

IV SEMESTER

Contemporary Management Practices (CMP)

C4 Public Governance

MODULE 1 (Fifteen Session)

Business and Government

- The role of Government in the Market economy.
- Markets, State & Society: Role of interest Groups.

MOODLE 2 (Fifteen Sessions)

Government and MNC Interaction & Interfaces in the Borderless Word.

MODULE 3 (Ten Sessions)

Government & Society: Social Discourses, Public Policies, Public Affairs and Public Issues Analysis.

MODULE 4 (Ten Sessions)

Towards Good Governance

- Improving the Managerial Performance of the Government for Delivery of Services & Welfare.
- Management in Government.

MODULE 5 (Ten Sessions)

A Comparative analysis of Good Governance: Practices Across the Globe

C5 Change Management

MODULE 1 (Fifteen Sessions)

Macro level Changes: Global Trends in Politics, Society, Gender, Technological, Economic & Cultural.

MODULE 2 (Fifteen Sessions)

Corporate Response to Macro Changes – Response Strategies. Implemented Problems.

MODULE 3 (Ten Sessions)

Internal Gearing: Leverage for Responding to Changes.

MODULE 4 (Ten Sessions)

New Models of Change Management: Dealing with Complexities and Application of the Chaos Theory.

MOUDLE 5 (Ten Sessions)

From Managing Pyramids in Chaos: Tapping The Pyramids

C6 Contemporary management Thought

MODULE 1 (Fifteen Sessions)

Intellectual Traditions in management (A Review of Ideas from Management Thinkers): Socialistic, Capitalistic & Holistic Perspective & Traditions.

MODULE 2 (Fifteen Sessions)

Beyond the Western Management Thoughts – Impact of Japanese Management

MODULE 3 (Ten Sessions)

Emergence of Indian Management Thoughts – Contributions of Indian Management Thinkers.

MODULE 4 (Ten Sessions)

A Comparative Perspective of Western, Japanese, Indian & others Contributions to the Development of Management Concepts.

MODULE 5 (Ten Sessions)

Future of management Thought: Towards Integration of Management thoughts across the globe.

Finance

F4 Intl. Financial Management.

MODULE 1

(12 Hours)

Introduction to International Financial Management – the environment – the nature of international risk exposure – International monetary system – determination of exchange rates - Balance of payments – Interest parity – international fisher effect.

MODULE 2

(8 Hours)

Foreign exchange market – functions – Participants – currency derivatives – Forwards – Swaps – Currency future and Options – Interest rates futures – speculation

MODULE 3

(14 Hours)

Foreign Exchange Risk management - measuring and managing accounting exposure – Transaction exposure – translation exposure – Hedging – measuring and managing economic exposure

– managing operating exposure – managing interest rate exposure.

MODULE 4

(14 Hours)

Managing Multinational Operations – multinational taxation – inter-company fund Flow – Multinational Working Capital Management – Foreign Trade – short-term Financing – Financing the global firm – global cost of capital and financial structure – Equity and debt financing through global markets.

MODULE 5

(12 Hours)

Foreign investments – decision – corporate strategy – International portfolio diversification – foreign direct investment – multinational capital budgeting – international project appraisal – political risk and country risk analysis.

F5 Strategic Financial Management

MODULE 1

Introduction to Strategic Financial Management (SFM) (5 Hours)

SFM, Interface of Financial Policy and Strategic Policy, the relevance, importance and constitutions.

MODULE 2

(10 Hours)

Strategic aspects of Investment Policies, Strategic aspects of Financing & Dividend Policies, Strategic cost Management, Stock refunding.

MODULE 3

(10 Hours)

Adjusted book value approach, stock and approach, Direct comparison approach, discounted Cash Flow (DCF) approach DCF 2 stage & 3 stage models, Inflation and asset valuation, valuation of Intangible and knowledge assets.

MODULE 4

(10 Hours)

Value Based Management & Value Metrics.

Shareholder value creation, Traditional approaches, New approaches Value drivers, Marabon approach, Alcar approach, Mckinsg approach, EVA approach, BCG approach, Executive compensation and value creation, stock option & Indexed stock options.

Value metrics

Traditional measures of EPS, RDI, EBIT, ROCE etc. New merits of: Market to Book Ration (MBR), Total shareholder Return (TSR), Total Business Return (TBR), EBITDA. Market value Added (MVA), Economic Project, Economic Value Added (EVA), Return on Net Assets (RONA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Value Return on investment.(CFROI) and the Balance Score Cord(BSC).

