

INTEGRATED MANAGEMENT PROGRAMME (IMP)

ELECTIVE COURSES

1. Financial Management

IPME-101: Indian Financial System

Course Objective: This course aims at providing the students the intricacies of Indian financial system for better financial decision making.

Unit I:

Concept of Financial System; Formal and Informal Financial Systems, Functions of Financial System, Nature and Role of Financial Institutions and Financial Markets, Financial System and the Economy.

Unit II:

Money Market: Emerging Structure of Indian Money Market; Instruments of Money Market; Money Mutual Funds — an Overview and Regulatory Guidelines; Commercial Banks — Role in Industrial Finance and Working Capital Finance.

Unit III:

Capital Market: Concept, Structure and Functions of Capital Market; Primary Market- Instruments of Issue and Methods of Flotation; Secondary Market — Concept, Market Players, Trading System and Settlement.

Unit IV:

Institutional Structure — Indian Financial Institution: Development Banks- FCLICICI, Sits and IDBI: Investment Institutions —UTI and Other Mutual Funds; Insurance Organization- Life Insurance Corporation of India, SEBI: Scope and Functions, Objectives of SEBI.

Unit V:

Financial Products: Leasing, Hire Purchase, Factoring and Forfeiting, Credit Rating: Meaning, Functions, and Importance. Derivatives: Basic Introduction

Suggested Reading :

- Bharati V. Pathak: *The Indian Financial System*, Pearson Education Ltd.
- M.Y.Khan: *Indian Financial System*, Tata Mcgraw Hill.
- L.M.Bhole: *Financial Institutions and Markets*, Tata Mcgraw Hill.

IPME-102: Behavioural Finance

Objective: To provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance. The course is focused on the specific features of decision-making process in a market that is not strongly efficient.

Unit I: Overview Rational Finance and Classical Finance Theories:

Psychology and market people. Investors, portfolio managers, analysts: are they rational? Foundation of Rational Finance- Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Market Hypothesis, MM theory –investors are rational, Arbitrage pricing theory, Random walk hypothesis,

Unit II: Financial Anomalies and Behavioural Finance:Challenging the classical assumptions of finance; Financial market anomalies: Fundamental anomalies, Technical anomalies, Calendar or seasonal anomalies; Behavioural Finance: Introduction, meaning, nature, Assumptions of behavioural finance, Meaning of heuristics and bias, Building blocks of behavioural finance, Prospect theory and mental accounting

Unit III: Theories of Behavioural Finance: Theories of Behavioural Finance: Asymmetric information, Ego centricity, Human Behavioural Theories; Heuristics: Familiarity, Representativeness, Anchoring; Cognitive Biases; Emotional Biases; Bias: Interaction amongst biases, Outcomes of biases, Dealing with biases, Overcoming the biases and debiasing.

Unit IV: Behavioural aspects of Investing and Neurofinance ;Behavioural aspects of Investing: Behavioural Portfolio theory, Psychographic models, Sound Investment Philosophy; Market Bubbles: Introduction and brief history of stock market bubbles Explaining bubbles through behavioural finance, Investor behaviour during bubbles Neurofinance: Neural processes during financial decision making, Future of Neurofinance, Adaptive Market Hypothesis.

Unit V: Behavioural corporate finance: The decision-making process in reality. First level: rational managers, Managerial financing and investment decisions as rational responses to securities market mispricing;Second level: less than rational managers, Behavioural biases of managers; Capital structure choice: behavioural aspects; Investment policy: real investments and M&A deals.

Suggested Reading :

- Prasanna Chandra, Behavioural Finance, McGraw Hill 2016 / 1st
- M. M. Sulphey, Behavioural Finance, PHI 2014 / 1st
- Richard M. Thaler, Advances in Behavioural Finance: Volume II Princeton University Press 2005
- Williams Forbes, Behavioural Finance, Wiley 2009 / 1st
- Parag Parikh, Value Investing and Behavioural Finance, McGraw Hill 2009
- Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris, 'Economics, Bounded Rationality and the Cognitive Revolution' Edward Elgar Publishing 2008.
- James Montier The Little Book of Behavioral Investing: How Not to be Your Own Worst Enemy Wiley 2015
- Shuchita Singh, Shilpa Bahi, Behavioural Finance, Vikas 2018 / 1^s

IPME-103: Financial Services

Unit: I Financial Services: Meaning and Definitions of financial services, Importance, Essentials of an Ideal Financial Services Industry, Types of financial Services, Constituents of the financial service sectors, Financial services in India- Difficulties and Regulations

Unit: II

Leasing and Hire purchase – Introduction, Types of leasing, legal aspects, tax benefits, Concept and Application of Break-even Lease Rental - Lease vis-a-vis Buy , Lessor and lessee.

Hire purchase: Concept and Characteristics of Hire Purchase - 'Mathematics of Hire Purchase: Calculation of Effective Interest Rate - Legal Aspects of Hire Purchase - Tax Implications.

Unit: III

Consumer Finance Plastic Money (Debit, Credit & Smart Card) : Role of Consumer Credit in the Financial System - Features of Consumer Credit Transactions - Mathematics of Consumer Credit Card- Origin of Credit card, Meaning, Specimen of credit card, Silent features of Credit card, other types of cards.

Unit IV

Insurance Services : concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Rating Agencies- Origin, types of securities which need credit Rating, Objectives and benefits of Credit Rating, Credit Rating Agencies

Unit V

Venture capital financing : Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Securitization in India: Meaning, nature and scope of securitization, implications, securitization as a Funding Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages - Graduated-payment.

IPME-104: Security Analysis and Portfolio Management

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of theory and practice of Portfolio management.

Unit-I

Introduction: Significance of savings and investment - understanding of security, portfolio, speculation, gambling, and arbitrage mechanisms - Comparison between investment and speculation and its significance in Indian financial system - factors influencing investment decisions - Financial positions, tax positions and risk perception.

Unit – II

Fundamental Analysis: Meaning and Scope of Fundamental Analysis; Economy, Industry and Company Analysis.

Unit – III

Technical Analysis: Meaning and Significance of Technical Analysis; Technical Analysis vs. Fundamental Analysis; Tools & Techniques of Technical Analysis. Efficient Market Hypothesis: Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency and their Significance.

Unit - IV

Portfolio Analysis: Portfolio Risk and Return, Effects of combining securities Markowitz Model- Return optimization.

Capital Asset Pricing Model (CAPM) - Capital market line, Security market line; Risk free lending and borrowing,

Unit – V

Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance Evaluation, Market Timing, and Evaluation Criteria & Procedures.

IPME-105: Financial Modeling for Business

The objective of this course is to help student understand the process of creating a summary of a company's expenses and earnings in the form of a spreadsheet that can be used to calculate the impact of a future event or decision.

UNIT I: Understanding the Basic Features of Excel: Introduction to excel, Basic Calculations and Formulas, creating charts using forms and control toolbox, understanding finance functions present in excel, creating models.

UNIT II: Understanding Financial Modeling and Financial statement : Introduction to modeling, Understanding enterprise value and equity value, basics of developing excel models.

UNIT III: Financial Statement Analysis –Analysing financial statements by using spreadsheet model, Forecasting financial statements using excel, excel in project appraisal, determining project viability.

UNIT IV: Valuation method: Comparable Company Analysis, Precedent Transactions Analysis, Discounted Cash Flow (DCF) analysis and decision making under uncertainty.

UNIT V: Case Study : Using Excel to solve business problems and decision making related to above units.

Suggested Reading :

- Sawyer and Tom Y, *Financial Modeling for Business Owners and Entrepreneurs- Developing Excel Models to Raise Capital, Increase Cash Flow, Improve Operations, Plan Projects, and Make Decisions*
- Michael Rees, *Business Risk and Simulation Modelling in Practice: Using Excel, VBA and @RISK*
- Michael Samonas, *Financial Forecasting, Analysis, and Modelling: A Framework for Long-Term Forecasting*

IPME-106: Risk Management in Business

The objective of this course is to help students understand the different types of risks in business and how to manage them.

UNIT I

Introduction to Risk: Definition of risk, types of risk, Identify, analyse and measure risk, management of risk- Avoid, reduce, mitigate, transfer.

UNIT II

Enterprise Risk Management - Derivatives and other contracts to manage risk, Options to Hedge and exploit Risk, Creating integrated Risk management Strategy

UNIT III

Risk in Banking and Insurance: Credit Risk, Electronic Banking Risk, Risk in management policy, liquidity risk, Risk base supervision of Banks Insurance as risk management technique Types of insurance to manage risk.

UNIT IV

Risk management in Human resources and Marketing :Meaning, concept, types of risks in HRM, role to human resource management in managing people risks associated with employees from recruitment through to the close of the employee/employer relationship.

Variation Risk Management: Focusing Quality Improvements in Product Development and Production

Suggested Reading :

- John Stevens, *"Managing Risk: The Human Resources Contribution"*
- Anna C. Thornton, *"Variation Risk Management"*
- Prof K. M. Bhattacharya, *"Management in Indian Banks"*, Himalaya Publication
- Rene M. Stulz, *"Risk Management"*, Thomson Publication.
- Triesmann, *"Risk management in insurance"*, Thomson Publication.

IPME-107: Financial Derivatives

Unit I:

Introduction: Meaning and purpose of derivatives; Current trends and challenges of derivative market in India.

Types of financial risks; Credit risk, Default risks, Foreign exchange, Interest Rate, Systematic and Unsystematic risks. Types of traders; Hedgers and speculators.

Unit II:

Options: Types of Options: Call and put payoffs, Trading strategies involving single option and stock, spreads, Straddles and strangles.

Unit III:

Valuation of Options; Binomial Options Pricing Model, Black-Scholes Model.

