

# Professional Development Programmes



## Gautam Buddha University

Greater Noida  
Gautam Budh Nagar  
Uttar Pradesh (India) - 201308  
Phone No.: 0120-2344200

## **Gautam Buddha University**

Gautam Buddha University, established by the Uttar Pradesh Act (9) of 2002, commenced its first academic session at its 511 acres lush green campus at Greater Noida in August 2008. The University is fully funded by the New Okhla Industrial Development Authority (NOIDA) and the Greater Noida Industrial Development Authority (GNIDA) the undertakings of Government of Uttar Pradesh. The University envisions to become a world class center for excellence in education with a special focus to serve the under privileged and economically challenged sections of the society. The University is modeled as a fully residential educational campus in line with the best institutions of higher learning across the globe. The uniqueness of its reputation is acknowledged through the format, content and pedagogy of its programmes and their relevance to the society.

### **The Campus**

Gautam Buddha University has planned and is developing one of the finest campuses that can rival the best in the world. The University Campus is an architectural marvel and has in its master plan:

- Campus spread over 511 acres with about 75 lakhs sq. ft. of constructed area, and 30% Green Belt with 50,000 trees,
- Central Library with modern facilities and reading hall for 2000 students,
- Administrative Building and Eight Faculty (School) Buildings,
- The Faculty & Staff Quarters, Married Research Scholar Hostels,
- Students Hostels with 5000 single seated rooms,
- International Guesthouses,
- International Convention Centre,
- Meditation Centre,
- Swimming Pools, Gymnasia,
- Indoor and Outdoor Sports Complex,
- Water Bodies,
- Utility Centers and many other facilities.

### **School of Management**

The School of Management commenced its first batch of MBA in August 2008 with 120 students. Since then, it has been marching on with an integrated focus on exploring and creating new avenues for young aspirants through strategic collaborations with institutions and enterprises of national and international repute. At present of the 24 Competent and experienced faculty at GBUSM about 60% are PhD holders and the other are in the process of earning the same. GBUSM has state of the art classrooms, Conference Rooms and computing facilities, supported by an extensive library of books, journals, films and databases. All academic programmes of GBU are fully residential. The serene and pollution-free campus, with extensive sports and co-curricular facilities, is well equipped to meet all the essential requirements of the residents. The curriculum of all its academic activities has international and cross cultural focus. AT present, the school offers three programmes in management, which are Masters in Business Administration (MBA) , 5 Year MBA for 10+2 students and Doctoral Programme (PhD).

## **Costing Estimate:**

### **Training Programs organized at venue suggested by the Organization**

This would cost Rs 2,500 per day per employee with a minimum of 10 employees going through the program.

Plus, the cost of travel of two faculty members (Airfare / in case of road travel by (AC transport) and accommodation (Air-conditioned) and local hospitality to be borne by the Organization seeking training. Organisation is also to Provide audio/ video facilities for the training

University would provide soft copies of training material. The organisation should provide hard copy of the same along with the training kit to the participants

### **Residential Programmes at Gautam Buddha University.**

GBU charges Rs 5,000 per day per employee with a minimum of 10 employees going through the program. This includes the cost of study material, stay and food.

### **Non- Residential Programmes at Gautam Buddha University.**

GBU charges Rs 3,000 per day per employee with a minimum of 10 employees going through the program, which includes the cost of study material.

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## Management Development Programmes 2010-11

### School of Management

Sr. No	Area	Programme Title	Pg No.
1.	Finance and Accounting	Finance for Non Finance Executives	1
2.	Finance and Accounting	Financial Derivatives	4
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4.	Human Resource Mgt	Negotiating Skills	8
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8.	Strategy and Entrepreneurship	Business Model Innovation: A New Route to Competitiveness.	19
9	Strategy and Entrepreneurship	The Fundamentals of Running Small Scale Enterprise.	22

# FINANCE FOR NON-FINANCE EXECUTIVES

## INTRODUCTION

In the present competitive world knowledge is becoming the most potent weapon. A person is required to have multi-disciplinary approach while attending to any situation in his focus area. A rupee saved is rupee earned. This maxim applies to almost every aspect of finance, be it personal or for the organisation where one is working.