(10 hours)

MODULE 5

Mergers & Acquisitions & Restructuring

Mergers forms of Mergers, Reasons for Mergers, Legal procedure Tax aspects, Accounting aspects, Evaluation of mergers using DCF techniques, Stock Vs cash payments, basic for exchange & shares, Take-overs, Purchase and Division/ plant, regulation of mergers and takeovers, Leveraged Brogats (LBOs), Portfolio restructuring, Demergers, financial Restructuring organizational Restructuring Disinvestment of PSV's.

(10 hours)

MODULE 6

Ethical aspects of strategic financial management, ethics and finance manager, ethical and economical combinations, ethical brand equity and long term result, assessment of ethical financial performance.

Ethical dilemmas, ethical ratios for owners and top management, ethical ratios for managers and supervisors, ethical ratio's for workers and other junior employees, accounting disclosers for ethical financial management.

F6 Project Appraisal & Finance

MODULE 1

(10 Hours)

Overview- Capital investment- Phases of capital budgeting – Levels of Decision making – Facets of Projects analysis – Feasibility Study capital allocation – strategic planning and capital budgeting -Generation of ideas – Porter model – Scouting for Project ideas – Preliminary Screening – Project rating index – Sources of Positive Net Present value.

MODULE 2

(12 hours)

Analysis- Situational Analysis- Collection of Secondary Information- Market Survey – Demand Forecasting – Market Planning- technical Analysis – Manufacturing process / technology – Product mix – Plant capacity- Location and Site – Machineries and equipment – Structures and Civil Works – Environmental aspects – Projects charts and layouts – Schedule of Project Implementation – Need for considering Alternatives- financial estimates and projections.

MODULE 3

(14 hours)

Project Selection- survey of time value of Money – survey of investment criteria – project cash flow Estimations – survey of cost of capital & capital budgeting techniques – Risk Analysis of Single Investments – Advanced techniques – Risk Analysis: Firm Analysis and Market Risk – Portfolio Related Risk Measures – Portfolio Theory and Capital Budgeting – CAPM and Capital Budgeting – Choice between Mutually exclusive projects of unequal life- Inflation and Capital Budgeting – Social cost Benefit Analysis (Basics) Judgmental, Behavioral , Strategic and Organizational Considerations.

MODULE 4

(8 hours)

Financing of Project - Capital Structure - Different forms of Financing – Raising Venture Capital – Raising Capital In International Markets- Financing Infrastructure projects- Venture Capital – Vc Investor- The VC Investment Appraisal Process and Management - The Indian VC Industry - Regulations of Vc Industries in India- Current Concerns of the Indian VC Industry.

MODULE 5

(16 hours)

Project Implementation and Management – Project planning – Project Control and Implementation – Network Techniques for project Management – Development of Project Networks- Time Estimation – Determination of Critical Path- Scheduling when Recourses are Limited – PERT model-m CPM Model – Network Cost System- Project Review and Administrative Aspects-Control of In – Progress Projects- Post Completion Audits.

Marketing

M4 Sales & Distribution Management

(A) Sales Management

(5 hours)

Nature and importance of Sales Management , Dimensions of Sales Management

Planning and Organizing Sales Force

Estimating Market Potential and forecasting sales.

Importance and Definitions, Sales forecasting Methods quantitative and Qualitative techniques.

Organizing the sales force

Nature and characteristics, Basic Types of organization, Specialization within Sales department.

MODULE 2

(14 hours)

Management of Sales Force

Sales force Staffing Process

The Planning Phase, The Recruiting Phase- The selection Phase- Hiring and Assimilation Phase.

Training the Sales forces

Training Assessment , design and implementing training programmes- Refresher training.

Directing the Sales Force.

Time and Territory Management

Objective and criteria for territory formation, Sales territories Design, Time Management, Routing and scheduling.

Sales quotas and compensation

Purpose, types of quotas, administration of quotas, Objective of a compensation plan, Developing the compensation plan.

Motivating and leading the sales force.

Importance of Motivations, Behavioral concept, Selection of motivational tools, Challenges in sales force motivation, Sales leadership-Roles, Skills and styles, Supervision tools and techniques, Moral factors , Effects and building process.

Controlling and evaluation of Sales Force

Analysis of sales , cost and probability, Budgeting sale analysis – Marketing Cost Analysis – Increasing Sales force productivity.

