

Post Graduate Certificate in General Management

Creating Outstanding Business Leaders





Course Outline



Financial Reporting and Analysis

Course Objective:

This course focuses on financial statements and their analysis rather than on accounting mechanics. The corporate financial statements are the most important sources of economic and financial information for a firm's investors and other stakeholders. Sound understanding of the same is critical to business success. Companies prepare financial statements, which form the core of the annual report, based on Generally Accepted Accounting Principles (GAAP), which is viewed as the language companies use to communicate with their current and potential investors and other external users.

Every business manager needs to understand this language and how business decisions impact financial statements. They should be able to analyze the financial statements not only to assess the firm's performance relative to its peers, but also to evaluate the financial strengths and weaknesses of its vendors and customers.

Total Hours: 21

Examination: Yes

Cost Mgmt. for Decision Making

Course Objective:

This course focuses on information needs of internal decision makers in an organization. Students learn how to determine product cost, use it in decision making, prepare budgets, determine transfer prices, and analyze the profitability of products, customers, and business divisions. They learn to appreciate, generate, and use relevant cost information in short term decision making.

Total Hours: 18

Examination: Yes

Corporate Financial Management

Course Objective:

The course focuses on fundamental concepts, approaches and principles of corporate finance and provides tools for long term decision making. Primarily financial management decisions revolve around Investing and Financing of capital. Concepts like net present value, capital markets, financial institutions, capital budgeting, capital markets efficiency, working capital management, dividend payouts, and valuation present a maze which every finance manager has to fathom for value maximization. This course will help managers gain a good grasp over finance to manage its resources and drive their firm's profitability.

Total Hours: 21

Examination: Yes

Human Resource Management

Course Objective:

This course on HRM focuses on policies and processes of acquiring, developing, appraising, compensating, and rewarding the human resources in an organization. The perspective would be more general managerial than HRM specialist. Therefore the focus would be on understanding the business context and analyse the role of HRM system and policies, especially in the evolving contemporary business context. The pedagogy would involve a good mix of discussion on theoretical strands and its application in practice through discussion on various cases.

Total Hours: 15

Examination: Yes

Human Behaviour at Work

Course Objective:

The first part of the course focuses on examining theories of personality, attitudes, perception and motivation to provide insights into individual behaviour. The course also identifies issues in leadership, power and politics; interpersonal dynamics, negotiation and conflict management with a view to help would-be employees manage people and teams at work. Objectives include:

- a. Learning about self, interpersonal, group, and inter-group dynamics
- b. Acquiring leadership competencies that are necessary in today's world
- c. Facilitating, and participating in teams

Total Hours: 21

Examination: Yes

Designing Effective Organizations

Course Objective:

The second part of the course aims at familiarizing students with the context in which individual, group and team interactions are likely to take place. There are three major objectives of this part of the course:

- a. Develop an understanding of the need for organizing.
- b. Familiarize students with various forms of organizing.
- c. Understand the dilemma of a decision maker/protagonist in decision making.

Total Hours: 15

Examination: Yes

Microeconomics

Course Objective:

The aim of this course will be to expose participants to the discipline of Economics with an introduction of methods and tools of microeconomics. Topics like Demand-Supply analysis, consumers' and producers' behaviors, and select market forms (like perfect competition, monopoly and oligopoly) would be covered.

Total Hours: 18

Examination: Yes

Macroeconomics

Course Objective:

The aim of this course will be to introduce participants to the basic models of macroeconomics and monetary and fiscal policies. Topics would include – national income accounting; simple Keynesian model; IS-LM model, open economy model and exchange rates; and introduction to basic growth theory.

Total Hours: 18

Examination: Yes

India and the World Economy

Course Objective:

In the light of knowledge gained in micro and macroeconomics, the aim of this course would be to expose participants to various issues of the Indian economy. Issues like Indian growth experience and poverty indicators, as well as monetary, fiscal and trade policies would be covered.

Total Hours: 9

Examination: Yes

Business Government and Society

Course Objective:

Businesses are embedded in society. They both shape and are shaped by the broader social context—its institutions marked by the political and economic history, evolving social and legal structures and emergent environmental challenges. Public policies that impinge on business-government relations reflect the imperatives of the society as well as the nature of business-state relations. The course would introduce a framework for examining the relationships between business and society and focus on some major issues in the Indian context.

Total Hours: 36

Examination: Yes

Marketing and Sales Fundamentals

Course Objective:

Marketing involves identifying consumer needs, and then satisfying these needs with the right product and/or service, available to consumers through the distribution channels, promoted in ways that motivate purchase as much as possible, and priced at the right level. These decisions – product, distribution, promotion, and price – comprise the "Marketing Mix." Together with rigorous and complete analysis of the environment, customers, and competitors, they are the key activities of marketing management.