It is necessary that every manager should know finer aspects of financial management to put across his proposal or point of view with proper cost benefit analysis. It goes without saying that figures speak for themselves. An executive working in any department can convince his seniors with least efforts, provided he/she can substantiate his/her position with facts and figures.

This programme is designed to explain the basic nuances of financial management for an executive working in non-finance area. It does not aim to make experts in finance.

## OBJECTIVES

1. To appreciate the conceptual background of financial management.
2. To understand the financial impact of decisions taken by the executives in different discipline.
3. To develop financial policy in the area of responsibility.
4. To develop guidelines to measure success in financial terms.
5. To appreciate the requirements of the provider of finance.
6. To improve the knowledge of financial terms to interact with the managers of other competing firms.
7. To introduce and maintain proper management information system in the organisation for better internal control.

## PEDAGOGY

The programme uses lectures, cases, exercises and group discussion methods to sustain and generate active involvement of the participants

# FINANCE FOR NON-FINANCE EXECUTIVES

## DAY I

### Session I

#### Basic Accounting Concepts

- Basic Principle of Accounting
- Structure of Balance Sheet
- Trends in Presenting Financial Statements

### Session II

#### Basic Concepts in Cost Accounting

- Concepts, Types of Costs
- Cost Classification
- Costs Relevant to Decision Making
- Cost-Volume-Profit-Analysis

### Session III

#### Budgeting

- Concepts
- Cash Budgeting
- Responsibility Accounting
- Financial Planning

### Session IV

#### Exercise Based on Budgeting

## DAY II

### Focus on Working Capital Management

### Session I

#### Cash & Receivable Management

- Need for Cash and Cash Management
- Principles of Cash Investment
- Receivable Policies
- Control of Receivables

### Session II

#### Working Capital Management

- Concept and Nature of Working Capital
- Working Capital Policies
- Working Capital Cycle

- Session III** Bank Financing
- Sources of Working Capital
  - Bank Finance

**Session IV** Case on Working Capital Management

## **DAY III**

### **Focus on Capital Budgeting**

**Session I** Cost of Capital & Capital Structure

- Costs of Individual Sources of Capital
- Weighted Average Cost of Capital
- Marginal Cost of Capital
- Optimum Capital Structure

**Session II** Principles of Determining Cash Flows for Investment Analysis

- Incremental cash flow concept
- Opportunity cost concept
- Sunk cost
- Treatment of depreciation
- Treatment of salvage value

**Session III** Project Evaluation Techniques

- Accounting Techniques
- ( Payback Period, Accounting Rate of Return, DSCR )
- Discounted Cash-Flow Techniques
- ( NPV, IRR, BCR )

**Session IV** Case on Capital Budgeting

# FINANCIAL DERIVATIVES

## INTRODUCTION

Recent times have witnessed remarkable growth in international transactions. With the fast-growing internationally oriented transactions in business enterprises, there is a great need for managing risk. This risk management demands a new set of financial products and competencies. Financial derivatives are one such innovation to manage risk effectively. Understanding of derivatives has become a common need for investors, financial consultants, brokers, relationship managers and other professionals who look for Job opportunities in the areas of financial instruments and financial markets. The market for financial derivatives - Options, Futures, Forwards and Swaps is growing exponentially. This requires proper understanding of these innovations by the professionals working in the finance sector.

## OBJECTIVES

To familiarize with Financial Derivatives and their markets.

To understand Forwards and Futures as a product for hedging and investment.

To understand the dynamics of Options as an investment and hedging tool.

To understand working of derivatives markets.

To apply financial derivatives in investment and overall financial management process.

