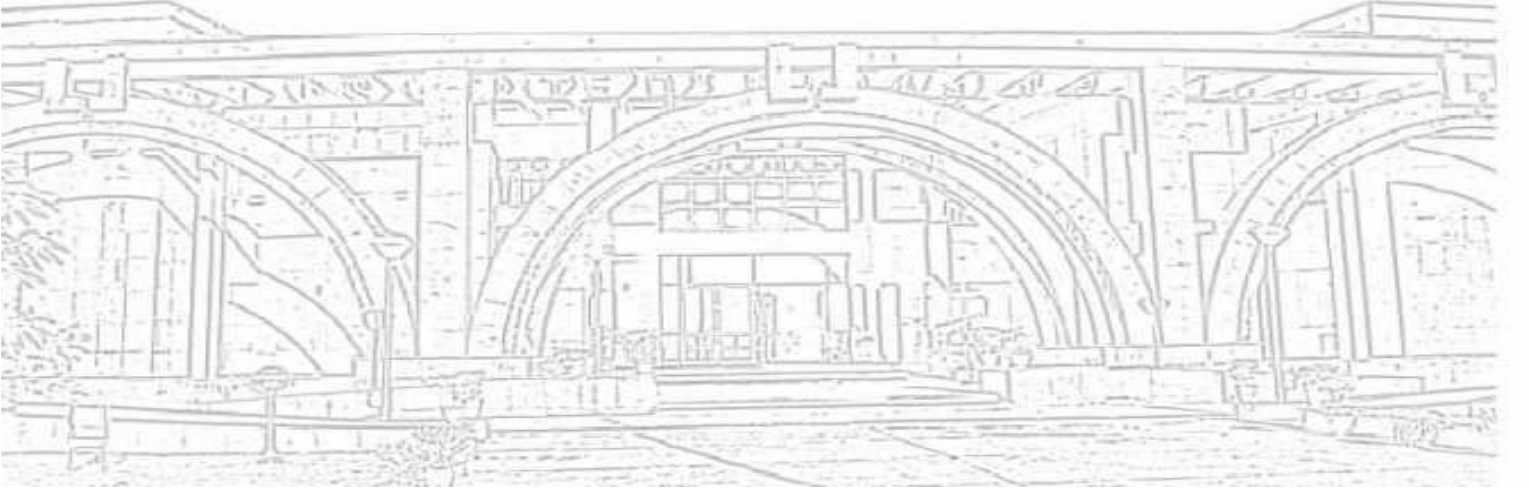

ONE-YEAR CERTIFICATE PROGRAMME IN MANAGEMENT FOR PUBLIC SECTOR EXECUTIVES 2009-10

26th October 2009 to 25th October 2010



सिद्धिमूलं प्रबन्धनम्
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IIM INDORE

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INTRODUCTION

Indian Public sectors were established for developing India economically. They create and distribute wealth. Since independence Public sectors have significantly contributed to the Indian economy and its growth. Due to globalization pressures, in 1991 economic reforms were introduced, which have brought significant pressures on the profitability and growth potential of Public sectors.

Special Features of PSUs:

The PSUs play a pivotal role in the economic development of the country because of their higher participation in the industrial and commercial activities of the country.

Many a times, PSUs were created to operate in areas of national and international trade, consultancy, inland, and overseas communication and construction services; as a result, overall profits of the public sector have not been restricted to certain sectors. In other words, the public sector is a heterogeneous combination of basic infrastructure industries, industries engaged in providing trade services, consumer goods industries, etc.

Rapid industrialisation and infrastructure creation for economic development were the basic rationale behind setting up PSUs. Governed by this rationale, the PSUs were set up by the government to ensure easy availability of important articles of mass consumption, and to promote even distribution of income while keeping tabs on prices of vital products. Protection of workers' interests was also one of the objectives as large number of enterprises was created from sick private sector enterprises (PSE) that were taken over. Promoting and ensuring that regions were developed in a balanced manner and earning foreign exchange by promoting import substitutions were some additional reasons for encouraging public enterprises.