Unit IV:

Futures: Futures Contracts; Futures Trading Futures Positions; Futures Prices and Spot Prices; Forward Prices vs Futures Prices; Hedging strategies to cover price risks; Futures vs Options

Unit V:

SWAPS: Mechanics of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and its Valuation, Credit Risk and Swaps.

Suggested Reading :

- Gupta S.L., *FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS* PHI, Delhi, Kumar S.S.S. *FINANCIAL DERIVATIVES*, PHI, New Delhi.
- Miller, M. H. "Financial Innovation: Achievements and Prospects," *Journal of Applied Corporate Finance*.
- Stulz M. Rene, *RISK MANAGEMENT & DERIVATIVES*, Cengage Learning, New Delhi.

IPME-108: Financial Econometrics

Objective: To understand the application of econometric techniques to problems in varied areas of Financial management where Financial econometric methods are important tools for asset-pricing, corporate finance, options and futures, and risk assessment etc.

Unit I: Introduction to Time Series Classical Time Series Analysis, Utility of Time Series Analysis, Components of Time Series Data, Measurement of Trend, Seasonality and Cycles, Moving Averages and Smoothing Techniques to Time Series Analysis, Classical time Series Decomposition Models, Forecasting in time series, Applications in Finance .

Unit II: Stationarity and Co-integration Tools of Modern Time Series Analysis, Stochastic and Stationary Process, Tests of Stationary Trend vs Difference Stationary Process, Dickey-Fuller and Augmented Dickey-Fuller Tests Spurious Regression and Co-integration of Time Series, Engle-Granger test, Error Correction Mechanism.

Unit III: Univariate Time Series Analysis Univariate Time Series Analysis and Forecasting, Linear Time Series Analysis, Autocorrelation Function and Partial Auto-Correlation Function, Auto-Regressive (AR) Models, Moving Average (MA) Models, Box-Jenkins (BJ) ARMA and ARIMA Models, Identification Estimation and Forecasting with ARIMA Models, Economic Applications.

Unit IV: Multivariate Time Series Analysis Multivariate Time Series Analysis and Forecasting, Vector Autoregressive (VAR) Models Advantages and Problems, Estimation and Forecasting with VAR, Impulse Response Function Johansen Co-integration Test on VAR, Granger Causality test, Applications in Finance.

Unit V: Modelling Volatility Modelling Volatility and Auto-Correlation in Time Series, Motivation and Test for Non-Linearity – Historical and Implied Volatility, Auto-Regressive Conditional Heteroscedasticity (ARCH) Model, Generalized ARCH Model, Applications in Finance.

Suggested reading :

- D.N.Gujarati and Sangeetha: Basic Econometrics, Tata McGraw-Hill.
- Chris Brooks: Introductory Econometrics for Finance, Cambridge University Press.
- T.M.J.A. Cooray: Applied Time Series – Analysis and Forecasting, Narosa Publications.
- Damodar N. Gujarathi: Basic Econometrics, New Delhi: Tata McGraw Hill.
- J. Johnston: Econometric Methods, McGraw Hill.

IPME-112: Indirect Taxes

Objectives: To provide basic knowledge and equip students with applications of the provisions of Indirect Taxes.

Unit I: Basic Concepts of GST: Taxable person, Assessee, Types of Assesses, Meaning of Goods and Services, Difference between CGST, SGST, IGST, UTGST, Input Service, Input Tax, Output, Output Tax, place of business, place of supply, reverse charge, exempted goods, various rate of taxes, benefits of GST.

Unit II: Registration: Procedure of registration, compulsory registration, Deemed registration, cancellation and revocation of registration.

Unit III: Composition Levy and ITC: Meaning, specified rates, persons not eligible for composition scheme, payment of tax, returns, Eligibility and conditions for taking input tax credit

Unit IV: Returns and Assessment: Procedure of filling returns, periodicity of returns, various forms for filling of returns, Self-Assessment, provisional assessment, Best Judgment Assessment, Summary Assessment

Unit V: Introduction to Customs Law: Basic Concepts, Definition and Types of Custom duty, E-filing

Suggested Reading :

- Himanshu Srivastava, *MohitBahal: GST*; ShuchitaPrakashan , Allahabad
- EktaVerma, Prabhat Agarwal: *Goods & Services Tax*, Shikha Publications, Allahabad
- Dr.Vinod K. Singhanian: *Students' Guide To GST & Customs Law*, Taxmann Publications Pvt. Ltd., New Delhi

IPME-109: Capital and Securities Market

Objective: To get deep understanding about the capital market in India.

Unit - I

Capital Market: Meaning and features, Role in capital formation; Primary Market and Secondary Market; Methods of Issuing New Securities- IPO, FPO, Offer for Sale, Private Placement, Rights Issue, Bonus Issue.

Unit - II

Capital Market Intermediaries: Merchant Bankers, Underwriters, sub-underwriters Portfolio Managers, Brokers, Sub-brokers, Registrar and transfer agents.

Unit - III

Book Building Method: Role of Lead manager/Merchant bankers in issue; Red - Herring Prospectus; ASBA; Green Shoe option; Sweat equity; ESOPs; Listing of securities.

Unit – IV

Role of Mutual Funds in Capital Market – Concept, Functions and need, AMCs, Net Asset Value; Types of Mutual funds: Open ended, closed ended, equity, debt, hybrid and money market; Different investment options- SIP, SWP and STP.

Unit – V

Regulation and Guidelines: SEBI- Organisation, Objectives, Functions and Powers; Guidelines for new issue market; Steps taken to improve capital market; Merger of SEBI with FMC; Credit Rating Agencies-Role and Importance.

Suggested Reading :

- V. A. Avadhani: Investment and Securities Market in India; HPH, New Delhi
- Bhole, L. M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- H. R. Machirajn: Indian Financial System; Vikas Publications.
- Gordon and Narrajan, Financial Markets and Services, Himalaya Publishing House, New Delhi.

IPME-110: Personal Financial Planning

The objective of the course is to provide in-depth knowledge of Personal Financial Management It focuses on the basics of personal savings and investment plans, return and risk etc.

UNIT I:

Introduction: Concept, Need and Process; misconception about financial planning; factors affecting personal financial planning.

UNIT II:

Preparation of Personal Budget, Personal Financial Statement, Personal Income and Expenditure Statement.

Unit -III:

Savings & Investment Alternatives: Mutual Fund – types and process of investment; Equity Shares – investment strategy and portfolio construction within equity, Fundamental Analysis, Technical Analysis; Debt Market – Long-term and short-term instruments; Physical Assets – Real Estate, Gold. Post-office saving schemes.

UNIT IV:

Risk-return analysis of investment alternatives; Time Value of Money; Capital Budgeting – Concept and Techniques; Leverage Analysis.

Unit V:

Tax Planning: Tax evasion; tax avoidance; Tax planning in reference to location and nature of a new business; Tax planning in reference to Make or buy; own or lease; repair or replace.

Suggested Reading :

- Murali, S Subbakrishna,K.R.,*Personal Financial Management(WealthManagement)*, Himalaya Publishing House.
- Thite, A.S., Sinha, P.K., *Personal Finanical Planning*, Nirali Prakashan.
- Kapoor, J.R., Dlabay, L.R., Hughes, R.J., *Personal Finance*, Tat McGraw-Hill PublishingCompany Ltd. New Delhi.
- Pandey, I.M., *Financial Management*, Vikas Publishing House

IPME-111: Financial Reporting and Analysis

Objective: To prepare, understand, interpret and analyze financial statements with confidence and to appreciate and use financial statements as means of business communication as well as for effective reporting that is needed for sound economic decision.

Unit I: Introduction to Financial Reporting:

Development of Generally Accepted Accounting Principles(GAAP), Traditional Assumptions of the Accounting Model, Financial Accounting Standard Board(FASB); (AS) Issued by ICAI - IFRS, Basic Elements of Balance Sheet and problems in B/S Presentation, Statement of Stockholders' Equity, Basic and Special Income Statement Items, Limitations of Financial Statements, Statement of Cash Flows.

Unit II: Reporting and Ethics

Management's Responsibility for Financial Statements, Summary Annual Report, Auditor's Report on the Firm's Internal Controls, Report of Management on Internal Control over Financial Reporting, Segment Reporting, Interim Reports, SEC's Integrated Disclosure System, Code of Ethics, Harmonization of International Accounting Standards.

Unit III: Basics of Financial Analysis:

Ratio Analysis, Common-Size Analysis(Vertical and Horizontal), Year to Year Change Analysis, Financial Statement Variation by Type of Industry, Review of Descriptive Information, Trend Analysis, SIC Manual, Du Pont Chart - Window Dressing, Information Perception of Users of Financial Information.

Unit IV: Liquidity and Profitability Analysis:

Liquidity of Short-Term Assets and Operating Cycle, Long Term Debt Paying Ability while Considering Income Statement and Balance Sheet, Profitability Measures, Relationship Between Profitability Ratios, Trends in Profitability, Revenues by Major Product Lines, Gains and Losses from Prior Period Adjustments.

Unit V: Investor's Analysis:Leverage and its Effects on Earnings, Leverage Magnification Effect, EPS, Retained Earnings, Dividends and Stock Splits, Legality of Distribution to Stockholders;Expanded Analysis: Financial Ratios as Perceived by Commercial Loan Department- Corporate Controllers- Chartered Financial Analysts; Financial Ratios Used in Annual Reports, Degree of Conservatism and Quality of Earnings, Graphing Financial Information;

Case Study on Financial Reporting & Analysis (FRAs).

