



IFIM Business School

www.ifimbschool.com

Certificate Programme in Business Management for the Officers of Indian Armed Forces

Duration – 24 weeks

Scheduled from October 2009

About the Program:

The programme aims at delivering the required inputs on the managerial theories and practices and develops managerial skills necessary to be a part of the corporate world. The participants will get an opportunity to develop core business skills and competencies in various functional areas. They will also get opportunity to handle issues involving cross-functional areas. Eminent faculty of IFIM Business School cover the curriculum. Participants of the program will involve themselves actively in case studies and discussions, role-plays, games, etc. The participants are expected to get benefited through continuous learning and networking with peers from different backgrounds, during and after the programme.

Program framework:

The program is divided into four modules, each of 6 weeks, totaling into 24 weeks. Each module will have total 120 contact hours, 4 hours a day, 5 days a week. Total 18 courses (14 core papers and 4 elective papers in different functional areas) and a Capstone Business Module will be offered in this program.

Some of the significant topics which will be discussed, are as follows:

Business Environment – The objective is to develop an understanding of the fast changing environment and its impact on business is crucial for success. Topics include:

- Macro and Micro Economic Environment
- Legal Environment

Managerial competencies- the objective is to understand self as a manager and develop managerial competencies. Topics include:

- Self – awareness
- Interpersonal Relationship management
- Team Building and Diversity Management
- Leadership
- Organization Structure and Design
- Managing change
- Business Problem Solving

Functional knowledge - the objective is to develop an awareness about functional knowledge and concepts within the primary management functional areas and to develop skill to align the functional areas with the business strategy. Topics in the five key areas cover:

Accounting and Finance

- Analysis of Financial Statements
- Cost Management
- Project Appraisal
- Financial Markets and Financing Decision
- Working Capital Management and Financing

Operations Management

- Supply Chain Management
 - Operations Planning and Control
 - Total Quality Management
 - Project Management
 - Technology Management
 - New Product Development
- Operations Strategy

Marketing

- Marketing Orientation
 - Marketing Strategy Development
 - Managing Brand Equity
 - Marketing Research
 - Consumer and Organisational Buying Behaviour
 - Segmentation, Targeting and Positioning
- Market Entry

Human Resources Management

- Human Resources Planning
- Recruitment and Induction

- Training and Development
- Performance Management
- Career Planning
- Compensation & Rewards System
- Employee engagement

Information Technology -

- Data Mining and Business Intelligence (DM& BI)
- Enterprise Resource Planning(ERP)
- Database Management System(DBMS)
- Business Process Re-Engineering (BPR)

Business Strategy - This subject integrates the Functional Knowledge gained earlier and allows the managers to take decisions and develop strategies that are appropriate for different environments.

List of the courses to be offered*:

Module I:	
Macro and Micro Economics	30 hours
Financial and Management accounting	30 hours
Business communication	20 hours
Managerial effectiveness	20 hours
Organizational Behavior	20 hours
Module II :	
Corporate information systems	20 hours
Marketing management	30 hours
General commercial knowledge	20 hours
Business statistics and OR	30 hours
Human Resource management	20 hours
Module III :	
Operations management	30 hours
Corporate finance	30 hours
Elective 1	30 hours
Elective 2	30 hours
Module IV:	
Business strategy	20 hours
Service marketing	20 hours
Elective 3	30 hours
Elective 4	30 hours
Capstone Business module	20 hours

*** The list and sequence of elective papers will be finalized during Module II.**

Course outlines:

14 core papers and 4 elective papers (in different functional areas) will be offered in this program.

Core papers:

Macro and Micro Economics

Course objectives:

To Present those aspects of economic theory that are most relevant to the participants of business administration and demonstrate the interrelationships between production, marketing and financial decision; Learn the use of quantitative analysis in developing and analyzing the relevant data for the decision making process in the field of business management, Develops familiarity with economic performance measures, economic growth, and international economics.