The public sector in India assumed a strategic role in the Indian economy after the introduction of the New Industrial Policy.

Issues & Challenges Faced by PSUs:

Growing competition from the private sector within India and outside will pose new challenges, as existence of a level playing field will decrease the public sector's opportunities for special privileges and concessions that PSUs enjoy. Productivity and efficiency have also been the problem areas for PSUs.

Economic reforms and market pressures have thrown up new concerns of human resource development (HRD) for public sector units in India. In addition to the above reasons, some common problems faced by PSUs include adverse market/administrative prices, stiff competition, weak marketing strategies, low capacity utilization and high interest rates.

Human Resource Development in PSUs:

Setting, seeking and self-realising a vision is the core of any HRD programmes. Today the buzzword is customer satisfaction. This is possible when all the executives, across the board, look at their work as a mission, as a service to their users, stakeholders, the public at large and the nation. Creation of such a mind-set is the chief objective of HRD especially in PSUs that are run with public money. With this approach new challenges for growth can be met and opportunities exploited through an informed, enlightened and holistic management of PSUs.

PROGRAMME OVERVIEW

From the last one decade the concept of public management has changed radically. Deficit reduction and government restructuring have affected the public sector not only in India but also in other countries. The old public sector thinking of carefully defined roles, reliance on rules and procedures, and central government management is becoming obsolete in favour of a more client-focused, service-oriented system.

In the present scenario, Indian Government promotes competition between various companies, service providers; measures performance based on output, defines clients as customers. Government of India due to WTO agreements cannot create differentiation in laws and policies between an Indian Government company and private companies. Government has to energize all sectors – public, private, and NGO.

In this new framework, public-sector executives face a challenge: On the one hand, they are expected to deliver results measured against Government and political targets. On the other, they are increasingly being asked to incorporate private-sector business practices into public-service models. The Program examines this tension, and focuses on the use of modern management tools in today's public-sector organization.

To compete in the changing environment Central Public sectors (CPSU) have to enhance their value chain. In this context, CPSU also have to develop its human potential to enable them to transform themselves as a vibrant competitive organization.

To succeed in the changing economic environment CPSUs need world-class talent, and visionary leadership. One option is to identify and manage talent is to provide comprehensive executive education to the select promising executives of CPSU.

Program Objectives:

- ❑ To enhance the existing knowledge, skills, attitudes and behaviors of middle and senior managers Central Government Public Sectors in order to improve public sector performance.
- ❑ To manage and lead effectively in the current and future public sector environment, through cost effective, relevant and value added education and training.
- ❑ Provide a comprehensive and integrated perspective on management science.
- ❑ To provide an in-depth understanding of all the functional areas like Accounts, Finance, Production, Marketing, Strategy and Human resource.
- ❑ To introduce Contemporary management ideas and thoughts.
- ❑ To hone the soft skills like, communication, personnel development, team working and innovations.

At the end of the one-year CPM the participants would have gained:

- ❑ Comprehensive understanding of management function.
- ❑ In-depth experience to functional level areas of Management.
- ❑ Enhanced Analytical capabilities.
- ❑ Exposure to world-class practices.
- ❑ Excellent communication skills.
- ❑ Transformed themselves as a positive leader.

WHO SHOULD ATTEND?

The goal of the CPM Program is to enable participants to develop maturity as professional managers in the public domain and to ensure an increase in flexibility and capacity to operate skillfully in the constantly changing business environment of the new world of work. The Program has been designed to ensure that participants have the management capacity required to effectively manage in a continuously changing public sector environment.

- ❑ CPM Program provides an exceptional learning, networking and idea-sharing opportunity for public-sector managers who are looking for fresh perspectives on public-sector management.
- ❑ The CPM Program is aimed at highly motivated middle and senior managers in the public sectors wishing to attain middle or senior management level. To undertake the Program, participants are sponsored by their employer and commit to completing the Program.