SUGGESTED READING : :

- Dhanesh K. Khatri, *Financial Accounting & Analysis*, TMH, New Delhi.
- *Financial Reporting & Analysis*, Eleventh Edition Charles H. Gibson, South-Western Cengage Learning
- PK Jain and K. L. Narang, *Financial Accounting & Analysis*, Kalyani Publications.
- Narayana Swamy, *Financial Accounting & Analysis*, PHI. ☐
- V. Rajasekharam, *Financial Accounting & Analysis*, Pearson Education, New Delhi.
- Ranjan Kumar Bal, *Financial Accounting & Analysis*, S. Chand, New Delhi.

2. Human Resource Management

IPME-201: STRATEGIC HRM

Course Objective- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT -I CONCEPT OF STRATEGIC HRMSHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking

UNIT-II HUMAN RESOURCE DEVELOPMENT Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit

UNIT-III E- HRMe- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e- training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT-IV CAREER & COMPETENCY DEVELOPMENT

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateau– Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT-V EMPLOYEE COACHING & COUNSELING

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counselling – Role of HR in Counselling - Components of Counselling Programs – Counselling Effectiveness – Employee Health and Welfare Programs

OUTCOME: Students will have a better understanding of the tools and techniques used by organizations to meet current challenges

SUGGESTED READING :::

- Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
- Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
- Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
- Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
- Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
- Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

IPME-202: PERFORMANCE MANAGEMENT

COURSE OBJECTIVE- To understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.

UNIT -I FOUNDATIONS OF PERFORMANCE MANAGEMENT

Concept of Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management v/s Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process- Conceptual Model, Overview of Strategies for Performance Management.

UNIT-II PLANNING AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Competencies and Skills, Features of Effective Performance Metrics.

UNIT-III PERFORMANCE APPRAISAL AND MONITORING

Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.

UNIT-IV PERFORMANCE MANAGEMENT AND DEVELOPMENT ISSUES

Coaching, Counselling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

UNIT-V INDIAN AND WESTERN CONTEXT

Indian and Western Thoughts – Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

OUTCOME: Students will obtain a basic understanding about the critical aspects, when developing a performance management & measurement system in the organization.

SUGGESTED READING :::

- Michael Armstrong "Performance Management" 2010, Kogan Page.
- A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
- T.V. Rao, Performance Management & Appraisal System, Sage, 2008.
- A.M. Sharma, Performance Management System", 2010, HPH.
- M Armstrong, "Performance Management & Development", 2010, Jaico.
- Prem Chadha, Performance Management, 2009, Macmillan.
- Joe Willmore, "Performance Basics", 2004, ASTD Press.
- S.K. Bhatia "Performance Management", 2007, Deep and Deep Publication.
- Peter G. Northouse, "Leadership", 2010, Sage. Lussir, "Effective Leadership", 2009, Cengage.

IPME-203: LEADERSHIP DEVELOPMENT

COURSE OBJECTIVE- To help students understand the concept of Leadership and to improve their decision-making and cross-functional skills by expanding their understanding of business operations and the global marketplace.

UNIT-1 INTRODUCTION

Concept of Leadership – Meaning – Definitions – Need, Purpose, and Importance of Leadership – Management vs. Leadership – Leadership as Partnership – The impact of Leadership on Organizational Performance

UNIT-2 LEADERSHIP EFFECTIVENESS

Leadership Characteristics–Leadership Roles – Leadership Motives – Leadership Functions– Leadership as a Process – Complexities of Leadership – Measures of success and failure – Effective leadership behaviours and attitudes.

UNIT-3 LEADERSHIP STYLES

The most popular Leadership Styles–Continuum of Leadership Behavior–Leadership Grid Theory–Entrepreneurial Leadership–Super Leadership– Transactional vs. Transformational Leadership – Ethical Leadership.

UNIT-4 LEADERSHIP THEORIES

Trait Theory–Situational influences on effective leadership behavior–Fiedler’s Contingency Theory of Leadership Effectiveness–The Path-Goal Theory of Leadership Effectiveness–Life-Cycle Theory– The Hersey-Blanchard Situational Leadership Model–Vroom-Yetton Model.

UNIT-5 LEADERSHIP DEVELOPMENT, SUCCESSION, AND THE FUTURE

Development through Self-awareness and Self-discipline–Development through Education, Experience, and Mentoring –Leadership Development Programs– Evaluation of Leadership Development Efforts–Leadership Succession– Empowerment as a Leadership Challenge – Leadership and influence tactics from an Ethical Perspective.

OUTCOME: Students will have a better understanding of the Leadership styles and will learn the decision making and leadership skills required in the global business operations.

SUGGESTED READING : : :

- Organizations: Theory and Behavior by Herbert G. Hicks and C. Ray Gullett, McGraw-Hill International Editions.
- Leadership: Research Findings, Practice, and Skills by Andrew J. DuBrin, Houghton Mifflin Company, 3rd Edition.
- Organizational Behaviour by Jit S. Chandan, Vikas Publishing House Pvt. Ltd. 3rd ed.

IPME-204: International Human Resource Management

Objective

The objective of the course is to enable the students to understand of Human Resource Management in a broader, comparative and international perspective. It aims at developing cross-cultural sensitivity among the students to deal with complex issues, challenges and problems of multinational organizations as future international human resource manager.

Unit - I

Introduction: International HRM-Concept and Objectives; Differences between domestic and International HRM, Understanding Culture and Cultural Diversity

Unit – II

International Human Resource Management Approaches: Geocentric, Regiocentric, Ethnocentric, and Polycentric Approach; Types of Corporate Structures; Rewarding international staff;

Unit - III

Human Resource Management Functions in Multinational Organizations: Recruitment: Sources; Selection- Methods of Selection for Overseas Assignments; Performance Management for International Staff; Compensation Management: Methods, Factors Affecting Salary Structures.

Unit - IV

Employee Development and employee relations: Managing international Teams- Strategies and Challenges; Training and Development for Expatriates and International Staff; Managing Repatriation; Understanding Industrial Relations in International Perspective: Role of Trade Unions.

Unit V

Case Study: The List of the case studies shall be provided in the class.

Suggested Reading ::

1. Dowling, P.J., Festing, M. and Engle, A.E. (2017). International Human Resource Management . New Delhi: Cengage Learning India Pvt Ltd.
2. Aswathappa, K. and Dash, S. (2017). International Human Resource Management. New Delhi: McGraw Hill India
3. Gupta, SC: Text book of International HRM, Macmillan India
4. Dipak Kumar Bhattacharya: Cross Cultural Management:, Prentice Hall of India
5. RM Hodgetts, F. Luthans and JP Doh: International Management, Tata McGraw-Hill
6. Philip Harris, Robert Moran & Sarah Moran: Managing Cultural Differences, Elsevier
IPME-205: Managing Organisational Change

Today's business environment is highly competitive, complex and dynamic. Organisations find that they need to change in order to succeed and survive. This course is geared towards developing a better understanding of the concept, challenges and techniques, associated with initiating and implementing major changes within organizations. Therefore, the objective of the course is to prepare managers and their consultants to meet the challenges of organizational changes.

Unit I: Introduction

Need for change; Nature and Dimensions of change; Types of change -continuous, diccontinuous; Forces of change;

Unit II: Planning For Change

Identifying critical areas and opportunities; Change strategies: Change for growth, Transformational change; Overcoming resistance to change;

Unit III: Creativity/Innovation for change

Concept and Nature of creativity; Concept of innovation; Process of creativity; Creative personality; Creative organizations and teams; creative Problem solving techniques

Unit IV: Sustaining change

Change and organizational culture, Leadership for change; communicating for change; motivating for change

Unit V: Case studies, exercises, mini projects

Suggested reading : :

1. How to Manage Change Effectively- D.L.Kirkpatrick, Jessy Bass
2. Planning and Managing Change - Bill Meyon White (Ed), Harper & Row
3. Organisational Development – French and Bell, Prentice Hall of India
4. Managing Creativity for Corporate Excellence- P.N. Rastogi, MacMillan
5. Pathak, H, *Organisational Change*, Pearson: New Delhi
6. Neelkant, V and Ramnarayan,S. *Change Management*, Response Books: New Delhi
7. Radha Sharma, *Change Management: Concepts & Applications*, McGraw Hill Education

IPME-206: Industrial Relations

Objective

The objective of the course is to help the students comprehend various dimensions of industrial relations in India. It familiarizes the students with the current scenario and various issues in industrial relations. The course aims at developing skills in students in managing these issues in general and in the Indian context in particular.

Unit: I

Concept of Industrial Relations, Organization of IR in India, Trade Union: Meaning and Functions, Types and Structures of Trade Unions, Problems, Trade Union Act, 1926 - Salient Features

Unit: II:

Industrial Discipline; Industrial Conflicts: Nature, Causes and Manifestation; Industrial disputes: Nature, Causes of Disputes, Dispute Settlement Machinery

Unit: III

Collective Bargaining: Nature and Process, Grievance Handling- Nature of Grievances, Grievance Handling Procedure; Workers Participation in Management- Forms and Methods

Unit: IV

Labour Welfare - Statutory and Non-statutory Measures; Social Security: Basic Feature, Need and Objectives, Social Assistance and Social Insurance; objectives of labour welfare legislations

Unit: V

Workers' Education and Training, Industrial Health and Safety, Role of International Labour Organisation in Industrial Relations in India, Labour Policy in India

Suggested Reading ::

1. Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws, McGraw Hill India
2. Arun Monappa: Industrial Relations, McGraw Hill India
3. SN Mishra: Labour Laws, Kitab Mahal, Allahabad
4. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
5. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India
6. Kochan, TA and Katz, H: Collective Bargaining and Industrial Relations, Homewood, Illinois
7. Ramaswamy, EA: The Rayon Spinners-The Strategic Management of Industrial Relations, Oxford University Press, New Delhi

IPME-207: Labour Laws

Course objective is to impart an in-depth knowledge of the legal framework for managing labour in India.