## PEDAGOGY

The programme uses lectures, cases, exercises and group discussion methods to sustain and generate active involvement of the participants for comprehensive learn



# FINANCIAL DERIVATIVES

## DAY I

- Session I** Brief Review of Share Trading in Stock Market
- What is Risk and its Management?
- Derivatives
- Concept, Need and Importance,
  - Types of derivatives,
  - Origin and Development of Derivatives Markets,
  - Derivatives in India,
- Session II** Important Terminology of
- Forwards & Futures
  - Options & Swaps
  - Clearing and settlement
  - Trading and Market
  -
- Session III** Forwards and Futures
- Forwards & Futures Contracts Mechanism
  - Evolution of Future Market,
  - Futures Market in India,
  -
- Session IV** Exercise Based on Futures

## DAY II

- Session I** Options
- Types of Options,
  - Trading in Options markets
  - Factors affecting option prices
- Session II** Options
- Option Strategies (Introduction)
  - Hedging with Options
  - Exercise Based on Options
- Session III** Swaps
- Types of Swaps,
  - The market for swaps,
  - Hedging with Swaps.
- Session IV** Online Trading of Futures and Options

# PERSONAL FINANCIAL PLANNING

## INTRODUCTION

Wealth cannot buy happiness but the lack of it can cause lot of miseries. In today's dynamic financial scenario where change is the only constant it is important to manage wealth rather than be managed by it.

This programme is designed to help understand ones financial goals in life and how to plan well to achieve them. It also helps in better investment management even for senior executives on the verge of retirement.

## OBJECTIVES

At the end of this course participants will be able to:

1. Understand the various aspects of both Wealth and Investment management.
2. Design and track personal portfolio on an ongoing basis.
3. Track latest developments in the field of wealth management.

## PEDAGOGY

The programme uses lectures, cases, exercises and group discussion to sustain and generate active involvement of the participants.

# PERSONAL FINANCIAL PLANNING

## DAY I

### Session I

Introduction and Overview

- Life cycle pattern of Income, Savings, Investments & Expenditure
- Indian Social Environment and Financial Planning
- Comprehensive Personal Financial Planning and Goal Setting
- Investment Basics Demystified

### Session II

Characteristics of various Asset Classes

- Cash
- Fixed Income Securities
- Domestic Shares
- Foreign Shares
- Property
- Gold
- Risk Profiling Exercise
- Matching Risk Profile and Asset Classes

### Session III

Portfolio Designing

- Evaluating Available Asset Classes.
- Allocation among asset classes
- Portfolio Building
- Portfolio redesigning and rebalancing - a continuous process.

## DAY II

### Session I

Risk Management

- Protecting and preserving Wealth
- Derivatives for Risk Management
- Insurance for Risk Management

### Session II

Debt/Loan Management

- Meeting Financial Goals
- Prudent Debt Management
- Avoiding Debt Traps

### Session III

Sustenance and Perpetuation of Wealth

- Retirement Planning
- Reverse Mortgage

# **NEGOTIATING SKILLS FOR MANAGERS**

## **INTRODUCTION**

This course is designed to impart the participants the principles and practices of negotiation. Melding bargaining as a social and managerial activity, participants will gain an intellectual understanding of negotiation behaviour, develop a strategic plan for effective negotiation, acquire the sophistication needed to analyze bargaining and conflict relationship, gain confidence as a negotiator, will learn to manage differences and become a more effective problem solver in the corporate arena.

## **OBJECTIVES**

1. To understand the situations requiring negotiation and conflict management.
2. To understand the skills needed for effective negotiation.
3. To develop a negotiation plan and strategy.
4. To be able to negotiate globally i.e., to understand the sensitivity of cross – cultural negotiation

## **PEDAGOGY**

The programme uses lectures, cases, exercises and group discussion methods to sustain and generate active involvement of the participants.