CURRICULUM

The **one-year Certificate program** is divided into four modules. In the first model exposes the participants to basic functional level of management as well as softer management topics. The second module enables the participants to learn various tools, techniques and advanced management topics. The third module inculcates new management thoughts in major functional areas. Participants would have an option of selecting electives of their choice from a wide range of electives. In module four the participants do a pre decided project work and design an implement plan. In addition, the program has an Industry (allied and different) visit global component.

List of Courses and Brief Course Contents

TERM I

Organizational Behaviour – (OB)

- ❑ Managing people.
- ❑ Understanding behaviour of people in organizations.
- ❑ Human behaviour is studied at four levels: individual, interpersonal, group, and organizational.

Managerial Accounting and Control – I

- ❑ Balance Sheet, Profit and Loss statement
- ❑ Accounting Process
- ❑ Income measurement
- ❑ Hire Purchase and Lease accounting
- ❑ Matching cost and revenues
- ❑ Inventory Valuation
- ❑ Depreciation accounting
- ❑ Deferred expenses and intangible assets
- ❑ Corporate finance statement

Managerial Oral & Written Communication (MOWC)

- ❑ Developing oral communication skills
- ❑ Speech organization skills,
- ❑ Audience analysis skills,
- ❑ Critical thinking skills

Micro Economic

- ❑ National Aggregates: Concepts, Measurement and Data
- ❑ Behavioural and Technological Functions
- ❑ Economic Fluctuations and Stabilization Policy: Macroeconomic Models
- ❑ Economic Growth, Unemployment and Inflation
- ❑ Demand and Supply: Framework
- ❑ Consumer Demand Theory
- ❑ Demand Curves

- ❑ Demand Elasticities Demand Forecasting
- ❑ Demand Analysis and Commodity Taxation
- ❑ Production and the Firm
- ❑ Cost Theory and Concepts
- ❑ Market Structure and the Firm
- ❑ Pricing of Multiple Products

Quantitative Techniques I

- ❑ Problems Structuring
- ❑ Linear Programming
- ❑ Transportation Problem
- ❑ Goal Programming
- ❑ Integer Programming
- ❑ Network Models
- ❑ Data Envelopment Analysis

Finance I

- ❑ Financial Analysis
- ❑ Cash Budgeting
- ❑ Cash Flow Statement Preparation
- ❑ Short term Financial Planning
- ❑ Working Capital Financing
- ❑ Accounts Receivable Management
- ❑ Integrated Working Capital Management
- ❑ Cash Management
- ❑ Time Value of Money
- ❑ Stock Valuation
- ❑ Mean Variance Analysis
- ❑ Stock Exchanges and Related Institutions
- ❑ Bond and Money Market
- ❑ Foreign Exchange Markets

Human Resource Management

- ❑ Strategic Human Resource Management
- ❑ Recruitment and Selection Policies and Practices
- ❑ HR and Change Management
- ❑ Performance Management for Quality: Dimensions and Practices
- ❑ Designing Performance Management Systems
- ❑ Developing Managerial Competencies
- ❑ Issue in the Customer Focus - Compensation Link

- ❑ Role of HR in Mergers and Acquisitions
- ❑ Social Realities, Economic Reforms and the Employment Relations
- ❑ The Future of Trade Unionism in the Changing Environment
- ❑ Managing Trade Union Relations at the Firm Level
- ❑ The Dynamics of Collective Bargaining in Employment Relations

Management of Information Systems – I (MIS)

- ❑ Information Technology and its managerial applications.
- ❑ Electronic spreadsheet as a decision support tool for management applications and build capabilities to model management applications for analysis on spreadsheets.
- ❑ Basic concepts of data management on computers
- ❑ Basic concepts of programming methodology and provide skills to develop algorithmic applications, extensions to spreadsheet functionality, interfaces databases and web-enablement of applications.

