

**ADVANCED DIPLOMA
IN BUSINESS MANAGEMENT
AND LEADERSHIP**

PROJECT MANAGEMENT AND BUDGETING

Contents

- Project management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy; Introduction to key concepts: project characteristics Emerging International trends; Project scheduling: Gantt chart, Pert- ADM Networks, and three time estimation.
- Effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting; Resource Allocation – Resource estimation, allocation & Leveling.
- Project Scope management & Budgeting: defining project scope, creating work break down structure (WBS); Project cost estimation methods; project budgeting and cost breakdown structure (CBS)
- Project roll up; process break down structure; responsibility matrix; Project Monitoring and control: assessment of current status of activity completion and updating, details and frequency of reporting, system of weighted average completion
- Project scheduling and Risk Management: network models, PERT & CPM using software; Project performance evaluation : ‘S’ curves for project completion and cost comparison Concept of earned value, cost and schedule performance indices, estimates at completion
- Measuring risk; Contingency planning; scheduling resources; reducing project duration; Project performance evaluation: ‘S’ curves for project completion and cost comparison; Concept of earned value, cost and schedule performance indices, estimates at completion
- Project Team Management: building high-performance project teams, managing virtual project teams, project control process; Basic essential and desirable features for Project management packages; assessing and evaluating organizational needs and matching of features; overview of different packages available; demonstration of the use packages
- Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit; Project procurement and contract management: Project purchasing – special characteristic, material controls, codification and storage

Learning Outcomes:

- Define the term “project.
- Describe the project life cycle, project selection, project environment, and approval process.
- Explain the role of the project manager in initiating and completing a project
- Identify the steps that must be taken to complete projects on time and on budget.
- Identify human-resources skills in forming and developing a team
- Describe how to organize the organizational structure for a project

- Identify tools and techniques for planning and tracking your project\ Develop methods for motivating teams and keeping them focused
- Explain how to make leadership decisions concerning organizational structure and the role of project resources on a project's team.

Suggested Readings:

- PMP - Project Management Professional - —Study Guide- By Kimi Heldman
- Project Management - By S. Choudhary
- Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
- Project Management - By Prasanna Chandra
- Project Appraisal - By P. K. Mattoo
- Project Management - By Vasant Desai

HUMAN RESOURCE MANAGEMENT

Contents

- **Introduction:** Concept and objectives of human resource management; Traditional and modern perspectives in HRM; Themes in HRM; Contemporary global trends in HRM.
- **International Context of HRM:** Cross national differences in personnel and organisations; Cultural Factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.
- **International Staffing:** Recruitment – sources of international human resource power; selection strategies for overseas assignments; International transfers; Problems of repatriation of overseas expatriates and strategies to tackle these problems
- **Compensation In International Perspective:** Factors, package, methods and trends ; Motivation in cross-cultural context.
- **Training and Development:** Training and development for expatriates; training and development for international staff
- **Direction, Supervision and Control:** Issues and strategies for directing and supervising in international context; Enhancing interpersonal communication; Performance appraisal – Criteria and process; international control mechanism.
- **International HRM and industrial Relations:** A framework for international industrial relations; Employees participation – Practices in various countries.
- **Designing Organisations :** for Dynamic International Environment ; Human resource aspects in acquisitions and mergers; Challenges to international human resource managers.

Learning Outcomes:

At the conclusion of the course the student will:

- Recognize and understand the functional areas of Human Resource Management, as they are utilized in the modern business organization.
- Identify factors applicable to strategy, planning, formulation, and implementation for the Human Resource Management Division of the modern business organization.
- Recognize the social responsibilities of organizations, the legal and ethical considerations applicable to corporate policy, and strategy formulation for the Human Resource Management function.
- Develop the ability to identify and analyze Human Resource Management problem situations, identify opportunities, threats, and organizational strengths and weaknesses in those situations, and develop strategies to solve them.

- Practice their research, analysis, and presentation skills.
- Recognize and compare the common methods used for selection, promotion, and demotion of selected human resources.
- Identify and discuss the ways organizations use assessment tools to plan and implement employee development programs.
- Describe different methods and procedures organizations use for disciplining employees.
- Identify and discuss the different kinds of decisions involved in establishing a pay structure for the business organization.
- Identify the labor relations goals of management, labor unions, and society, as these goals apply to today's business climate.
- Describe and explain how organizations use employee benefit plans to match employees' wants and needs, as a method to increase employee motivation and productivity.