Measuring and Evaluation sales force performance, Nature and Importance of Performance evaluation, establishment of standards, Measuring sales force performance, evaluation Follow- up.

MODULE 3

The Environmental for personal Selling Management

Social and Culture, Technological and Competitive environment, Unethical sales force behavioral – social responsibility- Legislation affecting selling and sales management.

Personal Selling Process

The different approaches – Benefit selling , Relationship selling, The various stages of selling process- Prospecting, Pre-approach, Approach, Presentation, Trial Close, Handling Objections, Close, Follow-up, Selling Aids.

(B) Distribution Management

MODULE 4

(14 hours)

An Overview and Distribution Management

Analyzing marketing channel structure, Functions and Flows Channel relationship.

Channel Structure

The retail environment

Importance, structure and economic factors, Different formats, Shopping Behavior plan.

Retail Management

Performance measurement, Evaluation

Wholesaling

Importance, Structure and functions, Different formats, Selection and using wholesalers.

Channel Planning

Designing Channel systems

Organizational pattern in Marketing Channels

Vertical integration, Outsourcing

Electronic Channel.

MODULE 5

(8 hours)

Channel Management

Management of Marketing Channels

Managing intra channel conflict, Managing multiple channels.

Marketing Channel Policies

Market, customer coverage, pricing, product line policies

Channel Information systems

Elements of channel information system Impact on service.

Performance parameters.

Assessing marketing channel Performance

Measurement and evaluation of channel members contribution, Result of channel performance.

MODULE 6

(8 hours)

Marketing Logistic and Demand Chain Management

Logistic and competitive Strategies, Customer Service Dimension, Developing the logistic organization and Management, Transportation and warehousing decision, Marketing Handling, Inventory Management, Marketing Logistic Cost and Performance, Benchmarking.

M5 International Marketing

MODULE 1

(6 hours)

International Marketing Defined ; challenges and benefits of international marketing ;

domestic marketing v/s international marketing ; Reasons for going Global driving restraining and underling forces of International Marketing development of domestic to transitional corporations; major participants in International marketing.

MODULE 2

(10 hours)

Global Marketing Environment

Social, Cultural, legal, economic, political, financial, technological and other environmental factors of global environment.

Information technology and changing nature of competition; impact of electronic Communication , areas of operation and modalities of internet; world trade operations through computers.

International agencies involved in international trade- IMF, EU, EFTA, LAFTA, NAFTA, ASEAN, SAARC, WHO & URUGUAY ROUND, UNCTAD.

MODULE 3

(14 hours)

Analyzing global market opportunities and developing global marketing strategies.

Developing global vision through marketing research; breadth and scope of international Marketing research; the research process; problems encountered; international marketing information system and marketing intelligence.

Emerging markets; marketing and economic development; marketing in developing countries as emerging markets; global marketing plans.

Screening international marketing opportunities; techniques of market selection decisions; grouping international markets; growth of formal markets groups.

International buyers; purchase decision process; analysis the international buyers. Reasons for internationalization; determining geographic concentration; country selection; market entry modes decision; geographic expansion strategies; global strategies.

MODULE 4

(12 hours)

Global Marketing Mix:-

International Product decisions:- Product extension and adoption; new product development; product standardization v/s product adoption; global branding strategies; global marketing of industrial product and services.

International Pricing Decision:- Pricing strategies and policies; price escalation; leasing in international markets; counter-trade as a pricing tool; global pricing; transfer pricing.

International Promotion Decision :- Global advertising; creative challenges; global media decisions; advertising agencies; sales promotions, personal selling and sales management.

International distribution decision:- Channel structure; distribution patterns; choice of channel and channel members.; logistic management- supply & demand.

MODULE 5

(6 hours)

Global e-marketing and managing global marketing effort

The death of distance; Targeting the individual customer- beyond segmentation, Living in the age of technological discontinuities; new technology change the rules of competition; components of the electronic value chain.

Negotiating with international customer, partners and regulators .

Leadership, organizing and monitoring the global marketing effort leadership, patterns of international organizational development, structure for global brands, global marketing audit.

The future of global marketing

MODULE 5

(12 hours)

International Marketing – Indian perspective:-

Indian foreign trade in the era of globalization; determination of exports and imports; major exports; export product country matrix; major imports direction of trade; balance of payments of India ; problems of prospects of India's foreign trade sector.