TERM II

Managerial Accounting and Control-II

- ❑ Cost Classification
- ❑ Allocation, Apportionment, Absorption
- ❑ Cost Centres and Activities
- ❑ Direct Costing
- ❑ Break-Even Analysis
- ❑ Pricing and Activity Based Costing Systems
- ❑ Joint Costs
- ❑ Relevant Fixed Costs & Sunk Costs.
- ❑ Cost Analysis for control.
- ❑ Budgeting and Control

Marketing –I

- ❑ Introduction to marketing
- ❑ Buyer Behavior, Segmentation, and Targeting
- ❑ Demand Assessment and Forecasting
- ❑ Marketing Environment
- ❑ Product Policy
- ❑ Pricing Policy

Operations Management -I

- ❑ Introduction to Production Processes, Job Shops
- ❑ Introduction to Process Analysis
- ❑ Batch Production Process & Lotsizing
- ❑ Assembly Lines
- ❑ Continuous Production Process
- ❑ Project Operations
- ❑ Project Operations: Resource Leveling
- ❑ Service Operations
- ❑ Material Requirement Planning & Detailed Scheduling
- ❑ Scheduling Job and Batch Processes
- ❑ Synchronous Production Systems
- ❑ Just-In-Time Manufacturing
- ❑ Cost/Productivity I: Managing Processes
- ❑ Managing the Workforce in Operations

Quantitative Methods II

- ❑ Structuring a Decision Problem
- ❑ Probability Concepts
- ❑ Discrete Distribution
- ❑ Integrating Applications

International Business

- ❑ International Business Cultural, Political, legal environments
- ❑ International Strategy formulation and Implementation
- ❑ Managing Global competitive landscape

Finance II

- ❑ Investment Analysis
- ❑ Corporate Tax Planning
- ❑ Capital Budgeting

- ❑ Optimal Capital Structure
- ❑ Dividend Policy
- ❑ Cost of Capital
- ❑ Valuation of companies and businesses
- ❑ Mergers and acquisitions
- ❑ Leasing
- ❑ Project Finance
- ❑ Convertible Debt & Warrants
- ❑ Financial risk management – Instruments

Management Information Systems II

- ❑ Information Systems in the Enterprise
- ❑ Management Control and MIS
- ❑ MIS: Strategic Aspects
- ❑ Management and Organizational Support Systems
- ❑ The Internet and New IT Infrastructure
- ❑ E-Commerce and e-Business
- ❑ System Design & Development

Macroeconomics

- ❑ National Aggregates: Concepts, Measurement and Data
- ❑ Behavioural and Technological Functions
- ❑ Economic Fluctuations and Stabilization Policy: Macroeconomic Models
- ❑ Economic Growth, Unemployment and Inflation

TERM III

Marketing-II

- ❑ Distribution Management
- ❑ Sales Management
- ❑ Communication Strategy and Management
- ❑ Marketing Research and Information System
- ❑ Marketing Strategy, Planning, and Organization
- ❑ Emerging Issues in Marketing

Operation Management II

- ❑ Inventory Systems: Deterministic Inventory Models
- ❑ Stochastic Inventory Models: Service Levels and Uncertainty in Demand
- ❑ Aggregate Production Planning
- ❑ Introduction to Waiting Line Theory
- ❑ Quality Control and Management
- ❑ Quality Function Deployment and Product Design
- ❑ Robust Design and Taguchi Methods
- ❑ Long Term Capacity Planning
- ❑ Manufacturing Process Flexibility and Facility Location
- ❑ Cellular Manufacturing and Facility Layout.
- ❑ Supply Chain Management

Strategic Management

- ❑ Structural analysis of Industries
- ❑ Competitive advantage
- ❑ Resource based view
- ❑ Generic competitive strategies
- ❑ Competitive analysis
- ❑ Strategic groups
- ❑ Organic and Inorganic growth
- ❑ Diversification related and unrelated.