Unit I: Factories Act 1948, Trade Unions Act 1926

Unit II: Industrial Disputes Act, 1947; Industrial Employment (Standing Order) Act, 1946

Unit III: Employee Compensation Act, 1928; MATERNITY Benefit Act,

Unit IV: Sexual Harassment (Prevention) Act; Payment of Gratuity Act, 1972

Unit V: Minimum Wages Act, 1948; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965

Suggested Reading ::

Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws, McGraw Hill India

S.N. Mishra: Labour laws, Central Law Publication

K,M. Pillai: Labour and Industrial Law, Allahabad Law Agency

IPME-208: Talent Development

Objective

In today's competitive business environment employee talent is the most valuable asset for any organization. The objective of the course is to equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development. It also enables them to learn to identify and develop competencies in employees.

Unit: I

Talent Management: Concept and Overview; Scope and Objectives; Need of Talent Management; Difference between Talent, Skill, and Knowledge; Benefits of Talent Management, Key Processes of Talent Management.

Unit: II

Talent Acquisition: Sources of Talent, Talent Acquisition, employer branding, Appraising Performance for Managing Talent, Potential Identification; Career Planning

Unit: III

Integrating Talent: Building Employee Engagement, Retaining talent, Succession Planning, Innovative Work Practices, New Job Designs and Job Redesigning, Mentoring, coaching

Unit: IV

Development Strategies: Counseling; Quality of Work-life; Work-life Balance; Workforce diversity, Strategies for Managing Workforce Diversity ; Practices and Challenges in talent Management.

Unit-V

Case studies

Suggested Reading ::

- Marshall Goldsmith, and Louis Carter; Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent, A publication of Best Practice Institute
- Rabi Narayana Mishra; Talent Management, Discovery Publishing
- Philip Gardner, Heather N. Maietta; Advancing Talent Development Steps Toward a

T-Model Infused Undergraduate Education, Business Expert Press

- Dave Collins and Aine MacNamara; Talent Development Apractitioner Guide, Taylor & Francis Ltd.
- William J. Rothwell and H.C. Kazanas; The Strategic Development of Talent, HRD Press Inc., U.S.

IPME-209: Competency and Skill Management

Objective: In today's competitive business environment, employees' skills and talents are the most valuable asset for any organization. The objective of the course is to equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development. It also enables them to learn to identify and develop competencies in employees.

Unit: I

Skill Management: Concept of skill; Concept of talent; Difference between Talent, Skill, and Knowledge; Objectives of Skill and Talent Management; Types of Skills: Hard skills and Soft skills.

Unit: II

Developing Talent and Skills: Need for Skill and Talent Development; Training for skill and talent development: Identification of training needs, Training methods, Evaluating training programmes; Mentoring; Skill obsolescence and Retraining

Unit: III

Skills and Talent Integration: Designing Reward Policy and Strategies; Succession Planning; Career Planning: Process, Career anchors, Career paths

Unit: IV

Managing Competencies: Concept of Competence, Need for Competencies, Competence and performance: competency based performance management; Developing competencies in employees

Unit: V

Competency Mapping: Meaning, objectives and need for competency mapping; Process and tools of competency mapping; Uses of competency mapping

Suggested Reading ::

1. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, New Delhi: Pearson Education.
2. Berger, L. A. and Berger, D. R. (2010). *The Talent Management Handbook*, New Delhi: McGraw-Hill Education.
3. Shukla, R.(2009). *Talent Management: Process of Developing and Integrating Skilled Worker*, New Delhi : Global India Publications.
4. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, New Delhi: Sage Response.
5. Kandula, Srinivas R. (2013). *Competency-Based Human Resource Management*, New Delhi: Prentice Hall of India

IPME-210: Organisation Development

Course objective: In the fast changing world, organisations must continuously adopt change and evolve for sustenance. In this context, this course aims at imparting the understanding of the process and methods of planned change in organisations.

Unit I

Concept of Organisational Development, Evolution of OD; Need for organization development, Foundations of Organisation Development; Role of OD Consultant

Unit II

Assumptions underlying Organisational Development; OD Process; Action research and OD; Overview of OD Interventions

Unit II

Team building interventions; Process consultation; Techniques used in team building; Intergroup team building interventions

Unit III

Personal Interventions and Interpersonal interventions techniques

Unit IV

Comprehensive interventions and Structural interventions techniques; Issues in consultant-client relationship

Unit V

Case studies

Suggested reading : : :

- French, Bell and Vohra: Organisation Development. Pearson Education

- Thomas G. Cummings and Christopher G. Worley: Organization Development and Change. Cengage
- Donald L. Anderson Organization Development: The Process of Leading Organizational Change. Sage

IPME-211: TRAINING MANAGEMENT

COURSE OBJECTIVE- To understand the importance of Training and skill Management in business and how to perform effective training and acquire skills needed in the organization.

UNIT-1 INTRODUCTION

Concepts of training, comparison between training and development, concept of skill upgradation different aspects of trainings Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment.

UNIT-2 TRAINING NEED AND TYPES

Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play, case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity-based training, programme instruction training Choosing the right training techniques.

UNIT-3 TRAINING AIDS

Training aids; different type of training aids choosing the appropriate training aids Training module; concept, dimension and designing an appropriate training module.

UNIT-4 TRAINING ADMINISTRATION

Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary, Training Calendar, Training Policy

UNIT-5 TRAINING EVALUATION

Evaluation of Training and skills effectiveness, assessment criteria

OUTCOME: Students will obtain a basic understanding of the training and skill programme and will learn to obtain needed skills and perform effective training.

SUGGESTED READING : : :

- FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
- Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH

3. Marketing Management

IPME-301: Digital Marketing

UNIT – 1: Introduction to Digital Marketing: Meaning and Concept, Advantages and Disadvantages Of Digital Marketing, Marketing Mix In Digital Business, Product In Digital World, Price In Digital World, Distribution In Digital World, Promotion In Digital World, Tools And Techniques Of Digital Marketing: Social Media Marketing, Email Marketing, YouTube Advertising, Display Advertising, Mobile Marketing (Google Ad-Word & Bing), Keyword Auctioning, Search Engine Marketing & Optimization (SEO).

UNIT – 2: E-Customer Relationship Management: Data Warehousing, Data Mining, Know Your Customer, Customer Loyalty And Retention, E-Marketing – Intelligence, M – Commerce, Digital Communities, CRM Through Effective Customer Complaint Handling, Call Centre To Contact Centre To Customer Interaction Centre, Customer Experience Management

UNIT – 3: E- Supply Chain Management: Introduction to Concepts in Supply Chain Management, E-Business and E-SCM, Sourcing in E-SCM, Distribution and Logistics Management, Logistics & E-SCM, Inventory Management in E-SCM, Packaging, Warehouse Management

UNIT- 4: Internet and Online Market Research: Internet And Web Optimisation, Internet, Web And Internet, Internet Retailing, The Website And Business, Website Optimization, Secure Electronic Transaction (SET), Track Your Product, Online Market Research: Fundamentals Of Market Research, Online Market Research Process, Sampling, Questionnaire Design Development, Scaling, Data Collection –Online Primary Data, Data Preparation And Processing, Data Analysis And Interpretation, Multivariate Analysis, Presentation Of Research Findings

UNIT – 5: Search Engine Marketing (SEM) and Search Engine Optimization (SEO): Advertising On Google Ad Words: An Overview, The Concept Of SEM, Creating Your Ad Campaign, Creating a Text Ad , Choose An Ad Format, How Ad Groups Work, Understanding Your Ad Group Status, Google Analytics And Ad, Search Engine Optimization (SEO), On Page Optimization, Advanced SEO Course Content, Off-Page Optimization

Suggested Reading :

Digital Marketing Strategy: An Integrated Approach to Online Marketing by Simon Kingsnorth..

Digital Marketing by Vandana Ahuja...

Digital Marketing fir Dummies By Ryan Deiss and Russ Henneberry

IPME-302: Customer Relationship Management

UNIT – I: Emerging Concepts in Customer Relationship Management: CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

UNIT – II: CRM as a Business Strategy: CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-.Customer Life Cycle Management.

UNIT – III: CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.

UNIT – IV: Technological Tools for CRM and Implementation: Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.

UNIT – V: CRM in Services: Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM.

IPME-303: Advertising Management

UNIT – I: Introduction to Advertising Management: Concept and definition of advertisement, Advertising and Marketing: The relationship and the difference, The Evolution of Advertising, Types of Advertising, Roles and Functions of Advertising, The Advertising Development Process, The Key Players in Advertising, Social, Economic and Legal Implications of Advertisements – setting advertisement objectives.

UNIT – II: Concept Development of Advertisement: Consumer Understanding: The root of advertising the works, Research Techniques, Parts of a Concept: Accepted Consumer Beliefs, Benefit Statement and Reason to Believe, Concept Writing: Using the promise board; The Copy Strategy & Brand Equity: The Difference vs. a Concept, Brand Character: defining your brand's personality, How to Evaluate a Copy Strategy, The Brand Equity Statement; The Advertising Brief: Generating the Right Insights and Recognizing Benefit Barriers, The AD- MAP.

UNIT – III: Advertising Criteria: Television Advertising: The Advertising Idea, Developing a Campaign, the Selling Line, Drama, the Big Picture, Evaluating Storyboards, Commercial Production; Radio Advertising: Advantages and Disadvantages of Radio Ads, Evaluating Scripts ,Sound Effects; Print Advertising: Principles of Print Advertising, Evaluating Print; Rational vs. Emotional Advertising; Direct-to-Consumer Advertising: Relationship Marketing; Web Advertisements: Media Research – testing validity and reliability of ads – measuring impact of advertisements

UNIT – IV: New Media Plan: Media plan, type and choice criteria, reach and frequency of advertisements, cost of advertisements related to sales, media strategy development, planning and scheduling.