# NEGOTIATING SKILLS FOR MANAGERS

## DAY I

### Session I

#### Introduction

- Nature and Characteristics of Negotiation
- Parties to Negotiation
- Types of Negotiation
- How Negotiating differs from Selling

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### Session II

#### Strategy and Planning for Negotiation

- Tactics and Objectives
- Establishing the environment of Negotiation
- Pursuing a win – win outcome
- BATNA

### Session III

#### Negotiating (Tips and Skills)

- Interpersonal Skills and Body Language
- Perception, Cognition and Emotion involved in Negotiation
- Dealing with objections and rejections
- Understanding the opponent's needs and motivation

### Session IV

#### Exercise Based on Negotiating

## **DAY II**

### **Focus on Clinching the Deal**

#### **Session I**

##### **Final Decision and Agreement**

- Going for commitment
- How to close the deal
- Tips for maintaining long term relationship for future negotiation

#### **Session II**

##### **Cross – Cultural Negotiation**

- Concept of Cross – Cultural Negotiation
- Issues in Cross – Cultural Negotiations
- Variables of Negotiations
- Negotiation styles in different countries through a comparative study
- Strategy involved during Cross – Cultural Negotiation

#### **Session III**

##### **Recent Negotiation cases and the Strategies involved**

# **CONFLICT MANAGEMENT**

## **INTRODUCTION**

Conflict is present in every organization, and if people are resolving their conflicts with win-win outcomes, the result is effective teamwork. But if conflicts aren't resolved, working relationships erode and the result is a growing morale problem that needs attention. This course teaches participants how to manage emotions during conflict while working collaboratively toward a win/win resolution. Participants will complete a conflict style assessment, learn the five styles of conflict, and identify their dominant style.

## **OBJECTIVES**

1. The value of relationships and the role of healthy conflict
2. Coping strategies and your coping style
3. Differentiating between conflict, disagreement and confrontation
4. Alternatives to fight, flight or submit
5. Setting and communicating personal boundaries

## **PEDAGOGY**

The programme uses lectures, cases, exercises and group discussion methods to sustain and generate active involvement of the participants.

# CONFLICT MANAGEMENT

## DAY I

### Session I Causes of Conflict

- Where does conflict come from
- Dealing with conflict
- Understanding different personalities
- Motivating factors on the job

### Session II Overcoming the Most Common Reasons for Conflict

- Creating the proper workplace climate
- Establish appropriate rules of discipline
- Dealing with personal problems brought to work
- Overcome resistance to change
- Dealing with age and cultural differences
- Transformative Conflict interventions.

### Session III Role Play for conflict management

## DAY II

### Session I The Manager's Role in Managing Conflict

- Creating a performance turn-around plan
- Mediating conflict between employees
- Dealing with employees who won't change
- Safe guidelines for documenting problems
- 5 steps of disciplinary action
- Developing a coping strategy to live with problems

### Session II Prevent Conflict Proactively

- Establish confidence and trust with our employees
- Spot potential conflict warning signals early
- Recognize the early signs of attitude or burn out problems
- Create employee attitude tune-up plans

### Session III Case study and Exercises



# LEADERSHIP SKILLS & HIGH PERFORMANCETEAMS

## INTRODUCTION

Effective organisations have managers at every level who display leadership. The programme will focus on the increasingly critical role of leadership in dynamic and changing organisations. Over the years, much has been learned about the development and implementation of teams- what works and what doesn't. The programme will highlight how High Performance Teams are highly adaptive, difficult to build, expensive to maintain, and glorious to behold.

## OBJECTIVES

The workshop on Leadership Skills and High Performance Teams is modulated in a manner that it enables the participants:

1. To identify Leadership Roles and Functions
2. To identify the styles that the managers generally adopt in leading
3. To refine and expand the Leadership Skills participants already own and use daily.
4. Identity the roles, goals and competencies as contribution to the team effort
5. Understanding and appreciating the dynamics of the team building
6. Participant is expected to be more concerned with achievement of the team goals rather than being self-centered.