Legal Aspects of Business

- ❑ Scope and Scheme of the Act – important definitions – contract and tort – proposal: communication, acceptance and revocation – consideration.
- ❑ Contract act,
- ❑ Company act
- ❑ Accounts and audit-directors' report – balance sheet and profit & loss account – auditors – powers and duties of auditors.
- ❑ General principles relating to Property Law
- ❑ Intellectual property law
- ❑ Trade marks and Merchandise Act
- ❑ Law of Taxation
- ❑ Principles of central excise duty
- ❑ Legal Regulations of business
- ❑ Restrictive and Unfair Trade Practices and their importance in the modern law.

Arbitration and its importance in the modern law.

TERM IV

Project work and Two weeks international industrial and academic visit.

PEDAGOGY:

The program will include various pedagogy like, case method, lectures, exercises, stimulation and games, industry visits, projects/ assignments.

Instructional Design

- ❑ The Program is designed around clearly articulated learning objectives, with the goal being to enhance the professional skills of public sector managers. Content and exercises are intended to relate to participants' experiences in the workplace. The content offers practical tools and strategies that can assist public sector managers to better understand their operating environment and navigate it successfully.

- ❑ Extensive use is made of case studies, which is an important strategy for enhancing participant understanding of the subject matter. Case studies are an active learning strategy intended to foster critical thinking and problem solving skills. They are also a useful device for conveying the dynamism and complexity of the public sector environment.

- ❑ The CPM Program is about public sector managers doing their current jobs better. In addition, skills developed should, with further experience and reflection, enable an individual to make the transition to more senior executive management positions.

IMPORTANT DATES / FEE / REGISTRATION

Programme Dates:

October 26th, 2009 – October 25th, 2010

Location:

Indian Institute of Management Indore

Registration:

Organizational sponsorship is essential.

Fee:

Rs.10,00,000.00 (Ten lakhs Residential) per participant. The fee includes course materials, room and board expenses. Two (2) lakhs is extra for the two weeks International industrial and academic tour.

Payment of Fee:

Fee for CPM programme should be sent through crossed demand draft in favour of Indian Institute of Management Indore, payable at Indore.

IIMI Permanent Account Number (PAN) is AAAJI0057R.

Please send nomination forms along with a crossed demand draft may please be sent to: CPM Office, Indian Institute of Management Indore, Prabandh Shikhar, Rau-Pithampur Road, Indore - 453 331, (M.P.) E-mail: mdp@iimidr.ac.in

You may also submit online nomination form by browsing the link <http://www.iimidr.ac.in/iimi/pages/institute/cpm.php>.

The last date for receiving nomination along with Demand Draft of course fee is October 5th, 2009.

FACULTY

Please visit us at: http://www.iimidr.ac.in/iimi/pages/faculty_main/department-and-faculty.php

VENUE

Management Development Center (MDC), Indian Institute of Management Indore, Indore

ACCOMMODATION

The participants would be provided accommodation at the campus.

CERTIFICATE:

The participants on completion of the course would receive a certificate of participation by Indian Institute of Management Indore.

ALUMNI ASSOCIATION

Participants will become members of the IIMI Alumni Association on completion of the programme. The alumni enjoy certain benefits related to institute's activities, facilities, and publications. The CPM Program provides excellent opportunities for networking with fellow participants, industry leaders, and IIM Indore's faculty. Following completion of the Program, you become part of the IIM Indore's alumni network.

As a member of this alumni group, you will receive:

- ❑ Exclusive access to our alumni website.
- ❑ Invitations to IIM Indore's Club events in major cities
- ❑ Regular mailings of IIM Indore Magazine, the IIM Indore's alumni magazine

For more information feel free to contact:

CPM OFFICE

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