UNIT – V: Non Traditional Advertising and Advertising Ethics: Point-of-Purchase Advertising / Merchandising Materials, Outdoor Ads, Packaging, Public Relation, Promotions: How to support a campaign, Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development.

Suggested Reading ::

Advertising Management by Punia and Virender

Advertising Management: Concepts and Cases by Manendra Mohan

Strategic Advertising Management by Ruchard Rosenbaum Elliott

IPME-304: Marketing Research

Unit-I Introduction: Meaning of Market Research & Marketing Research, Role of Marketing Research in Marketing Management, process of Marketing Research, Ethical Issues in Marketing Research, Nature & contents of Ethical Issues, Limitations of Marketing Research

Unit-II Branches of Marketing Research. Consumer Research - Meaning & Scope, Need, Functions. Product Research - Meaning & Scope, Importance. Advertising Research - What to Test, When to Test. Gall-up Robinson Test, Brand Recall tests, Media Research - Functions of Media Research. Motivational Research - Meaning uses & Limitations. Techniques, Marketing Research in India.

Unit-III Marketing Research Proposal & Design & Scales of Measurement: Marketing Research Proposal – Meaning, Elements of Research Proposal. Marketing Research Design – Its Meaning, Its Importance, Types of Research Design, Criteria of good Research Design. Scales of Measurement – Meaning of Measurement in Marketing Research, Attitude measurement, Criteria of sound Measurement of Marketing Research.

Unit-IV Sampling in Marketing Research & Marketing Research Report: Meaning of sampling, steps of sampling process, Types of sampling plans, Meaning of Marketing Research Report, Writing criteria of Marketing Research Report, Proforma/Format of a Market Research Report, Types of Research Report,

UNIT-V Application of Marketing Research: Application of marketing research-Brand satisfaction, Brand positioning Research, Sales research, Packaging Research, Pricing research, Sales promotion research, Media Research, Supply-chain research, Content research, Application of Software in marketing research, SPSS and Statistica software and its use in marketing research

IPME-305: Social Media Marketing

Unit-I Introduction: Origin of Digital Marketing. Traditional v/s Digital Marketing. Digital Marketing Strategy, The P-O-E-M Framework, Segmenting & Customizing Messages, The Digital landscape, Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan.

Unit-II Social Media Marketing: Meaning, Purpose, types of social media websites. Blogging: Types of blogs, Blogging platforms & recommendations. Social Media Engagement, Target audience, Sharing content on social media, Do's and don'ts of social media.

Search Engine Optimization: Meaning, Common SEO techniques, Understanding Search Engines, basics of Keyword search, Google rankings, Link Building, Steps to optimize website. Basics of Email Marketing: Types of Emails, Mailing List, Email Marketing tools, Email Deliverability & Email Marketing automation.

Unit-III Facebook Marketing- Introduction, Facebook for business. Anatomy of an Ad Campaign, Role of Adverts-Types & Targeting, Adverts Budget & Scheduling, Adverts Objective & Delivery. LinkedIn Marketing-introduction & importance, LinkedIn Strategies, Sales Leads Generation Using LinkedIn, Content Strategies.

Unit-IV Mobile Marketing- Introduction, Mobile Usage, Mobile Advertising, Mobile Marketing tool Kit, Mobile Marketing Features. Understanding Web Analytics: Purpose, History, Goals & objectives, Web Analytic tools & Methods. Web Analytics Mistakes and Pitfalls.

UNIT-V Basics of Content Marketing: Introduction, Content marketing statistics, Types of Content, Types of Blog posts, Content Creation, Content optimization, Content Management & Distribution, Content Marketing Strategy, Content creation tools and apps, Challenges of Content Marketing.

IPME-306: AGRI-BUSINESS & RURAL MARKETING

AGRI-BUSINESS & RURAL MARKETING

Objective : The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. and to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

Unit I-Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural

areas, rural areas requirement, rural demand and rural market index, problems in rural marketing.

Unit II Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social, Economic, Technological, Political Factors, Characteristics of Rural consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Consumer Buying Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Development studies, PRA approach and process, Sampling, Operational aspects of data collection

Unit-III Rural Marketing of Products: FPO, Characteristics and Challenges of FPO in rural markets, Rural Marketing of FMCG's: Select case studies: Issues related to consumer durables in the rural market, Select case studies Rural marketing of financial services: Marketing objectives and approaches, Present challenges to rural banking, marketing strategies for banking services, Bank Mitra

Unit-IV Marketing of agricultural inputs: Indian tractor industry: Challenges and opportunities for Indian tractor industry, Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges and marketing strategies for fertilizer industry. **Indian agrochemical market:** factors affecting agro chemicals market growth, structural challenges faced by Indian agrochemical industry, marketing strategies for agro chemicals. **Marketing of agricultural produce:** Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce, Marketing of rural artisan products, ODOP and its role in Marketing of GeoTag and agricultural produces

Unit-V Distribution Strategy: Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, PDS, Co-operative Societies, Emerging Distribution Models- Corporate-SHG Linkage, Satellite, Syndicated Distribution, ITC's marketing Strategy, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural Communication strategy: Challenges in Rural Communication, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional and Personalized media, Rural Media: Media innovation,

Suggested Readings:

- Krishnamacharyulu C & Ramakrishan L.-Rural Marketing. Pearson Edu.
- Ramaswamy VS & Nanakumari S.- Marketing Management. MacMillan Publ.
- Singh AK & Pandey S.- Rural Marketing. New Age Publication
- Singh Sukhpal.- Rural Marketing. Vikas Publ. House.
- Acharya SS & Agarwal NL.- Agricultural Marketing in India. Oxford & IBH.
- Kohls RL & Uhj JN. 2005. Marketing of Agricultural Products. PHI.
- Kotler Philip-Marketing Management-Analysis, Planning, Implementation and Control. Pearson Edu.

IPME-307: Brand and Product Management

Course Objective:

In congruence with the aim of marketing to convert a commodity into an identifiable product and to a subsequent brand, the course involves the objective of imparting a comprehensive understanding of the process of product strategy and the fundamentals of building, measuring, and managing a brand. The course will provide students with a knowledge and insight into managing product markets and building brand equity involving managing brands within the context of other brands, as well as managing brands over multiple categories, over time, and across multiple market segments.

Unit I Introduction to Product: Product Levels, Competition & Product Strategy, product in theory & in practice, Product life cycle, Marketing Strategy of each level of product life cycle, Product Mix and Product portfolio

Unit II Product Management & New Product Development: Concept of new product, New product development process, New product strategy, Go Error and Drop Error, commercialization, managing Growth, Managing the mature Branding & Brand Management

Unit III Brand Equity: Concept, features of Brand equity, Components of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations

Unit IV Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries.

Unit V Brand Equity Management System: Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches, Brand Repositioning Strategies with case studies.

IPME-308: Advanced Selling Skills and Sales Management

Unit I: Sales management in the marketing mix and communication mix; Psychology of Salesmanship, factors determining the leading role of sales in the context of marketing; buying and selling processes; functions of sales force

Unit II: Sales techniques: Job descriptions of sales force, Selling process and various sales techniques, Sales strategy- The relationship of marketing strategies and sales strategies; types of sales strategies: Account Targeting Strategy, Relationship Strategy, Sales Channel

Strategy, Selling Strategy.

Unit III: Sales force size, budgeting and compensations: Sales Quota, Sales territory, Determination of the size of the sales territory, choice of the sales force wage and salary, Sales incentives. Issues of economic analysis and budgeting of sales.

Unit IV: Organizational structures: Principles of formation of organizational structures of sales force. Types of organizational structures, Applicability in various situations.

Unit V: Motivation and Performance evaluation: Theories of salesforce motivation, methods of salespeople performance evaluation. Recruitment and selection of sales force, training of salesforce, leadership-based models of sales force management.

Suggested reading :

- Selling and Sales Management by David Jobber and Geoff Lancaster Lancaster, Geoffrey PHI | ISBN: 0273642103
- Selling and Sales Management by Blythe, Jim Paperback Book ISBN: 1844800237
- Sales Management by Pradip Mallik, Oxford University Press
- Sales Management: Analysis and Decision Making by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr
- Professional Selling: A Trust Based Approach by Raymond W. LaForge, AVILA, SCHW, Thomas N. Ingram, Publisher-South Western

IPME-309: Marketing Analytics

UNIT – I: Introduction to Marketing Analytics: Concept and Definition, Importance, Summarising Marketing Data: Pivot Chart, Pivot Table, Ms Excel;
Understanding Marketing Environment: Compare the Sales Performance (T Test, ANOVA, MANOVA, Chi-Square)
Segmentation, Targeting and Positioning: Exploratory analysis, Factor Analysis, Cluster Analysis.

UNIT – II: Product Analytics: Product Design (Conjoint Analysis), Deciding the attributes of a product (Logistic Regression), Test Marketing (Moving Average), Demand Forecasting (Naïve Method, Least Square Method, Regression Method Decomposition Method, Time Series Analysis)

Pricing Analytics: Linear and Non-linear pricing, Price Optimization, Price Bundling, Discounted Pricing, Price Skimming, Revenue Management, Markdown Pricing (Tool used : Solver)

UNIT - III: Place Analytics: Designing Retail Outlet and Online Product Assortment (Market Basket- -Analysis) Allocating Retail Space and Sales Resources (Trade Economics), Catalogue/Email Marketing (RFM Analysis)

Promotion Analytics: Media Selection Model and measuring the effect of advertisement (Media Planning Model), Google Ad, Words Bid and CPC (Digital Advertisement Modelling), Viral Marketing (Ad Stock Model, Watt's Model)

UNIT – IV: Measuring customer Responses and Customer Value: Measuring consumer satisfaction (Regression Analysis), loyalty and trust (Structure Equation Modeling), Calculating Consumer Value (CLV Modeling).