Major areas to be covered:

- Demand Analysis and Elasticity of Demand
- Utility Analysis
- Production Analysis
- Cost Analysis
- Market Structure and Pricing techniques
- National Income Accounting
- Consumption function and Investment function
- Inflation and Monetary policy and Fiscal Policy
- Open Economy Macro Economics
- India and WTO

Financial and Management accounting

Course objectives-

To introduce participants to basic rules, concepts and conventions behind financial statements, to introduce management accounting with the key concepts in managerial decision making in terms of cost benefit analysis, cash flows, budgeting etc. , to focus on how managers can use accounting information in making decisions and how accounting information can be used to control the actions of the firm.

Major areas to be covered:

- Measuring business income and preparation of financial statements

- Measuring and reporting assets, liabilities and shareholders equity:
- Cost volume profit analysis
- Business decision making
- Budgetary planning and control

Business communication

Course objective -

To develop a conceptual understanding of the communication process and the tools and techniques involved in communicating; to develop the skills of identification of purpose and objective of business communication and the skills of developing oneself as an effective communicator as informer, persuader and collaborator; to develop the skills for oral, non-verbal and written communication

Major areas to be covered:

- The process of communication
- Barriers in communication
- The communication flow in the organisation
- Non-verbal, verbal and written communication
- Creative and effective listening
- The use of audio visual aids
- Presentation skills

Managerial effectiveness

Course objective -

To assist each participant in development of her/his abilities & leadership qualities. The participants would be encouraged and induced to choose an area where they would attain personal mastery. It could be in the area of oral presentation, written communication, numerical analysis, computer models or negotiations to name a few.

Major areas to be covered:

- Marketing oneself as a unique brand
- Professional speaking
- Behavioral interviewing
- Business etiquette
- Managing conflict
- Leadership behaviors
- Emotional intelligence
- Peer coaching

Organizational Behavior

Course Objectives:

To familiarize the participants about the basic concepts, theories and dynamics that operate in an organizational setting with regard to the behavior of people within it.

Major areas to be covered:

- The concept, role and functions of organizational behaviour
- Organizational structure
- Ability and learning
- Personality
- Values, attitudes and job satisfaction
- Perception and decision making
- Motivation in organizations.

Corporate information systems

Course objective -

To give an overview about the different types of information systems, to introduce IT concepts and infrastructure so that IT as a tool can be used effectively in all streams to get right information to the right people at the right time in the right and format.

Major areas to be covered:

- Introduction to information system concepts and terminologies
- Information technology architecture
- Types of information systems
- Networking and data management
- Group collaboration
- Management Decision making
- Ethics, privacy and information security, introduction to futuristic technologies.

Marketing management

Course Objective –

To know the basic concepts of marketing and try to apply them in understanding various marketing electives

Major areas to be covered –

- Introduction to Marketing Management
- Product planning and development
- Pricing
- Promotions
- Place
- Marketing planning

General commercial knowledge

Course objective -

This course would cover almost all aspects of business right from the demand of the product to the supply of the product, logistics, contracts, Banking, Insurance, International Trade, tariffs, Patents and trade marks.

Major areas to be covered:

- Demand and supply
- Free trade and protection
- Merchant and trade partnership
- Contracts of sale
- Banking
- Transit of Goods
- Insurance
- Tariffs and Customs and Exercise
- Patents and Trade Marks
- Commercial travelling
- Chambers of Commerce

Business statistics and OR

Course objective:

The participants will be exposed to a wide range of applications of statistics or quantitative techniques in business to enable them take business decisions. The course would help them develop the required analytical skills to analyse issues in a more objective way, so that they can make a rational decision.

Major areas to be covered:

- Introduction , Presentation and Analysis of statistical data
- Measures of Central Tendency
- Measures of Variability
- Measures of Shape

- Probability
- Theoretical probability distribution
- Sampling and sampling distribution
- Testing of Hypothesis
- Measures of association

Human Resource management

Course objective:

To help in understanding the significance of Human Resource Management in today's business, and to facilitate in understanding and exploring the various functions of Human Resource Management

Major areas to be covered:

- Human resource planning
- Recruitment and selection
- Training and development
- Promotions and transfers
- Performance appraisal
- Wage and salary administration
- Grievance handling and employee discipline

Operations Management

Course objective –

The primary objective of this course is to provide basic concepts of Operations Management and application of Basic Concepts in real business environment to improve efficiency and productivity of business systems.

