program after meeting the pre-defined cut-off criterion will be eligible for a job offer from Mu Sigma

Three phases of learning: Induction at Mu Sigma (Bangalore), Management and Leadership at TAPMI (Manipal), and Experiential and Real-World Training at Mu Sigma (Bangalore)

The program comprises of a holistic delivery of foundational theory, interactive workshops, classroom learning, real-life problem-solving and experiential courses to reinforce theoretical learnings, thus ensuring true impact and application of concepts

Opportunity to collaborate with Mu Sigma leadership and gain a holistic understanding of the entrepreneur mindset required to build an organization ground-up into a profitable unicorn

CAREER
Progression

- Graduates successfully completing the program after meeting the pre-defined graduation criterion will be provided the job-offer of a Trainee **Apprentice Leader** in Mu Sigma

- Mu Sigma operates as a positively flat organization, with Apprentice Leader (AL) being the unified designation across the company once an employee gets appraised into the role

  > **'Apprentice'** because the journey of learning never stops and no matter what role you play, you're always learning
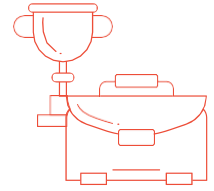
  > **'Leader'** because Mu Sigma does not believe in managers and administrators – we believe in leaders who can take control, lack any ego, get their hands dirty, and do what it takes to succeed

- ALs are entrusted with the responsibility of being Mu Sigma leaders in every sense of the word – **they are given full ownership of business and revenue goals with Fortune 500 customers**, they solve some of the most innovative and challenging problems for customers, and they work with the CEO and senior leadership to solve high-impact problems for the growth of Mu Sigma

- ALs are expected to exhibit a mindset of high-curiosity and constant-learning, create positive and effective engagement channels with peers, force data-driven decisions by providing fascinating insights, and display a high mettle of grit and perseverance – ALs with said qualities have gone on to create some of the most successful stories of the company and closely influence the growth trajectory of MuSigma

- The minimum starting compensation for a Trainee AL will be a cost-to-company of Rs. 8,00,000 plus performance-based pay.*

  *Subject to review depending on business performance
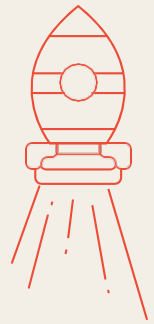
CAREER GROWTH
& Trajectory as an AL

Apprentice Leaders form the leadership and decision-making layer of the company, and are entrusted with revenue and business goals. Mu Sigma believes in maximizing every leader, and while they continue to lead Fortune 500 customer engagements and realize revenue growth, ALs personally align themselves to a breed of leadership and are mentored towards becoming a potential CXO in said leadership style

- **Display high operational and organizational strategy strength to grow into a potential COO (Chief Operations Officer)** – The ideal career trajectory for ALs who are left-brain dominant, can set-up and design large teams for success through high operational efficiency, display rigor, attention to detail, possess a flawless commitment to timelines, are extremely reliable, and possess the ability to quickly fix obstacles and ensure progress towards goals.

- **Shape, sell, and serve solutions to grow into a potential CSO (Chief Sales Officer)** – The preferred career trajectory for ALs who have a strong sales-mindset, display high empathy towards business and customers, have an artistic right-brain to quickly extract latent demand from customers and shape   the right value proposition in return, and have the commitment to oversee a full sales cycle from demand generation and intent to interest and revenue realization

- **Envision and integrate technology to realize sustainable innovation and grow into a CTO (Chief Technology Officer)** – Technology is often misinterpreted or equated to having a depth and knowledge of technology – instead, to realize business success, technology must be interpreted as the technique of executing a program in the most innovative and sustainable fashion using the right technology pillar. This is the ideal career path for ALs who are able to integrate technology into everyday processes and solutions and can envision long-term and large-scale innovation using the right tech – ALs who show that "the world is not separated into tech and non-tech jobs, and that instead every job can be tech-enhanced" will be mentored for growth into potential CTOs.