UNIT – V: Qualitative Data Analysis: Analysing customer reviews (Text Mining using R), Twitter reviews analysis (Twitter Analytics), Understating consumer sentiments and emotions (Sentiment Analysis), Big data analysis (Python).

Suggested Reading ::

- Marketing Analytics by Mike Grigsby
- Data Science for Marketing Analytics by Tommy Blanchard
- Marketing Analytics by Stephan Sorger

IPME-310: Consumer Behaviour

UNIT- I Introduction Concept: Definition- Scope of Consumer behavior, Consumer Decision Making: four views of consumer decision making- Economic man, Cognitive man, Emotional man, Passive man, Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model.

UNIT- II Individual determinants of behaviour Personality: Concept, Theories- Freudian Theory, Neo Freudian Theory, Trait theory, Consumer Innovativeness and Personality Traits

Perception: Concept, Elements of Perception, Consumer Imagery, Perceived Risk Attitude: Structural models of attitudes: Tri-component attitude model, multi attribute model, the measurement of attitudes-scaling techniques and projective techniques Learning-Concept Learning theories (Classical Conditioning, Operant Conditioning, Cognitive Learning theory) with applications. Other theories of Consumer behavior: Elaboration Likelihood model, Adaptation Level Theory, Prospect Theory, Attribution theory, Assimilation Contract theory, Object perception theory, self perception theory.

UNIT-III Culture, Social Class and Psychographics Group influence: The influence of Culture & sub culture, Characteristics of Culture, The measurement of culture. Social Class: The measurement of social class, reference group and family, Family life Cycle (FLC), Lifestyle profiles of the social class- AIO & VALS Model. Consumer Psychographics: Constructing a psychographic inventory, application of psychographic analysis, Opinion Leadership Process: Measurement of opinion leadership.

UNIT-IV Innovations and Consumer Behaviour Diffusion of Innovations: The diffusion process, the adoption process, Adopter Classes, A profile of the consumer innovator. Consumer Behavior Applications for Profit and Not - For - Profit organization.

UNIT-V Cause Related Marketing, Surrogate Branding and consumer behavior Cause Related marketing and consumer buying behavior: Concept, Evolution, Forms, Impact analysis of CSR and Cause related marketing campaigns, Cause related marketing and Consumer buying behavior (Attitude and Purchase Intention perspective). Surrogate branding and consumer buying behavior-Introduction, Different brands involved in surrogate branding, impact of surrogate branding on consumer buying behavior, Limitations of surrogate branding. Ethics and Consumer buying behavior: Consumer Privacy, Deviant Consumer behaviour.

Suggested Reading :

Consumer Behaviour and Analytics by Andrew Smith

Consumer Behaviour: Insights from Indian Market by Ramanuj Majumdar

Consumer Behaviour by Batra and Kazmi

Consumer Behaviour: The Indian Context by S. Ramesh Kumar

IPME-311: International Logistics Management

UNIT- I Overview of Logistics Nature- Concept- Evolution- Components of Logistics Management- Logistics in India Functions- Value Chain of supply chain management- Concept of 3PLs- 4PLs- Green Logistics Reverse Logistics- Contemporary trends in International Logistics.

UNIT- II Information System and Services Logistics Information system- Operational LIS- IT Solutions for Logistics- Emerging technologies in Logistics Customer Service- Concept-Components- Customer service costs- Gap Analysis for customer service measurement-customer service strategic management- Impediments to an effective customer service strategy

UNIT-III Inventory Management, Ware housing and Material Handling Introduction, concept, types, functions of inventory in logistics. Elements of Inventory costs, Just in time system, Quick response logistics. Warehousing- Concept, Types, Warehouse Strategies, Recent Trends. Material Handling Concept, Guiding Principles, Devices. Containerization- Introduction, History, classification, Container Standards, Problems. Packaging- Concept, Functions, Issues, Emerging Trends.

UNIT-IV Transportation, Shipping and Logistic Network Design Transportation- Introduction, Different Modes of Transport, Importance, Elements of transportation cost, Multi Model transport. Shipping- Liner Conference, Chartering- types and Charter Party Principles, freight Structure and Practices, Types of Ships, Inland Container Depot/ Dry Ports, Shipping and World Sea borne Trade, Recent trends in shipping Policy, Inco Terms, Indian Shipping Industry Logistics Network Design Concept, Design options for a distribution network, Impact of distribution network design, Various distribution network.

UNIT-V Port System Introduction, Major Ports in India, IPA, Port Community System, Traffic handled at Indian Ports, Major developments in ports, Major problems with Indian ports, Productivity of Indian ports, Policy initiatives for development of ports, Dredging policy, AISC, Maritime Fraud, International Maritime bureau.

Suggested Reading ::

Global Logistics Management by Bahar Y. Kara, Ihsan Sabuncuoglu, and Bopaya Bidanda

International Logistics Management by Robert Chira.

Glibal Logistics Management by Craig voortman

International Logistics: The Management of International Trade Operations by Pierre A. David

4.General Management

IPME-401: PERSONALITY DEVELOPMENT

COURSE OBJECTIVE- To understand the importance of personality development in day-to-day life and for the career advancement. Also, to nurture and groom the student's personality and prove them as good members of the society.

UNIT I- INTRODUCTION TO PERSONALITY DEVELOPMENT

The concept personality- Dimensions of theories of Freud & Erickson- personality – significant of personality development. The concept of success and failure: What is success? – Hurdles in achieving success – Overcoming hurdles – Factors responsible for success – What is failure – Causes of failure. SWOT analyses.

UNIT II- ATTITUDE & MOTIVATION

Attitude–Concept–Significance–Factors affecting attitudes–Positive attitude– Advantages –Negative attitude – Disadvantages – Ways to develop positive attitude–Difference between personalities having positive and negative attitude. Concept of motivation – Significance – Internal and external motives – Importance of self-motivation- Factors leading to de-motivation

UNIT III- SELF-ESTEEM

Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviors - Lateral thinking.

UNIT IV- OTHER ASPECTS OF PERSONALITY DEVELOPMENT

Body language - Problem-solving - Conflict and Stress Management - Decision-making skills -Leadership and qualities of a successful leader - Character-building -Team-work - Time management -Work ethics good manners and etiquette.

UNIT V- EMPLOYABILITY QUOTIENT

Resume building- The art of participating in Group Discussion – Acing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

BOOK SUGGESTED READING : :-

- Rajiv K. Mishra, Personality Development-, Rupa & Co. 2004.
- R.M. Omkar, Personality Development and Career Management, S. Chand,1st edition, 2008.
- Edward Holffman, “Ace the Corporate Personality”, McGraw Hill,2001

IPME-402: BEHAVIOURAL ECONOMICS

COURSE OBJECTIVE- To equip students with Basic knowledge in Economic theories, Behavioural Economics and Data Science. Also, to make the students capable of addressing the issues in the society and the economy by acquiring greater insight in the behaviour of economic agents.

UNIT-1 THEORIES OF BEHAVIOURAL ECONOMICS

Micro Economic Theory, Macro Economic Theory, Quantitative Tools for Behavioural Economics, Principles of Cognitive Economics.

UNIT-2 FOUNDATION OF BEHAVIOURAL ECONOMICS

Foundations in Behavioural Micro Economics, Foundations in Behavioural Macro Economics, Foundations of Data Science, basic Econometrics and Research Methodology

UNIT-3 GAME THEORY

Applied Behavioural Economics, Experimental Economics- Methods and Application, Game Theory, Econometrics and Data Analytics for Business

UNIT-4 BEHAVIOURAL FINANCE

Basics of Behavioural Finance, Behavioural Economics and Policy Design, Behaviour Economics and Public Health, Behaviour Economics and Tourism.

UNIT-5 PROJECT/INTERNSHIP

OUTCOME: Students will be able to address and solve the issues in the society and the economy by acquiring greater insight in the behaviour of economic agents and data management they have acquired.

SUGGESTED READING :::

- The Cambridge Handbook of Psychology and Economic Behaviour, Alan Lewis (Edt.), Cambridge University Press, 2008
- Robert H. Frank, 2014, Microeconomics and Behaviour (9th ed., McGraw-Hill).
- Gregory Mankiw, Macroeconomics, Ninth Edition (International Edition), Worth Publishers, 2016

- Psychology in Economics and business, Gerrit Ando Antonides, Springer Science Business Media, 1991
- Economic Psychology (ed) Rob Rinyard, Wiley, 2018, chapter 16

IPME-403: Managing Online Business

UNIT- I Introduction to E-Commerce and Online Business: Meaning & Concept, E-Commerce vs. Traditional Commerce, Media Convergence Business applications & Need for E-Commerce, Online Business. Basics of E-Commerce: Network and electronic transactions today.

UNIT- II The Internet environment for E- Commerce: B2B, B2C transactions, providers and vendors. 3. Electronic Data Interchange to E-Commerce: EDI, UN/EDIFACT Standard. The Internet & Extranet for E-Commerce: Identification & Tracking tools for E-Commerce, Overview of Internet Bandwidth & Technology Issues.

UNIT-III Security Framework: Security Concerns, Security Solutions – Symmetric & Asymmetric Cryptosystems, Digital Signatures, PKCS, Protocol for Secure messaging, key management, X.509 Certificates, SET protocols, E-Cash over the Internet. Business Process Reengineering: BPR Approach, Strategic Alignment Model, BPR methodology, Rapid Re Methodology & PRLC.