## PEDAGOGY

1. Faculty presentations
2. Up-to-date real-life case studies
3. Group exercises and discussions
4. Experience sharing

# LEADERSHIP SKILLS & HIGH PERFORMANCETEAMS

## Day I

### Session I Leading in Context

- Leadership in the 21st Century - The context for Leadership
- Complexity, Change and Organisational transition
- Emerging Approaches to Leadership

### Session II Leading in Context

- Inspirational Leadership, Servant Leadership
- Crisis versus Steady state, Leadership and situation
- Leadership and situation
- Applying leadership (case studies)
- Leading 'Process' and 'Content'

### Session III Leading Self

- The psychology of leadership – What makes a Leader tick?
- Motivation: Motivating self and others
- Leadership derailers: understanding personal traits and how to manage them
- Narcissism, Volatility and Arrogance

### Session IV Leading Self

- Emotional Intelligence – the business case
- The Self aware leader, Developing personal self awareness
- The psychology of interpersonal interaction
- Empathy, motivation, culture and performance

## Day II

### Session I Leading & Developing Others

- Building and leading high performance teams
- Leading Performance
- Building and leading a high performance culture
- The Leader as Coach and Mentor

### Session II Leading & Developing Others

- Leading Creativity
- Leading Innovation and Risk
- Leading Client/Customer Obsession
- Leading and sustaining growth

### Session III High Performance Teams

#### **The High Performance Team: An understanding of human performance and behaviour**

- Team Dynamics
- Team Roles
- Understanding oneself

### Session IV High Performance Teams

- Motivating the Team
- Herzberg's and Maslow's Approaches
- Maintaining Team Performance
- Managing Conflict

# MANAGING STRESS

## INTRODUCTION

Stress is inevitable and it is everywhere. While modern life has its amenities and amusements; on the other side there are tremendous pressures and demands on individuals and organisations due to technological shifts, increased competitions and the transformations in the world around us. Yet the good news is that stress is not all that bad and there are effective ways of managing it.

## OBJECTIVES

The workshop on Stress Management is modulated in a manner that it enables the participants to:

1. To gain deeper insight into personal & organisational stress
2. To monitor and manage stress in your life
3. To identify and unlearn dysfunctional behaviours
4. To be acquainted with certain stress management techniques

## PEDAGOGY

1. Faculty presentations
2. Up-to-date real-life case studies
3. Group exercises and discussions
4. Participant presentations
5. Experience sharing

# MANAGING STRESS

## Day I

### Session I

- Stress management – conceptual clarification
- Physiological Processes & Stress
- The Fight or Flight Syndrome

### Session II

- Identifying your current personal and professional stressors
- Physiological, Psychological & Behavioural Symptoms
- Understanding personal coping style
- Emotion Regulation Skills

### Session III

- Meditation & Relaxation Techniques
- Mapping the Human Mind

### Session IV

- Mindfulness Exercises

## **Day II**

### **Session I**

- Attitudes, Beliefs & Behaviours
- Personal Success & Happiness through Self-Esteem
- Assessment of Self Esteem
- How to build Self Esteem

### **Session II**

- Mental Imagery – Power of the Mind's Eye
- Elements of Imagery (the 4Rs)
- Imagery Category

### **Session III**

- Developing Mental Imagery Skills
- Exercise: Tennis Serve

### **Session IV**

- Designing Self Imagery programme (based on FITT principles)

# **BUSINESS MODEL INNOVATION: A NEW ROUTE TO COMPETITIVENESS**

## **INTRODUCTION**

The preconditions of successful enterprise is hard to predict. However, most of the time when some entrepreneurial venture succeeds, some uniqueness, rarity and creative destruction of established belief is associated. Successful entrepreneurs either do different things or do the things differently.

The managers need to think how to move beyond traditional way of doing business. The business model innovation is no less important than product innovation. A better business model beats a better idea or technology. The new business model has allowed prolific growth for many companies like P&G, Apple, Google, LinkedIn, Amul and Mumbai's Dabbawallah. Not all business models are same. One has to understand business model innovation (BMI) discipline. Thereafter, one can evaluate the various paths to go and improve upon.