ADMISSION
Process

Application Process and Fee

- Interested students need to apply for this program via the link provided on the websites of Mu Sigma and TAPMI-CEL (Center for Executive Learning). The details of the application process are as follows

- The application window begins on the 28th of April 2021

- There is no application fee for applying to this program

- The last date for applying is 15th of July 2021

- Selection interviews will happen over May to the end of July, 2021

Entrance Exam Cut-off and Work Experience Cut-off

- Graduate degree with not less than 50% marks in their 10th, 12th and undergrad

- Work Experience: Minimum 1 year, Maximum 4 years

Candidature for interview

- TAPMI and Mu Sigma will consider the candidate based on academic profile, work experience, extra-curricular achievements, problem-solving ability, content & creativity, communication, self-management, and leadership skills.

Selection Process

Admissions will be conducted jointly by Mu Sigma and TAPMI.

The admission process will consist of the below: (not necessarily in the same order)

- To test Individual Business Problem–Solving Ability, candidates will have to:

  1. Pick a suggested real-world problem of their own choice, present a solution for it in under 4 mins and upload the video of them presenting the solution. TAPMI and Mu Sigma will evaluate the candidates on difficulty and relevance of the chosen problem, creativity, simplicity, and practicality of solution, and presentation skills.

  2. Pick a suggested topic where the candidate needs to summarize the essence of an idea/talk and present a solution for it in under 4 mins and upload the video of them presenting their understanding on the topic. TAPMI and Mu Sigma will evaluate the candidates on articulation and presentation skills.

- **Written Ability Test (WAT)** : WAT will be conducted to evaluate the written capabilities of prospective candidates – it aims to evaluate Articulation, Synthesis, Communication, and Technical (Grammar and Spellings) writing skills of the applicant.

- **Personal Interview (PI)**: PIs will be conducted to understand the applicant's aptitude towards management education. TAPMI and Mu Sigma will evaluate the applicant's ability in terms of Communication, Self-Management and Leadership. It would also comprise of questions that would assess the preparation, intent and alignment of the candidate towards the course.

- **Collaborative Problem-Solving Ability:** The candidates will go through a Group Activity where they will be given a real-world business problem to solve as a group –they will be evaluated on their Problem-Solving ability, Critical thinking, and decision-making skills as well as Leadership and Self-Management.

- The **final selection** of the candidate will be based on a weighted average score. The focus of the program is to create leaders in problem-solving and decision sciences, and as such, candidates who display a high onus on problem-solving, exhibit a hyper-curious mindset, and have a strong appetite for learning will be selected.

PROGRAM
Structure

PHASE 1 **Induction Module 1 month by Mu Sigma**	PHASE 2 **Management & Leadership Module 6 months by TAPMI**	PHASE 3 **Experiential & Real-World Training Module 4 months by Mu Sigma**
• Company Orientation on the new Art of Problem Solving (AoPS) • Foundation Courses by Mu Sigma Trainers and TAPMI Faculty	• Classroom Sessions on foundations of management, industry strategy, statistical and math theory, visualization, digitalization, databases, design thinking, communication, and behavioral sciences • Workshops & Hackathons by Mu Sigma at TAPMI	• Live Projects at Mu Sigma on multiple industry verticals/ horizontals such as BFSI (Banking, Financial Services and Insurance), Customer Experience, Digital Strategy, Supply Chain, Deep domain problems such as Product Launch and Fraud Detection and next-gen innovation projects like Artificial Intelligence, Machine Learning, Robotics, Virtual Reality • Apprenticing to truly understand their potential role at Mu Sigma

FEE
Details

The fee for the program is Rs. 6,00,000 plus GST.

TUITION
The program fee covers the cost of tuition at TAPMI & Mu Sigma

ACCOMMODATION
The program fee covers accommodation at Manipal
(for TAPMI) and at Bangalore (for Mu Sigma)

FOOD
At TAPMI, Manipal - Participants are expected to bear food-related
expenses at Manipal, the minimum cost of which would be around
Rs.4000/month for three meals. There are a variety of meal options at the
student center of TAPMI.

At Mu Sigma, Bangalore, food options for students would be in line with those
offered to all employees.

TRAVEL
The cost of travel from Bangalore to Manipal and back during the various
course modules must be borne by the course participants