Suggested Readings:

- Alkhafaji, Abbas F., *Competitive Global Management*, St. Lucie Press, Vanity Books International, 1996
- Beardwell I. And L. Holden, *Human Resource Management*, 2 nd ed., Pitman, London, 1998.
- Beumont, P. B., *Human Resource Management, : Key Concepts and Skills*, Sage, London, 1993.
- Black, J.S. and M. Mendaenhall, *Readings and Cases in International Human Resource Management* PWS-Kent, Boston, 1991.
- Dowling, Peter J. Denise E. Welch and Randall S. Schuler, *International Human Resource Management : Managing People in a Multiple Context*, South Western College Publishing, Cincinnati, 1999.
- Goss, David, *Human Resource Management*, Thomson Business Press, London, 1997.
- Harzing, Ann wil and Joris Van Ruysseveldt, *International Human Resource Management: An Integrated Approach*, Sage Publication, London, 1999.
- Hollinshead, G. and Mike Leat, *Human resource Management – An International and Comparative Perspective on the Employee Relationship*, Pitman Publishing, London 1995.
- Mabey, Christopher, Graeme Salaman and John Storey, *Human Resource Management : A Strategic Introduction*, Blackwell, Oxford, 1998.
- Poole, Michael, ed., *Human Resource Management – Critical Perspectives on Business and Management*, Vol, II on “Comparative international and Strategic Human Resource Management”. Routledge, London, 1999
- Saini, Debi S. and Sami A. Kahan eds., *Human Resource Management – Perspectives for the New era*, Response Books (A Division of Sage), new Delhi, 2000

MARKETING MANAGEMENT AND STRATEGY

Contents:

- Introduction to Marketing: Nature and functions of marketing; Evolution of marketing concept; Marketing Management process; Marketing mix.
- Marketing Environment: Micro and macro environments of marketing and their impact on marketing decisions: Consumer and industrial buying behaviour – An overview.
- Market Segmentation, Targeting and Positioning: Segmenting markets - bases and process; Market segmentation and product differentiation; Target market selection. Positioning – nature importance and process.
- Product Planning and Development: Concept of product; Classification of products; Product line and mix decisions; Packaging and labeling; Product - support services; Branding decisions; Product life cycle and marketing implications; New product development; Innovation diffusion and consumer adoption process.
- Pricing Decisions and strategies: Factors affecting price determination Procedure for setting prices: Pricing policies and strategies.
- Distribution Decisions: Nature and importance of distribution channels; Types and functions of distribution middlemen; Channel management decisions; Retailing and wholesaling; Physical distribution/logistics decisions.
- Promotion Decision: Communication process; Promotion tools: Their characteristics and relative merits and limitations; Designing promotion campaign; Personal selling – Types of selling; Scientific selling process; Sales planning, organization and control.
- Marketing Planning, Organisation and Control -Strategic planning and marketing effectiveness; Contemporary Development and issues in marketing including ethical and legal aspects.

Learning Outcomes

At the conclusion of the course the student will:

- Understand contemporary marketing management terminology
- Understand the marketing management concepts and strategies necessary to make effective marketing decisions
- Know the essential elements of the marketing mix.
- Know that the marketing mix elements are the basis for carrying out marketing actions.
- Exhibit the ability to differentiate between marketing mix elements and other (usually uncontrollable) elements in the marketing environment.

- Understand that the marketing environment presents both constraints and opportunities for the marketing manager.
- Understand the role in marketing of within an organization
- Value an ethical approach to the practice of marketing.
- Demonstrate effective written and whenever possible, given the nature of course delivery constraints, oral communication skills.
- Demonstrate the ability to Identify marketing problems, Formulate solutions for marketing problems and suggest ways to implement solutions.
- Growth in student ability to address marketing issues persuasively and cogently.

Suggested Readings:

- Armstrong, Gary and Philip Kotler, Marketing: An introduction, Pearson Education Asia, 2000.
- Czinkota, Michael R., Massaki, Kotabe and David Mercer B., Marketing Management: Text and Cases, Blackwell Publishers, Massachusetts, 1997.
- Etzel, Michael J., Walker Bruce and William J. Stanton, Fundamentals of Marketing, 11th edition, McGraw Hill Publishing Co., New York, 1999
- Hughes, G. David, Daryl McKee and Charles H. Singler, Sales Management: A career Path Approach, Southwestern College Publishing, Cincinnati, 1999.
- Kotler, Philip, Marketing Management, Millenium edition, Prentice Hall of India Ltd., New Delhi, 2000.
- Kotler, Philip, and Gary Armstrong, Principles of Marketing, 9th ed., Prentice- Hall of India Pvt. Ltd., New Delhi, 2001.
- Lamb, Charles W., Joseph F. Hair and Carl McDaniel, Marketing 5th ed., South Western Publishing company, Australia, 2000
- McCarthy, E. Jerome and William D, Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., Richard D. Irwin, Homewood, Illinois, 1994
- Pawar, J. S., Marketing in the New Era – Competing in a Globalised Economy Response Books, Sage Publications, New Delhi, 1997.
- Saxena, Rajan, Marketing management, Tata McGraw Hill Publishing Co., New Delhi, 1997.
- Zikmund. William G. and Michael d' Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South Western College Publishing, Thompson Learning, Australia, 2001.