The objective of this course is to introduce participants to the fundamental concepts and activities that comprise marketing management, and to provide an introduction to the core concepts and processes in sales and marketing function.

Total Hours: 15

Examination: Yes

Strategic Issues in Mktg Decisions

Course Objective:

Markets are increasingly becoming more complex, turbulent, and interrelated. These changes are throwing new challenges for Managers in terms of understanding market structures and in identifying opportunities for growth. To be market driven, firms must seek opportunities in the customer and competitor domains and adapt themselves and their offerings to make use of these opportunities. Many firms are realizing that aggressive marketing is the key to their vitality and growth.

Effective marketing builds upon a thorough understanding of firms' resources, consumer needs, and competition. It requires context-specific answers to the question: How do you create value for your customers while producing profit for your company? This course intends to present an integrated approach to marketing strategy and decision making with specific focus on Indian market environment.

Total Hours: 15

Examination: Yes

Statistics for Management

Course Objective:

This course will introduce an up-to-date account of the fundamentals of managerial statistics. It will touch upon a wide range of topics that are most relevant to modern day applications. Starting from a quick exposure to basic probability theory, topics such as discrete and continuous distributions, regression techniques, sampling and statistical inference will be covered. The emphasis will be on problem solving after the development of the necessary theory. Examples relating to managerial applications will be liberally given to elucidate all new ideas.

Total Hours: 15

Examination: Yes

Ops. Research & Decision Analysis

Course Objective:

Operations Research & Decision Analysis is a discipline devoted to applying scientific methods to decision making. Managers and analysts in real-life often have to use optimization techniques to facilitate better decision making in an environment where there is intense pressure to fulfill customer demands with the utilization of minimum resources.

This course is designed to acquaint participants with different optimization and decision analysis tools such as linear programming, integer programming, decision trees and simulation modeling. Participants will learn the usefulness of Operations Research and Decision Analysis through a combination of lectures and computer models through hands-on-approach using MS Excel, LINDO & @Risk.

Total Hours: 12

Examination: Yes

Operations and Supply Chain Mgmt.

Course Objective:

Operations Management deals with management of resources in the production of goods and services. As a business strategy, operations management has been a key element in the improvement of productivity and quality, reducing costs and delivery times, and enhancing the value creation by firms. In this course, we first review the processes and systems that affect the operations decisions of the firms. This is achieved through detailed analysis and description of different types of processes. Next, we discuss the operational planning and control systems that enhance the competitiveness of a firm. The key focus areas in the course would be process analysis, aggregate planning, inventory management, quality control, and supply chain management.

Total Hours: 18

Examination: Yes

Strategic Management

Course Objective:

The complexity and volatility of the business environment in today's semi-globalized world means that strategic thinking cannot be the exclusive domain of the senior management alone. Managers at all levels are increasingly being called upon to make sense of the strategic issues inherent in the day to day activities of the firm and to link the firm's strategic imperatives to their operational consequences.

The objective of this course is to introduce participants to the principal themes, tools, and concepts in competitive strategy. The perspective taken in this course is that of the General Manager, who may be the Head of a business unit, or the CEO of a corporation. Taking the perspective of the General Manager requires you to move beyond the functional 'slice' perspectives towards viewing the firm in its 'totality' and in the context of its business environment.

Total Hours: 24

Examination: Yes

Managing with Technology

Course Objective:

Digital is not just about technology any more. Digital is the new business normal. It is a way of engaging with customers, creating value, essentially, a way of doing business. However, piecemeal approaches to technology no longer suffice to ensure this happens. This course aims to induce the participants to think about holistic approaches to digitizing existing businesses and introduces them to ways of envisioning digital businesses. Topics covered will include a broad introduction to information technology and applications, planning for technology and managing organizational challenges related to technology.

Total Hours: 15

Examination: Yes

Persuasion Skills in Buss. Comm.

Course Objective:

This is an introductory course on Business Communication with a focus on building persuasive skills. Broadly the sessions may be categorized under the following heads:

- a. Communication will be established as a strategic activity rather than mere language skills
- b. Public Speaking Skills will be developed through classroom exercises
- c. Participants will be taught to develop a Sales Pitch

Total Hours: 7.5

Examination: No

Diagnosis Skills in Buss. Comm.

Course Objective:

This is an introductory course on Business Communication with a focus on Problem-Solving skills. Since analytical communication involves the development and display of specific diagnosis skills, the sessions will emphasize ongoing diagnosis of problems and convincing argumentation of solutions through well-presented recommendations.

Total Hours: 7.5

Examination: No