Foreign trade policy; economic policy liberalisations; Exim policy – an evaluation of policy; Regulation and promotion of foreign trade and latest policy guidelines.

Organizational setup for export promotion; product assistance; marketing assistant; import facilities for exporters; EOU'S AND EPZ'S; export houses and trading houses- an evaluation, export pricing and export fiancé.

Export procedure and documentation : - Preliminaries, inquiry and offer; conformation of offer; export license; fiancé, production/ procurement of goods, shipping space, packing and marking , quality control and pre-shipment inspection, excise clearance, custom formalities, exchange control formalities, insurance, shipping the goods, negotiations of documents, standardized and aligned preshipment documents, documents related to goods and shipping.s

M6 Advertising Management

MODULE 1

(12 hours)

The field of advertising Management

The advertiser- facilitating Institutions-perspectives on Advertising.

Advertising planning and Decision making

Marketing strategy- The marketing plan- The advertising plan- Social, legal , global factors.

Objective settings

Integrated marketing communications.

Advertising and non-advertising elements of communications mix meaning and organizing for IMC.

Setting goals and objectives.

Sales as an objective-Operational objectives-Advertising response variables- the DAGMAR approach.

Determinants of Advertising Strategies

Segmentation and target market

Developing segmentation strategies, Target market selection, The marketing mix.

Positioning and Consumer Behavior

Determining the positioning strategy, Brand positioning, repositioning – Consumer decision making process, Advertising strategy research.

MODULE 2

(16 hours)

Message strategy

Attention and comprehension

Attention-Recall-Interpretation-Comprehension

Understanding benefits attitudes

Attitude level – Identifying important attributes or benefits- Segmentations using attitude structure

Associating feelings with the Brand

Importance and intensity of feelings Transformational advertising, Rossiter Perey Grid, Attitude toward the advertisement.

Brand Equity, Image and Personality

Brand Equity, Brand Image, Brandpersonality associations-Implementation of Personality strategy.

Group influence and Word of mouth Advertising

Nature and influence of reference groups – Informational and Normative influences.

Message Tactics

Creative Approaches

Rational and Emotional Approaches- Usage of an Endorser – Distribution, Effects, Creative Concept research.

The Art of Copywriting

The creative process- copywriting – illustrating – Layout, Creative styles-Execution and Content.

Audio-Visual creative execution

Developing concept for commercial, Formats for Radio And TV, Mechanics of production.

Advertising Copy Testing and Diagnosis

Copy testing strategy – Diagnostic Copy tests- Selection of copy test.

Media Strategy and Tactics

Advertising Budgeting Decision- Media Class decision- Print Electronic and others, Reach and frequency, Media Vehicles decision- Media option decision, scheduling and timing decision.

India Media Scene

Media options, Readership and Circulation Data.

MODULE 3

(3 hours)

Advertising Agencies.

Functions , Types of Agencies, Agency-Client relationship-selection-Agency remuneration-India Ad Agencies.

MODULE 4

(2hours)

Effects of Advertising

Tracking Advertising result Approaches – Intermediate and direct measures.

MODULE 5

(2 hours)

Regulations of Advertising

Need and nature of Regulation, Government and non government and non Government regulation, The socio, cultural and ethical aspects.

MODULE 6

(25 hours)

Internet Advertising

Overview, Nature and concept of Internet Advertising, Types of Advertising, Creative strategies , Web site-it establishment, Measuring results, Testing and Research.

Direct marketing

Role of Direct marketing , Concept of Direct marketing, Techniques of DM- Direct Mail, Telemarketing, Direct Response advertising, catalogue, Database management, Budgeting , Research and Testing.

Sales Promotion

Purpose , Major Sales promotional tools and techniques' Manufacturers 'Promotions and Retailers' Promotions, Sales promotions in Consumer, Trade and business markets, Evaluation – Risk, Regulation.

Events, Sponsorships, POP and Outdoor Advertising.

Objective and Concept, Planning and Budgeting , Implementation and Evaluation- benefits and drawbacks.

Supportive Communications- Non -media

Branding- names , symbols, logos and slogans, packaging and labeling.

Public Relations, corporate Advertising and Publicity

Objective for public relation, Strategies and tools of Public Relations, Scope, Objective and types of corporate advertising.

M7 Rural Marketing (not available)

Human Resources

H4 Organizational Culture, Change & Development.

MODULE 1

(5hours)

Nature of organizations- why organization exists- organization design and structure-organizations for future.