BUSINESS POLICY AND STRATEGY

Contents

- Introduction to strategy: What is Strategy, Strategic Management
- External Analysis: Industry Analysis & Trends, PEST Analysis, 5 Forces Analysis, Blue Ocean Strategy
- Internal Analysis: Competitive Advantage, Core Competence, Organizational Structure, Process, Culture
- Designing Business Level Strategies: Cost Leadership, Differentiation
- Designing Corporate Level Strategies: Diversification, Vertical Integration, Portfolio vs Synergy, BCG Matrix
- Network Level Strategies: Alliances, Joint Ventures, Competition vs. Cooperation, Organizational Dependencies.
- Global Strategies: Internationalization: Motivations & Patterns, Building Transnational Corporations
- Strategy Implementation & Strategic Change: Strategy Implementation, Re-Positioning the Organization, Strategic Change
- Leadership & Corporate Governance: Shareholders vs Stakeholders, Corporate Boards, Leadership Roles
- Corporate Social Responsibility: Ethics, Theories of Capitalism, Corporate Social Responsibility

Learning Outcomes

Upon successful completion of the course, students will be able to;

- Work in groups and understand what it means to be part of a team for effective strategic decision making
- Communicate business knowledge in both oral and written form;
- Recognize and diagnose strategic managerial problems;
- Understand ethical and sustainability issues in the field of strategic management
- Demonstrate competence in the field of strategic management
- Apply analytical frameworks and strategic solutions in the context of the global business environment

Suggested Readings

- De Wit, Bob, and Ron Meyer (2010), Strategy - Process, Content, Context: An International Perspective, fourth edition, London: Thomson Learning.
- Bartlett, C., Ghoshal, S. and Beamish, P. (2008). Transnational Management, McGraw Hill, 5e.
- Barney, J.B. and Hesterly, W.S. (2010) Strategic Management and Competitive Advantage, third edition. Prentice Hall.
- Marcus, A.A. (2011). Management Strategy, McGraw Hill, second edition

LEADERSHIP AND ITS PRACTICES

Contents

- Concept of leadership; evolution of leadership over the years; myths about leadership; theories on leadership; Definitions of leadership, the necessity of leadership, Examples of leadership, The power of leaders and situation.7
- Components of leadership- leaders and followers; factors and principles of leadership; effect of leadership on organizational culture and climate; functions of leadership; leadership attributes; Theories of motivation, The extended leadership theory: Transformational, instrumental, transactional leadership
- Developing leadership skills-developing skills in problem solving, planning, delegation, internal communication, meeting management and managing yourself, Who is a Leader; Leadership Traits, Communication, Coaching and Conflict Skills, Leadership in Groups/Teams, Organizations, and the Public Sphere,
- Application of leadership in different contexts; leadership at micro level and macro level; various styles of leadership; assessing leadership and measuring its effectiveness; Power & Influence, Importance of Leadership and its value to the organization, Difference and relationship between Leadership and management
- Leadership and change; situational leadership; planning in leadership; varieties of power, Types of Leaders and Styles of Leadership, The Leader's Character, Professional leadership competencies
- Concept of individual leadership and group leadership; team building and building high performance teams; tools for leadership development among employees, Leader-Follower Relationship, Leaders and the Role of Personal Traits, Leadership and the Role of Gender, Leadership as an Influence Process,
- Leadership and values; role of emotional quotient in leadership; ABC: authenticity, believability and consistency in leadership; accountability versus authority; leadership in non-profit organization
- Case studies of well known leaders with different leadership styles; creativity and innovations in leadership; current trends and future of leadership practices, Leadership Problem Solving skills, Futuristic Planning in Leadership, Differences between supervision and leadership, Leadership and Productivity

Learning Outcomes

At the conclusion of the course the student will:

- Recognize a variety of leadership theories.
- Demonstrate the ability to use theories in the practice of leadership.
- Identify their personal values.
- Understand how to lead with integrity.

- Demonstrate a practice of ethical leadership.
- Recognize that leadership is a lifelong learning process
- Expand on knowledge of human differences.
- Develop an appreciation and sensitivity to human differences.
- How to lead with an understanding of human difference.
- Demonstrate an understanding of group dynamics and effective teamwork.
- Illustrate effective verbal and written communication skills.
- Distinguish ways to adjust one's leadership style appropriate to the situation.
- Display the critical thinking skills and abilities to lead others toward common goals.
- Construct an awareness of the meaning of social justice.
- Develop a commitment to service.
- Understand the importance of taking responsibility for their actions.

Suggested Readings

- Leadership Theory To Practice: A Game Plan For Success As A Leader : Robert H. Palestini, Rowman & Littlefield Education, 2009
- Authentic Leadership Theory And Practice: Origins, Effects And Leadership : Theory And Practice, Peter G Northouse, 5/e , Sage South Asia, Development - William L. Gardner, Bruce J. Avolio, Fred O. Walumbwa, Jai Press(ny), 2005.
- Theory And Practice Of Leadership - Roger Gill, Sage Publications, 2006