UNIT-IV Legal issues: Paper Document vs. Electronic Document, technology for authenticating electronic document, Laws for E-Commerce, EDI interchange agreement, Legal issues for internet Commerce, Cyber Security, Cyber Crimes.

UNIT-V Management of Change: E-commerce in India.

Case Study: Designing and building E-Commerce web site. Managing Products, Database, Shopping cart applications, Integrating mobile E-Commerce, Payment Gateways, Tracking Orders. Eg: Amazon.com, eBay.com.

Suggested Reading ::

How to build an online business by Bernadette Schwerdt

E Commerce Business by Ronald Anderson

Entrepreneur How to Start an online business by Lucy Tobin

IPME:404: Family Business Management

UNIT- I Family Business Management: Basics Uniqueness & Dynamics – People, Women in Family Business, Systems & Life Cycles Structural Management of the Family Business, Family Complexity, Culture and Value Systems, Business Complexity, Effects of Complexity on the Family Business Structure.

UNIT- II Family Business Models: Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model Family Investment Group (FIG) Model Comparative Analysis of the Models, Mindset and Structure: How Thoughts Influence Deeds?

UNIT- III Professional Management of Family Business: Non-family Managers, Non-Executive Directors, Professional Advisors & Consultants, Role of balanced board of directors, Family Constitution for better management.

UNIT- IV Family Governance in multigenerational family firms: Change and adaptation in family business, Trans-generational value creation, Changing roles of family members, Conflict Management Social Structure in family Business, Interpersonal dynamics in family business, Justice Perceptions, Types of conflicts, Conflict dynamics and conflict management strategies.

UNIT- V Transferring Control and Ownership: Matching Ownership to Control, Tools for Transferring Ownership, Trusting the Firm to Trustees, Incentives for Non-family Caretakers.

Suggested Reading ::

Managing the Family Business: Theory and Practice by Thomas Zellweger

Generation to Generation: Life Cycles of the Family Business by Kelin E. Gersick

Sustaining The Family Business: An Insider's Guide To Managing Across Generations
by Marshall B. Paisner

An Alternative Approach to Family Business: A Theory of Socio-Material Weaving by
Mona Ericson

IPME-405: STRESS MANAGEMENT

COURSE OBJECTIVES: To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a comprehensive background of stress research.

UNIT I: UNDERSTANDING STRESS

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II: COMMON STRESS FACTORS TIME & CAREER PLANNING

Time Management–Techniques–Importance of planning the day–Time management schedule – Developing concentration – Organizing the Work Area– Prioritizing – Beginning at the start – Techniques for conquering procrastination– Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III: CRISIS MANAGEMENT IMPLICATIONS

People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication–Taking advantage of crisis – Pushing new ideas – Empowerment

UNIT IV: - WORK PLACE HUMOUR

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit
– Using humour at work – Reducing conflicts with humour.

UNIT V: - SELF DEVELOPMENT

Improving Personality – Leading with Integrity–Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

COURSE OUTCOME: The course will make the students to understand the concept of stress, its causes, and will be able to manage the stress at workplace.

SUGGESTED READING : : :

- Cooper, Managing Stress, Sage, 2016
- Waltschafer, Stress Management, Cengage Learning, 4th Edition 2016
- Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2016
- Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
- Argyle. The Psychology of Happiness. Tata McGraw Hill. 2016
- Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2016Shankar Acharya and Rakesh Mohan, Indian Economy - Performance and Challenges, 1st Edition, Oxford University Press, USA, 2010

IPME-406: Corporate Social Responsibility

Objective : To familiarize the students with the issues and practices of Corporate Social Responsibility in the global and Indian context.

Course Contents :

Unit: I – Corporate Social Responsibility: Concept; Evolution; Importance, CSR and Corporate Sustainability, Principles of Corporate Sustainability; CSR vs Corporate Philanthropy, Models of CSR-Carroll Model, Stakeholders Model.

Unit : II – Theories of CSR: Stakeholder’s Theory, Social Contract Theory; Critical Elements of a CSR, Initiative; Implementation Issues of a CSR Initiative; Implementation Issues of a CSR Initiative; Drivers of CSR.

Unit : III – Business Ethics and CSR, CSR and Corporate Governance; Moral and Economic Arguments for CSR, Triple Bottom Line and CSR; Globalization and CSR.

Unit : IV – CSR in Companies Act, 2013, Activities of CSR in Schedule VII Companies Act, 2013; Principles and Standards of CSR- ISO 26000.

Unit : V – CSR in India, Role of Government, Role of Confederation of Indian Industries (CII) and Federation of Indian Chambers of Commerce and Industry (FICCI) in CSR, CSR and Environment, CSR Audit.

Suggested Reading :

1. J.P.Sharma, Corporate Governance, Business Ethics and CSR, Ane Books India
2. Khanka S.S., Business Ethics And Corporate Governance (Principles & Practice), S Chand & Company
3. B.N. Ghosh, Business Ethics and Corporate Governance, McGraw Hill Education

IPME-407: Start-Up Ecosystem and Management

UNIT – I: Start-Up Ecosystem Management: Concept and Meaning, Importance, Advantages and Disadvantages, start-ups at various stages, start-up team members, angel investors, start-up mentors, start-up advisors, people from other organizations with start-up activities

UNIT – II Start-Up opportunities: The New Industrial Revolution, The Big Idea- Generate Ideas with Brainstorming, Business Start-up :Ideation, Venture Choices; The Rise of The start-up Economy, Forces of Change, The Start-up Equation- The Entrepreneurial Ecosystem -Entrepreneurship in India, Government Initiatives.

UNIT – III: Starting up Financial Issues: Feasibility Analysis, The cost and process of raising capital, Unique funding issues of high-tech ventures, Funding with Equity, Financing with Debt- Funding start-ups with bootstrapping, crowd funding and strategic alliances.

UNIT- IV: Start Up Survival and Growth: Stages of growth in a new venture, growing within the market, growing within the industry, Venture life patterns, Reasons for new venture failures, Scaling Ventures, preparing for change, Leadership succession. Support for growth and sustainability of the venture.

Unit – V: Start Up Values and Ethics: Understanding basic purpose of profession, professional ethics and various moral and social issues, Awareness of professional rights and responsibilities, Application of ethical principles at various professional levels, Demonstrate Professional Ethical values as a budding manager/ entrepreneur

Suggested Reading ::

Dr. Ramesh Sardar and Ganesh Waghmare: Startup ecosystem in India

Brad Feld and Ion Hathway: The Startup Community

Ryan Lilly(: Ecosystems Hacking

Colby Williams: Small town big money

IPME-408: Intellectual Property Rights

Objective: To acquire knowledge and understanding of Intellectual Property laws

Unit I

Introduction: Concept and development of Intellectual property Law in India, Trade-Related Aspects of Intellectual Property Rights, General Agreement on Tariffs and Trade, World Intellectual Property Organization

Unit II

Patents: Introduction, Concept, What are not inventions, Persons Entitled to make Application for Patent, Term of Patent, Opposition to the Patent, Grant of Patents, Restoration of Lapsed Patents

Unit III

Trademark: Concept, Procedure for Registration, Duration, Renewal, Removal and Restoration of Registration, Removal of Trade Mark for Non-Use, Collective Marks, Certification Trade Mark

Unit IV

Copyright: Meaning of copyright, Term of copyright, Copyright board, Functions of the copyright board, Registration of copyright, International copyright

Unit V

Geographical Indication of Goods and Design: Meaning of GI, Term of GI, Registration of GI, Infringement of GI, Concept of Design, Term of Design, Registration of Design

Suggested Reading :

1. Pandey Neeraj, DharniKhusdeep, Intellectual Property Rights, PHI Learning Pvt Ltd.
2. Nithyananda. K. V., Intellectual Property Rights: Protection and Management, Cengage Learning India Pvt. Ltd.

3. Asha Vijay Durafe, Dhanashree K. Toradmalle, Intellectual Property Rights, Dreamtech Press
4. Dr Ramesh Shahabdkar and Dr S SaiSatyanarayana Reddy, Intellectual Property Rights, Notion Press

IPME-409: Indian Management Thought and Practices

Objective:

To understand various national international, social and contextual influences on Indian cultural ethos over a period of time and to augment the scholarly literature in the realm of Indian management to apply the principles, practices, perspectives and philosophy of Indian Management so as to develop an appreciation for ethical conduct of Business Practices.

Unit I

Spirituality and Management: Cultural History of India; Essentials of Indian Ethos; Values in the Cultural Tradition in India; Human Values in Management; Concept of Spirituality, Role of Values in Management, Western Values viz a viz Indian Values,

Unit II

Applications of Yoga in Management-Personality Development, Astaang yoga and holistic view of life, Meditation and Management of stress.

Unit III

Indian Epics and Management: Dimensions of Vedic Management, Bhagwad Gita, Ramayan, Kautilya's Arthshastra; India as a Matrix Society; Indian Constitution as one of the sources of Universal Human Values;

Unit IV

Indian Thinkers: Swami Vivekanand, S.K. Chakraborty, C.K. Prahlad.

Ethics in the world of business; Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue and Kautilyan Model of Management; Indian Humanistic and Spiritual approach to management; Education system in Ancient India and modern management.