MODULE 2

(10 hours)

Nature of culture- Level of culture- organizational culture- how is culture created –how is culture sustained- -implications of cross- cultural and organizational effectiveness – managing organizational culture.

MODULE 3

(10 hours)

Multiculturalism – multicultural manager – implications of cross- cultural management- models to aid cross cultural manager-(Value orientation Model and Hofstede Model.)

Cross cultural communication –practical issues in cross cultural business communications. Leadership across cultures. Motivations across cultures.

MODULE 4

(5 hours)

Nature of Change- levels of change – types of change- reasons for change- resistance to change – models of change – change process. OD techniques.

MODULE 5

(25 hours)

Comprehensive OD Interventions. Search conferences and future Search conferences, Confrontations meetings, strategic management activities, real time strategic change , stream analysis, survey feed back, Grid organization development, Schein’s cultural analysis, large scale change and high performance system, trance organizational development. Behavioral modeling, life and carrier planning, coaching and mentoring.

Structural Interventions: socio- technical system, self managed teams, work redesign, MBO and Appraisal , Quality Circles, Quality of work life programmes, work life balancing programmes , harassment free work place programmes, parallel learning structure, physical settings, total quality management, reengineering, high performance work system, large scale transformations.

Human process interventions. T groups, meaning definitions, purpose, process, outcomes and limitations. Third party and inter group interventions, meaning definitions, purpose, process, outcomes and limitations. Person focused interventions. Encounter groups, role playing, instrumentations, self study, and reflection, awareness expansion, motivation arousal, traing. Role focused interventions –role analysis, role efficacy lab, managing role stress and role negotiation.

H5 Learning Organizations, Leadership & Change

MODULE 1

(5 hours)

The Paradigm learning organizations – lessons in learning and creativity . learning organization – Paradigm of Strategy and Management.

MODULE 2

(10 hours)

What is learning organizations – The nature of learning enterprises – skills needed by learning organizations – Paradigm of strategy and Management.

MODULE 3

(10 hours)

Core issues and themes in building learning enterprises- vision and strategy. Nature of organization structure- An infrastructure for knowledge management.

Role of information technology in knowledge management – Information technology and knowledge transaction.

MODULE 4

(10 hours)

How learning company foster knowledge and learning. A brief overview of some techniques, methods and approaches.

How would learning organization cope with change?

MODULE 5

(15 hours)

Leadership : its basic nature – definition, Leader Vs Managers, Background on classical studies on leadership.

Leadership Style : Theories of leadership – Trait theory, Leader traits and behaviors – the trait approach – Participate Vs Autocrat leadership behaviors – Person oriented Vs Production oriented leader.

MODULE 6

(10 hours)

Leaders and Followers – The leader – member exchange model.
The attribution approach: Leaders explanations of followers behavior.
Transformational leadership: Leadership with Charisma.

H6 International Human Resource Management.

MODULE 1

(10 hours)

Nature of international Human Resource Management (HRM) – approach to HRM – difference between domestic HRM and IHRM.

MODULE 2

(10 hours)

Human Resource planning in IHRM – recruitment and selection – issues in staff selection- selection of expertise.

Training and development – expertise training - developing international staff and multinational teams.

MODULE 3 (15hours)

Performance management- factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country national.
Compensation – objectives of international compensation – approaches of international compensation.

MODULE 4 (10hours)

Expat failure – causes for failure. Repatriation – repatriation process.

MODULE 5 (10 hours)

Labor relation – Key issues in international relation – strategic choice before firms – strategic choices before unions – union tactics.

MODULE 6 (5 hours)

Managing people in an international context – Japan – Europe – USA

Production & Operations Management

P4 Advanced Operations Research.

MODULE 1 (4 hours)

Overview:

- Progress of Operation Research
- Classification of problems
- Modeling Approach

MODULE 2 (12hours)

Advanced Linear Programming

- Vectors and Bases
- Validity proofs of the simple methods
- Generalized simplex tab lean in Matrix Form
- Efficient Computational Algorithms
- Duality
- Parametric linear programming
- Karmarkar Inter point Algorithm
- Complimentary roles of the Simplex Method and Interior point approach.
- Introduction to using LINDO
- Sensitivity Analysis.