Major areas to be covered:

- Designing work systems
- Layout Optimization
- Quality Improvements
- Value stream mapping
- Supply Chain Management

Corporate finance

Course objective -

The course will introduce the participants to basic corporate finance theory and practice. The objective is to help the participants acquire a broad overview of the corporate finance function and decision making process. The course will largely involve lectures, problem solving and case studies.

Major areas to be covered -

- Time value of money
- Investment decisions using capital budgeting techniques
- Financing decisions
- Capital structure
- Dividend decisions
- Working capital management

Business strategy

Course objective:

To develop perspective and appreciation of the problems and responsibilities of top management; gain knowledge and understanding of the concept of corporate strategy; develop skills to analyze business situations from a strategist's point of view.

Major areas to be covered:

- Developing a Strategic Vision, Setting Objectives, Crafting a Strategy.
- Decision Making Approaches
- Definition of Strategy, Strategic Management Process
- Strategic Change, Evolutionary or Revolutionary , Distinctive
- Competence, Competitive Advantage, Business Requirement, Key Vulnerability
- Strategy at the Business Level
- Strategy at the Corporate Level
- Strategic Alliances

Services Marketing

Course Objective-

It is aimed at equipping the participants to clearly understand the issues concerning the concepts and practice of Services Marketing.

Major areas to be covered:

- Distinguishing Features of Services
- STP and the 7 Ps of Services Marketing
- Services Experience, Service Design, Service Quality
- Behavior of consumers, the Process View of Services
- Service profit Chain, Productivity and Yield Management
- Demand & Supply management
- Service Guarantees, Service Recovery, Integrated Services strategy
- Moments of Truth at all Customer Touch points

Elective papers:

Marketing area

Elective 1: Marketing research

Course Objective:

To understand the process of marketing research and also the application of research concepts in understanding the marketing concepts.

Major areas to be covered-

- Introduction to Marketing Research
- MR process
- Problem recognition
- Research Design
- Data Collection
- Data Analysis
- Report preparation and presentation

Elective 2: Branding

Course Objective:

To understand the basic concepts of a brand and applying them in the relevant areas of branding.

Major areas to be covered –

- Introduction to brand management
- Brand positioning & values
- Choosing brand elements to build brand equity
- Leveraging secondary brand knowledge
- New products branding
- Global Branding
- Managing Brands over time

Elective 3: Advertising

Course Objective:

To understand the advertising process and advertising industry structure thoroughly. Each component of advertising has been covered to give the participants overall importance of advertising in corporate communications. The syllabus also emphasizes on the integrated study of advertising along with brand building and management.

Major areas to be covered –

- Introduction to IMC and Analyzing the Communication process
- Advertising industry
- Analyzing the business environment for advertising and integrated brand promotion
- Planning advertising and integrated brand promotion
- Preparing the message
- Placing the message in conventional and new media
- Monitoring, Evaluation and control

Elective 4: Consumer Behaviour

Course Objective:

To make participants familiar with consumer behaviour concepts and techniques. It is expected that participants will develop an understanding of the concepts and apply the same in practical situations.

Major areas to be covered –

- Introduction to consumer behaviour
- Consumer needs, motivation
- Consumer perception and attitude
- Consumer learning
- Social class and family life cycle
- Reference groups
- Opinion leadership
- Consumer decision making
- Cognitive dissonance

Finance and accounting area

Elective 1: Financial markets

Course Objective:

To introduce participants to financial systems, subsystems, and economic development through markets. Focus of the course is on subsystems of financial markets and to introduce the participants to various market dynamics, instruments, intermediaries and regulatory process governing the same.

Major areas to be covered:

- Introduction to financial system, subsystems, markets
- Money market and capital market
- Debt market
- Gilt market
- Instruments, trading and settlement procedures
- Regulatory framework

Elective 2: Insurance

Course objective –

To highlight the area of risk management, techniques available to handle the same and focus on insurance available as a risk management tool for individuals and corporate.

Major areas to be included:

- Insurance – a conceptual framework
- Terms of an insurance contract
- Life insurance-methods of funding and premium rate calculations
- Term insurance – features and products
- Permanent life insurance and premium calculations

Elective 3: Principles of commercial banking

Course objective –

To help the participants understand the current environment of the banking industry and help the participant to become a better consumer of banking services.