The programme will discuss the creative way of execution in dynamic business context. The session will provide sharing platform about underlying motives of different entrepreneurs whose legends have not yet come into light. The meet will discuss the entrepreneurial way of doing the business and practices which contribute in developing winning cultures. The programme is useful to corporate entrepreneurs, first generation entrepreneurs and university technopreneurs.

## **OBJECTIVES**

It will help participants to

1. Understand conceptual and practical framework for corporate venturing
2. Understand different revenue models
3. Assess the business situations like market expansion, investment prioritization, new revenue source for existing product, quest for internet leverage
4. Use different tool for business planning
5. Understand the reasons behind successful and failed venture
6. Stay motivated for value creation, value capture, value migration, strategic choices and profit migration

## **Pedagogy**

Interactive Sessions, Critical incidents, Stories and Case Discussions.

# BUSINESS MODEL INNOVATION: A NEW ROUTE TO COMPETITIVENESS

## DAY I

### Session 1

- Significance of business model innovation
- Understanding what really matters in a business model
- Some short case examples

### Session II

- Functions of business model
- Understanding value – value creation, value capture, value chain, value proposition, economic value to the customer.
- Case study

### Session III

- Creating a new disruptive business model in a traditional industry.
- Understanding what's critical and how you use this to refine and improve your business model.
- Creating, analysing and choosing between two radically different business models.

### Session IV

Positioning of firm within value network or eco-system, Identifying, potential complementers and competitors, Some inflexion point examples from popular literature



## **DAY II**

### **Session I**

A systematic approach to business model development, understanding new business models such as Freemium, Long Tail Business Models, Multi-Sided Platforms, Open Business Models and more.

### **Session II**

Open innovation and external venturing practices  
Understand the dynamics of different business models.

### **Session III**

Business model design techniques, such as visual thinking  
prototyping of business models, story telling and more.

### **Session IV**

Evaluating business models, Business models and the  
competitive Environment, A Blue Ocean Strategy  
perspective on business models

# **THE FUNDAMENTALS OF RUNNING SMALL SCALE ENTERPRISE**

## **INTRODUCTION**

As per the current estimation, small scale sector account for 45 percent of manufacturing output and 40 percent of total export from India. 59 million people are employed by this sector. 6000 products are dealt by this sector ranging from traditional products to high technology products. This sector provides maximum opportunity of self employment after agriculture sector. Entrepreneurs at SMEs are facing problems like lack of working capital, hurdles in approaching financial institutions and competition from big players. Liberalized import regime has resulted in onslaught on SMEs. Some of them have withstood the competition and many are striving for better managerial skills, capacity for sustaining growth.

The purpose of this programme is to provide all first hand information about creating and running micro, small and medium enterprise (MSME). The session will elaborate about different technical procedures and various supportive schemes associated with MSME. The target audience for this MDP is new entrepreneurs who are interested in start up venture in future. The sessions will be interactive and include real life examples and situations.

## **OBJECTIVES**

The MDP will help participants to:

1. Identify various opportunities in the sector.
2. Appreciate management issues of small business.
3. Know major hurdles and way to overcome it.
4. Create awareness about bank loans, term loans.
5. To modernise technology and upgradation of enterprise.
6. Know to promote and build brand.
7. Prepare key documents like business plan to get support.

## **PEDAGOGY**

The sessions will be participative elaborating various concepts with practical implications. The sessions will use live examples, cases and critical incidents.

# THE FUNDAMENTALS OF RUNNING SMALL SCALE ENTERPRISE

## DAY I

Session 1	Meaning of MSME, scope and opportunities, ecosystem,  Intitutional environment
Session 2	Procedure of starting up, forms and formalities
Session 3	Role of government, various schemes
Session 4	Basic awareness of the issues like quality, productivity, competition and environment

## DAY II

Session 1	Managerial challenges, marketing, finance and technology issues, importance of working capital, debt and equity financing
Session 2	Developing a successful business plan for internal and external selling
Session 3	Promotion mix for small business, franchising model
Session 4	Choice of business location, characteristics of consumer behaviour, Employee recruitment and training needs