MODULE 3

(10 hours)

Transportation and assignment problems

- The transportation Problems
- Streamlined Simplex method for the transportation problem
- The Assignment problem
- The Simplex explanation of Hungarian Method.
- The transshipment Model

MODULE 4

(8 hours)

Waiting Line Model

- Structure of waiting line System
- Single Channel Waiting Line Model with Poisson Arrivals and Exponential Service Times.
- Multiple –Channel Waiting Line Model with Poisson Arrivals and Exponential Service Times.
- Economic Analysis of Waiting Lines.
- Waiting Line Models with Finite Calling Populations.

MODULE 5

(8 hours)

Forecasting

- Application of Forecasting
- Time Series
- An Exponential Smoothing Method for a Linear Trend Model
- Forecasting Errors
- Box-Jenkins Method
- Forecasting in Practice

MODULE 6

(10 hours)

Simulation

- The Essence of Stimulation
- Application of Simulation, Generation of Random numbers Distribution.
- Outline of a major Simulation study.
- Performing Simulation on Spreadsheets
- Variance
- Reducing Techniques
- Regenerative Methods of Statistical Analysis.

MODULE 7

(8 hours)

Dynamic Programming

- Characteristics of Dynamic Programming Problems.
- Deterministic / Probabilistic Dynamic Programming.

P5 Mfg. Strategy & Practices

MODULE 1

(8hours)

Managing Operations

- The Operational Functions & managing the transformation process.
- Trends in Operation management
 - Mass customization
 - Flexible specialization
 - Wan production
 - Agile Manufacturing

Strategy

- Operations In
- 4 stages of Strategy
- Contribution of Operations strategy to overall strategy
- Order qualifying and order – winning criteria

MODULE 2

(10 hours)

Process

- Financial factor on process technology
- Strategic importance of process choice
- Link between process choice and marketing strategy
- Process mapping and process improvements
- Production planning and control system
- Capacity planning and material management
- Optimized production technology (OPT) – Coldratt & Fore
- Supply chain Management strategies & process

MODULE 3

Production system and Development

- Classical production System
- Push- Pull
- Work Cells and cellular Management
- JIT Integrated Activities
- Business Process Outsourcing
- Synchronous Manufacturing
- New Product Strategies
- Project teams
- New process development

MOUDLE 4

(5 hours)

- Product quality
- Process Quality
- Customer focused quality : TOI
- Quality as a strategic tool
- ISO – 9000 & ISO 14000

MODULE 5

(5 hours)

Recourses Requirement – Planning & strategies

- MRP I & II
- ERP
- SCM & E- Business
- Human Resource Strategies

MODULE 6

(10 hours)

Management of Improvements & Innovation

- Consumer Improvement / Kaizen
- Bench making strategic & process
- Business process Re- engineering
- Strategic & process
- Strategic for overall management of innovations

MODULE 7

(10 hours)

Word Class Manufacturing Strategies

- Performance measures for Processes, Product , People,
- TQM
- TPM
- Flexible Manufacturing
- Lean Management
- Aglie manufacturing & Manufacturing Resonance

P6 Project Management

MODULE 1

(8 hours)

Concept, Significance & overview of Project Management

- Philosophy and concept and role of Project Managers
- Budgeting and investment, objectives, importance and difficulties
- Elements of project; scope time cost and goals

MODULE 2 (14 hours)

Project Ideas and Techniques

- Creation and selection of project ideas
- Market demand and situational analysis
- Risk analysis – Firm

MODULE 3 (10 hours)

Project Issues and Techniques

- Multiple projects and Constraints
- Network techniques for project management
- Project management Information system

MODULE 4 (10 hours)

Organizational design and project operation

- Organizational considerations
- Project Organizational Charting Project planning process and scheduling techniques
- Project financing / Resource Considerations
- Cost Planning and Performance

MODULE 5 (9 hours)

Implementation and Project review

- Project control; process and Monitoring
- Human aspects of project management
- Managing Participation, teamwork and conflict
- Pre – Financing / Resource Considerations
- Cost Planning and Performance

MODULE 6 (12 hours)

Current Issues

- The VC investment appraisal process
- Current concern of Indian VC industry
- Typical project configuration

Systems

S4 Enterprise Resource Planning & Business Process Re – Engineering

MODULE 1 (8 hours)

Fundamentals of supply chain management, applications system in the individual business functions.

MODULE 2 (8 hours)

Introduction to ERP, an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective.

MODULE 3 (6 hours)

ERP Modules, Benefits of ERP, ERP market, ERP implementation lifecycle

MODULE 4 (8 hours)

Vendors, Consultants and users, Introduction to SAP, an overview of SD, MM, PP, FI / CO modules of SAP.