Major areas to be included –

- Origin, functions, types, central bank
- Interest rates
- Reserve requirements
- Sources and uses of funds
- Capital adequacy
- Profitability

Elective 4: Investment management

Course objective –

To equip the participants with import tools and techniques required in an investment with specific reference to equity and bonds.

Major areas to be covered -

- Investment environment
- Asset allocation decision
- Selecting investments in a market
- Investment sins
- Fundamental and technical analysis
- Valuation principles and practices

Operations management area :

Elective 1: Project management

Course objective:

To provide the participants with certain tools and techniques for managing projects to successful completion. Main focus will be on Planning, Monitoring and Control aspects of Managing a Project.

Major areas to be covered:

- Over view of Project Management
- Project Planning and Control
- Work Breakdown Structure (WBS)
- Scheduling Project Work
- Network Construction
- Resource Management
- Time- Cost Trade Offs
- Project Monitoring & Updating
- Types Of Organisations & Project Culture

Elective 2: Quality Management

Course objective:

To train the participants in Quality Management concepts, so that these concepts can be applied in designing products/services etc. We assume that the participants are exposed to basic concepts in statistics and probability etc.. Main emphasis is to groom the participants to apply Quality concepts in day to day operations to achieve organization's Quality Goal.

Major areas to be covered:

- Introduction to Quality Management
- Tools and methods for analytical studies
- Statistical Process Control
- Design of Experiments
- Case Discussions

Elective 3: Service Operations Management

Course objective:

To foster an understanding of Service Operations as against manufacturing organisation and to develop an analytical thinking about services; and acquire familiarity in using concepts and analytical tools for enhancing the performance of Service Organisation.

Major areas to be covered:

- Introduction to Service Operations Management
- Service Package
- Service Delivery Systems
- Ensuring Quality in Design & Operation of Services
- Capacity Management in Services
- Service Location – Models & Issues
- Service Strategy & Market Position
- Operations Control

Elective 4: Supply Chain Management

Course objective-

To equip the participants with the Basic and advanced knowledge on Supply Chain Management. Main emphasis has been given to practical exposure in SCM through case studies and real projects. This approach will mould the participants for consulting roles in SCM related areas such as transportation, distribution, warehouse management and materials management.

Major areas to be covered:

- Introduction to SCM
- SCM related to Operations
- Role of IT in SCM
- SCM Performance Management
- Transport management

Human resource Management area :

Elective 1: Employee recruitment and selection

Course objectives:

To understand and explore the operational issues involved in recruitment, selection and retention, test the appropriateness of techniques used in industry, to develop ideas about strategic issues for policy making, and to understand the extent of innovation and contemporary concerns and challenges

Major areas to be covered:

- Constraints and issues in recruitment
- Process of selection
- Human resource measurement
- Strategies for selection
- Job analysis
- Interviews
- Selection methods, techniques and barriers.

Elective 2: Training and Development

Course objectives:

To develop a systematic approach towards it in terms of learning various training techniques and methods of evaluation of training.

Major areas to be covered:

- Need analysis of training
- Design and development of training programs
- Implementation of training
- Training evaluation
- Criteria for selection of trainers
- Methods of training
- Coaching, mentoring and counseling.

Elective 3: Compensation Management

Course objectives:

To equip the participants in comprehending the various tools applied in managing the pay structure of employees. An understanding of the techniques of pay management will facilitate the participant to design a customized compensation structure for employees keeping in mind the unique features of organizations and employees, thus enhancing employee and organizational efficiency.

Major areas to be covered:

- Concepts of compensation management
- Job analysis and evaluation
- Performance related pay
- Person based compensation
- Wage differentials
- Pay structure and design
- Compensation strategy

Elective 4: Performance management

Course objective:

The course aims to familiarize the participants with the processes and techniques of performance management.

Major areas to be covered:

- Performance management processes
- Link to the strategic plan of an organization
- Performance measurement approaches
- Performance information
- Implementation of a performance management system
- Employee development
- Performance management skills
- Reward systems
- Performance management of a team

Information Technology area :

Elective 1: Data Mining and Business Intelligence (DM& BI)

Course Objective: -

To familiarize participants with the core concepts of data mining and to equip them with the competency to use the Data mining tools and techniques effectively.

