



BHARATI VIDYAPEETH UNIVERSITY, PUNE

(Established u/s 3 of the UGC Act, 1956 vide Notification No. F.9-15/95-U-3 of the Govt. of India)

‘A’ Grade Accreditation by NAAC

Social Transformation Through Dynamic Education...

SCHOOL OF DISTANCE EDUCATION

PROGRAMME GUIDE

OF

**CERTIFICATE PROGRAMME IN
SUSTAINABILITY AND EXCELLENCE IN
BUSINESS
(CPSEB)**

Bharati Vidyapeeth Deemed University, Pune (India)

School of Distance Education

Course: Certificate Programme in Sustainability and

Excellence in Business

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The Certificate Programme in Sustainability and Excellence in Business is 6 months course

1. Aims and objectives of the course: -

Management for Business Excellence is a new and innovative certificate course designed for those who want to become leaders and managers of business excellence in technology-based organizations. It is suitable for high achievers who want to be challenged in the way they think about business management and problems

2. Nomenclature of the course: - Certificate Programme in Sustainability and Excellence in Business

Sr. No.	Course No.	Subject
1	101	Organizations, People & Performance
2	102	Creating Business Excellence
3	103	Leadership & Excellence
4	104	Knowledge Based Asset Management

3. Abbreviation of the course: CPSEB

4. Name of the faculty: - Faculty of Management Study

5. Academic year in which course has been initiated: - 2011-12

6. Eligibility criteria for admission to the course:

10+2 or its equivalent

The students pursuing graduate and post graduate programme from Bharati Vidyapeeth Deemed University can also take admission in the programme

Note: The following documents are required for eligibility compliance;

1. Marks statement of 10+2.

7. Teaching scheme of the course:

The Personal contact sessions and Seminars will be conducted at the Academic Study Centers during weekends (Saturdays or Sundays) and Public holidays. 40 hours will be devoted to these sessions for theory as well as practical work.

8. Structure of the course: - The Certificate Programme in Sustainability and Excellence in Business 6 Months Course consisting 4 courses.

9. Standard of Passing: -

In order to pass the course, a candidate will have to obtain minimum 40% marks in each head of passing.

To pass the examination, a student must obtain 50% of marks in aggregate for the entire examination.

10. Rules pertaining to supplementary / reappearing in examinations, if not passed the examination as per rules of passing

If a student fails to secure 40 % marks in internal / external evaluation separately in each head of passing then he / she must appear in the subsequent internal / external exam to pass in the examination

If a student fails to secure 50% marks in aggregate in the entire examinations then he / she must appear in the subsequent examination

11. Award of Classes: -

The award of class will be based on aggregate marks obtained by a student.

First class with Distinction	75% & above
First Class	60% & above but less than 70%
Second Class	50% & above but less than 60%
Fail	Less than 50%

12. Basis for allocation of marks for

- a) **Internal Assessment: - 30%**
- b) **Theory (External evaluation) 70%**

13. Procedure for conduct of internal assessment

Each student will have to submit two assignments for internal assessment for each paper.

14. Pattern of Evaluation and Examination

The evaluation in each head of Passing shall consists of 100 marks (70 marks for Semester end examination and 30 marks for Internal Assessment)

A candidate will be evaluated in each course depending on learning objectives and requirements of the course contents.

The details of course – wise mode of evaluation and examination are as given below

Course end Examination	Subject Code / Course No.	Method of evaluation and Examination
	101 to 104	Written Paper of 3 hours duration with 70 marks at the end of the Course

15. Pattern of Written question paper

The final examination question paper has 2 sections i.e. I & II

Type of Question;

Section – I Subjective Type

Section – II Case Study

Certificate Programme in Sustainability and Excellence in Business

Organization, People and Performance

Course 101

Unit 1: Identifying environmental opportunities and risks, technological environment, economic, govt. policies, macro economic factors.

Unit 2: Internal environment, management practices, study management process, internal management systems

Unit 3: Innovation and new competency development – developing value-added products (case studies), role of technology and modernization

Unit 4: Study of core business philosophy, organization structure, role of HRD and personnel in enhancing innovativeness within the organization, total employee involvement.