MODULE 5 (8 hours)

SAP's SCM system, recent developments in order and SCM based on SAP system, case studies on SCM, internet resources for SCM .

MODULE 6 (8 hours)

Re- engineering – an imperative for survival, implementing BRP – methodology and steps.

MODULE 7 (8 hours)

Information technology, people view, empowering people through information, managing change- the Indian paradigm.

MODULE 8 (6 hours)

Is re-engineering is necessary?

S5 Electronic Commerce

MODULE 1 (8 hours)

Introduction to e-commerce, advantages and limitations to e-commerce, Value chains and managerial implications of e-commerce.

MODULE 2**(8 hours)**

The internet and world wide web, the internet Protocol Suite, Internet architecture, Internet service providers (enabling technologies of the world wide web)

MODULE 3**(8 hours)**

Inter Organizational Committee and EDI, EDI implementation, VAN's mobile Commerce.

MODULE 4**(8hours)**

Electronic payment system and issues involved, Security issues and encryption.

MODULE 5**(6 hours)**

E-CRM, E-SCM, e-strategy

MODULE 6**(8 hours)**

Consumer oriented Electronic Commerce, Advertising and Marketing on the internet, Consumer Search and Resource Discovery.

MODULE 7**(8 hours)**

Web based b2b e-Commerce, Advertising and marketing on the internet and extranets

MODULE 8**(8 hours)**

Legal and ethical issues, legal infrastructure for e-commerce in India.
(The information Technology Act, 2000)

S6 E - business Strategies**MODULE 1****(5 Sessions)**

The internet, introduction and overview, overview of internet technology band value network, competitive landscape – changing properties of the internet, understanding the new internet economy.

MODULE 2**(4 Sessions)**

Defining your business idea, creating an e-business plan, getting your business off the ground.

MODULE 3

(5 Sessions)

Components, linkage, dynamics and evaluation of business models, dynamics and appraisal of business models.

MODULE 4

(4 Sessions)

Value configuration and the internet, valuing and financing an internet start-up.

MODULE 5

(6 Sessions)

Building your e-business, designing an e-business web site, understanding back-end system.

MODULE 6

(5 Sessions)

The role of competitive and macro environment, applying the concepts models and tools, sample analysis of an internet business model case.

MODULE 7

(2 Sessions)

Launching your e-business.

Entrepreneurship

E4 Finance for Small and Medium Enterp.

MODULE 1

(8 hours)

Sources of finance to SSIs- term finance& working capital finance, analysis of comparative data for the sources of finance.

MODULE 2

(8 hours)

Structure of capital market and money market in India SSI and FIs SSIs and banks, RBI guidelines for financing SSIs and Govt. policies

MODULE 3**(10 hours)**

Non- fund facilities – leasing, hire purchasing, factoring, venture capital funds, non banking financing companies.

MODULE 4**(12 hours)**

Financial management in SSIs
Record keeping, cash- flow management assets, long term verses shot term debt, managing cost and profits. Tax concessions and incentive for SSI (Current Year)

MODULE 5**(8 hours)**

Ratio analysis to assess the business performance

-Liquidity ratios- current ratio – quick ratio, solvency ratio – debt equity ratio profitability ratio – net profit – net profit margin, returns on investment.

MODULE 6

Assessment of financial viability of new capital investments and break even analysis.
4 hrs

MODULE 7

Industrial sickness in SSIs and rehabilitation programmers.
4 hrs

MODULE 8

Micro financing and self help groups.
6 hrs

E5 Small Business Going International & Exports.**MODULE 1**

Nature and scope of internationalization.
Difference between domestic and international business.
Competitive Advantage, Product differentiation technological advantage
12 hrs

MODULE 2

Process of internationalization. Modes of internationalization.
Strategies of internationalization.
8 hrs

MODULE 3

Cultural, behavioral and economic analysis of international business.
8 hrs

MODULE 4

Finance for international business.
(Global and national Sources)
International marketing.
12 hrs

MODULE 5

Institutional network for internationalization of small/medium business.

IMF, IBRD, WTO, IDO, Regional Co-operation among countries.(NAFTA,EU,ASEAN, SAARC).

8 hrs

MODULE 6

International commercial teams. Scope for export for SSIs in India Export promotion policy and concessions for export units in SSI sector. Procedures for exports.

12 hrs

E6Strategic Management Small Business (not available)