Major areas to be covered:

- Introduction to Data Mining
- Uses, Origin and Growth of Data Mining
- Terminologies, Core Ideas in Data Mining
- The Steps in Data Mining-Preliminary Steps, Organization of Datasets, Sampling from Database etc
- Evaluating Classification and Predictive Performance,
- Applications of data mining in various fields like CRM, marketing etc, study and analysis of various data mining tools present in the market
- Data ware housing
- OLAP

Elective 2: Database Management System (DBMS)

Course Objective:-

Database Management system (DBMS) is very crucial because it supports Managerial Decision making at All Levels of an Organization by providing each level of management with a separate view of the data that would support them in their specialized decision making roles. The main objective of the course is to give an introduction to the Concepts, development and use of databases.

Major areas to be covered:

- An overview of Database Management System
- Database System Vs File System
- Database system concepts and architecture
- ER model concepts
- Guidelines for database design
- The need for Normalization
- Introduction to SQL,
- Introduction to transactions and concurrency Control.

Elective 3: Business Process Re-Engineering (BPR)

Course Objective:-

The Main objective of the Course is to provide in-depth knowledge on Reengineering to acquire better practices and skills to meet the tremendous change of industry through tools & techniques of BPR.

Major areas to be covered:

- Introduction to Business Process Reengineering
- Reengineering and the Organizations of Tomorrow
- Principles and methods of BPR
- Strategic aspects of BPR
- Measurement issues in BPR
- Operational aspects of BPR
- Reengineering Methodologies and Tools
- BPR and total quality management
- BPR and Information Systems
- Redesigning the Organization Through Information Technology

Elective 4: Enterprise Resource Planning (ERP)

Course Objective:-

To enrich participants with concepts and knowledge of Enterprise Resource Planning (ERP) & meet the need of today's growing economy which is guiding organizations to resort to ERP package as a solution to their information management problems.

Major areas to be covered:

- Evolution of ERP Systems
- Requirement, Risks & Benefits of ERP,
- ERP Challenges
- ERP implementation Life Cycle
- Requirement & implementation, ERP Modules - Finance, Mfg, HR, QM, Marketing, Sales & Services ,ERP future

About IFIM Business School:

IFIM Business School, Bangalore (The Institute of Finance and International Management) founded in 1995 with its first batch of participants graduating in 1997, finds its place among the Top 15 from amongst the 500+ Business Schools that were started post 1990 in the private sector. IFIM has grown very fast in the last decade and today it has come to acquire a unique 'institutional equity' with all its incumbent attributes Excellent curriculum and Faculty inputs, Infrastructure, International exposure, Academia-industry interface and Placements.

In recent times, IFIM Business School has taken many bold, forward looking and progressive initiatives to include collaboration with leading academic, research and corporate bodies for conducting Continuing Education Programmes, Research, Corporate Training & Consultancy and offering a Ph.D programme in Management.

IFIM Faculty

IFIM Business School's faculty is a distinguished group with a list of honours and research awards to their credit. The faculty, some of whom have made significant contributions in academics, research and industry.

Campus infrastructure

The Campus infrastructure consists of a computer lab, an integrated WiFi enabled campus, participant activity areas such as a lounge and snack bar, classrooms of varying seating capacities, conference halls exclusively for Executive Development Programmes, a centrally air-conditioned auditorium, an amphi-theatre, Placement office, Admissions office and an Administration department.

Library

The library subscribes to over 80 journals/periodicals, contains over 8,000 books and has an extensive collection of reports and projects. The library information system contains the record of all books and journals. Faculty and participants can access 8,800 online journals - current as well as retrospective - through the electronic database.

Computing Facilities

The computer lab is equipped to handle intensive computing applications and is equipped with the latest hardware both for client and server computing. The WiFi infrastructure ensures that each stakeholder on campus is able to connect to our digital nervous system from anywhere.

Hostel and Food

A hostel is available for the participants with all the modern facilities, on single accommodation basis, and food arrangements.

Healthcare

A doctor is always available on call. Besides, facilities exist to take participants suffering from medical emergencies to nursing homes/hospitals for treatment. For specific details in this regard, please contact the Administration Department.

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