Unit 5: Operational strategy, marketing strategy, monitoring, diversifications, growth strategy, leadership strategy, competitive advantage of the firm.

Reference Books:

- 1. Corporate excellence, Arun Kumar Jain (1998), AIMA Publications**
- 2. Sanghi, Seema (2009) The handbook of competency mapping. Understanding, designing, implementing, competency. Models in organizations, sage publications, 5th Edi.**
- 3. Hall, L.M. (2002) Winning Business Earnes, Jaico Publications**

Creating Business Excellence

Course 102

Unit 1: Focusing on corporate core competencies – Global and Indian perspectives, concept of core competency and core capabilities for competitive advantage.

Unit 2: Forces causing corporate focus on core competence in India, core competence vs unrelated diversification, case studies.

Unit 3: Managing change creatively – Global and Indian perspectives, changes facing today, theories of management of change, architecture of culture and strategy change in innovating organizations.

Unit 4: Managing external changes by organization, structure redesign, managing change by using behavioral techniques of management

Unit 5: Contingency approaches of Indian corporation to cope with external changes, patterns of organization, creating of leadership culture

Reference Books:

- 1) Dwivedi, .R.S. (1998), Corporate Excellence; the external onest, Macmillan publishers.**
- 2) Jain, A.K. (1998), Corporate Excellence; AIMA publications**
- 3) Chang, R.Y. and Kelly, P.K. (1994), Improving through Bench Marking, Wheeler publishers.**
- 4) Das, Pulak (2011) Strategic HRM: A resource deriver, perspective, Cengage Publications**

Leadership and Excellence

Course 103

Unit 1: Competing in the global markets, main issues, introduction to corporate entrepreneurship structuring, revitalization.

Unit 2: Opportunity driver excellence, corporate restructuring for change, adopting change positive and negative aspects of restructuring, striving for customer focus.

Unit 3: Concept of consolidation, case studies, reasons of consolidation, gradualisation and globalization.

Unit 4: Identification and use of core competencies, political and technological core competencies, innovative concept, same competency diverse application

Unit 5: Corporate social responsibility – sustainable development – economic and social, social environment for sustainable development, concepts and dimensions, socio-cultural imperatives, case studies in biocentric model for sustainable development.

Reference Books:

- 1. Corporate Restructuring, AIMA Excel Books**
- 2. Mattoo, P.R. (1998) Corporate Restructuring: An Indian perspective, Macmillan India Ltd.**
- 3. Josh, Y.G. and Verma, D.K. (1998), social environment for sustainable development, Rawat publications**
- 4. Dutka, A (1998) competitive intelligence for the competitive edge, American marketing association.**

Knowledge Bases Asset Management

Course 104

Unit 1: Corporate governance, purpose and nature of corporations, corporate structure and its evolution characteristics of corporations, shareholders and their role.

Unit 2: Reengineering, business process reengineering undermining corporate instinct, division of labour, unity of command, authority and responsibility, unity of direction, centralization.

Unit 3: The evolution of organizational structure – the matrix organisation, the virtual organization, the perpetual enterprise, federating, embracing a loose, perpetual structure.

Unit 4: The Achille's wel of corporate instinct, coordination, metaskills, autonomous decision making aptitude, an emotional aptitude for change.

Unit 5: The role of new-age top executives – Indian and global perspectives, management by trust (MBT), definition, measurement and development optimisation of organisational structure.

Reference Books:

- 1. Prasad, Kesho (2009) Corporate Governance, PHI learning Pvt. Ltd. New Delhi**
- 2. Kumar, Surender (2000), Corporate Governance. A question of ethics, Galgotia Publishing Co.**
- 3. Koulopoulos, Thomas M. and Spinerlo, R.A. And wayne, Thomas (1998). Jaico Publishing House.**
- 4. Dwivedi, R.S. (1998) Corporate Excellence: the External Quest, Macmillan India Ltd.**