Unit V: Indian Business Leaders: JRD Tata, Ram Krishan Bajaj, G.D. Birla, Dhiruhhai Ambani, Narayana Murthy, Azim Premji, Lakshmi Mittal, Sunil Bharti Mittal

Suggested reading :

1. Indian Ethos and Modern Management, by B L Bajpai
 2. The Present Crises of Faith, by S. Radha Krishnan
 3. Ethics and the Conduct of Business, by Boatright (Pearson Education)
 4. Human Values and Professional Ethics, by R R Gaur and G P Bagaria
 5. Break-free, by Debashish Chatterjee (Penguin)
 6. Teach Yourself Philosophy of Religion, by Mel Thompson
 7. Indian Management Thought and Business Leaders by *Dr. Saroj Kumar & Mohd. Farook Azam*
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1. LOGISTICS MANAGEMENT

IPME-501: Agri Food supply chain management

Objective

To provide an understanding and cross-functional perspective of the agri-food supply chain and how to apply the best practices in agri-food supply chain management.

UNIT I:

Introduction to agri-food supply chain management: agri-food silos, storage of agrifood, interdepartmental linkage, public procurement and distribution system, Railway Vs Airways, issues in interface complexities of vegetable supply chain, cold supply chain management; Concept of agricultural food supply chain; Operations Management in agri-food supply chain.

UNIT II:

Resource Utilization: Essentials of farm business management and sustainability
Efficient, effective and sustainable use of resources.

UNIT III:

Human resource management in agri-food supply chain management: Leadership and People Management.

UNIT IV:

Logistics and Transportation, Network: Applications of logistics in agri-food supply chain.

UNIT V:

Digital supply chain management in the era of circular and sustainable economy: Enabling technologies for sustainable Agri-food supply chain; Use of Geospatial technologies in enabling end-to-end Agri-based supply chains; Circular economy food supply.

Suggested Reading:

- Food supply chain management: Economic, Social and Environmental Perspectives by Madeleine Pullman and Zhaohui Wu; Routledge, Taylor & Francis Group (Recent edition/Latest edition)
- Designing and Managing the Supply Chain (Latest Edition), David Simchi-Levi, Philip Kaminsky, Simchi-Levi, McGraw Hill. (Recent edition/Latest edition)

- Integral Logistics Management: Operations and Supply Chain Management Within and across Companies, Paul Schönsleben, CRC Press, Taylor & Francis Group. (Recent edition/Latest edition)
- Supply Chain Design and Management: Strategic and Tactical Perspectives, Academic Press, San Diego, Manish Govil and Jean-Marie Prop. (Recent edition/Latest edition)
- Principles of Supply Chain Management: A Balanced Approach. 4th ed. Wisner, J. D., Tan, K.-C., & Leong, G. L. Nelson, Cengage. (Recent edition/Latest edition)
- Lezoche, M., Hernandez, J. E., Diaz, M. D. M. E. A., Panetto, H., & Kacprzyk, J. (2020). Agri-food 4.0: A survey of the supply chains and technologies for the future agriculture. Computers in industry, 117, 103187

IPME-502: Commercial Aspects of Transportation and Logistics Industry

Objective

To understand the commercial aspects of transport, logistics and supply chain and to assess the commercial feasibility of multimodal transports, trade patterns as well as to analyse transportation and logistics policies.

Unit – 1

Trade and logistics Demand and Supply: Logistic demand and Supply scenario (Domestic & Global), Global Value Chain: Trade and Logistics-Gravity model; Sector-Specific Cargo.

Unit – 2

Transport logistics cost: Cost structure of Logistics and transport(mode-wise), Warehouse Leasing; Types of logistic costs (Fixed, Variable, Tangible, Intangible, etc); Linear and Tramp shipping and freight costs.

Unit – 3

Transport logistics cost II: Cargo Bundling, Shipping Contracts and Shipping Integration, Truck Hiring; Break-even Analysis.

Unit – 4

Logistic and Supply Chain market conditions: Transport and Logistic and Market Structure, Competitiveness in Transport and Logistic Sector; Anticompetitive trends and regulation.

Unit – 5

Incoterms: Incoterms in International trade and logistics Significance, Modal-wise relevance and application of Incoterms.

Unit – 6

Insurance in Logistics and Supply chain: Different Types of Risks in Logistics and Supply chain, Insurance for Risk Mitigation; Moral Hazard issues in Logistics and Supply Chain Risk Management.

Unit – 7

Trade Barriers and Policy Analysis: Different Types of Trade barriers and its implications on Logistics and Supply chain, Tariff and Non-tariff Barriers; Exim-policy and trade pattern; Logistic and transportation policy.

Reference Material:

- Shuo Ma 2020 Economics of Maritime Business, Routledge.

IPME-503: Digital Innovation & Technology in Supply Chain Management

Objective

To understand the current state and challenges in supply chain and Logistics, gain an understanding on Information and Enterprise systems for managing supply chain effectively, design the network planning for logistics and identify the risk in modern supply chain and design appropriate strategies of successful implementation.

Unit – 1

VUCA Environment & Business Needs; Understanding IT challenges and integrated business processes in supply chain and logistics; Opportunity Identification for Digital Transformation.

Unit – 2

Business models and Innovation frameworks for supply chain; Enterprise Systems for Supply chain; Data Lake and Data Integration.

Unit – 3

Emerging Technologies for Digital Transformation of supply chain Session; Application of AI, ML, IOT, Block chain, Robotics & Automation; Platform Economy and Eco Systems.

Unit – 4

Product life cycle management for the supply chain; Technology life cycle for supply chain management.

Unit – 5

Understanding Risk & Cyberattacks in the supply chain; Security Controls and Information Security Posture Session; Analysing and assessing the risks; Application of Geospatial technology and GIS for cyber-secured supply chain.

Suggested Reading:

- Aitken et al., (2003). The impact of product life cycle on supply chain strategy, International Journal of Production Economics, Volume 85, Issue 2
- Digital Transformation of the supply chain: A practical guide for executives by Albert Tan and Sameer Shukla.
- Gerd J. Hahn (2020) Industry 4.0: a supply chain innovation perspective, International Journal of Production Research, 58:5, 1425-1441
- MacCarthy, B.L., Blome, C., Olhager, J., Srai, J.S. and Zhao, X. (2016), "Supply chain evolution theory, concepts and science", International Journal of Operations & Production Management, Vol. 36 No. 12, pp. 1696-1718. <https://doi.org/10.1080/1081108/108/1JOPM-02-2016-008>

IPME-504: Logistics Regulations and Compliance

Objective

To manage logistics and supply chain compliance requirements efficiently and effectively, to have the knowledge, and ability to interpret the impact of existing compliance requirements and enhance the capability to scan the horizon for new and rapidly emerging requirements.

Unit – 1

Introduction to the logistic regulation and compliances: Global and Indian supply chain compliance, stakeholder expectations; Compliance with environmental regulations, Global trade rules, Overlapping product integrity requirements.

Unit – 2

Motor Vehicle Act: Legislative provisions regarding licensing of drivers/conductors, registration of motor vehicles, Control of motor vehicles through permits, special provisions relating to state transport undertakings, traffic regulation, insurance, liability, offences and penalties.

Unit – 3

Interstate transfer of vehicles: Provisions relating to Inter State transfer of vehicles, provisions relating to refund of one-time tax paid in respect of non-transport vehicles

Unit – 4

The Carriage by road act, 2007: Regulation of common carriers, liability and declaration of value of goods delivered, liability for loss of, or damage to, such goods.

Unit – 5

Pollution Norms: History of Emission norms, Provisions of Bharat stage emission standards (BSES) Focus on the standards and the timeline for implementation norms.

Unit – 6

Vehicle container/loading norms: Discussion on permissible gross vehicle weight (GVW), truck axle load, especially with the size, nature and number of tyres; Amendments on the provision.

Unit – 7

Global Supply chain Compliances: Mitigating Supply chain risks, Visibility and Transparency.

Suggested Reading:

1. Logistics—Essential to Strategy by James L. Heskett
 2. Amazon in Emerging Markets By: Amy Nguyen-Chyung; Elliot Faulk
 3. Uber: Competing Globally By: Alexander J. MacKay; Amram Migdal; John Masko
- IPME-505: Transportation and Shipping Logistics Management

Objective

To explain the basics of shipping logistics, discuss the importance of coordination / integration in International maritime logistics, analyse the different requirements and the types of shipping loads based on that Assess the health, safety, and environmental aspects in maritime logistics, evaluate the different aspects related to port logistics and model the economics of shipping and choose the better options for profitable operations.

Unit – 1

Introduction and Role of Maritime Logistics in International Trade: Introduction to Shipping Logistics; Maritime logistics as a trade facilitator; Global trade and maritime industry.

Unit – 2

Coordination in Maritime Logistics: Intermodal freight transport and logistics; Supply chain integration of shipping companies.

Unit – 3

Types of shipping loads: Container shipping; Tanker shipping; Dry and bulk shipping logistics.

Unit – 4

People, safety, and environmental aspects in Shipping Logistics: Hazards and Safety on Ships and Ports; Health issues and overall wellbeing; Skill requirement in shipping logistics; Environmental impact of shipping transportation.

Unit – 5

Port Logistics: Dry ports; Port centric logistics; Container hub ports.

Unit – 6

Economics of Shipping Logistics: Principles of maritime economics; The economics of shipping.

Suggested Reading:

- Song, D. W., & Panayides, P. (Eds.). (2015). Maritime logistics: A guide to contemporary shipping and port management. Kogan Page Publishers.
- Burns, M. G. (2018). Port management and operations. CRC press.
- Lun, Y. V., Lai, K. H., & Cheng, T. E. (2010). Shipping and logistics management. London: Springer. Song, D. P. (2021). Container logistics and maritime transport. Routledge.
- Tapaninen, U. (2020). Maritime Transport: Shipping Logistics and Operations.

IPME-506: Innovations in Supply Chain

Objective

To understand and analyse the role of innovation in supply chain management and to evaluate the role of new technology in Supply Chain Management.

Unit-I Breakthrough Innovations in Product and Services: Advantages and Disadvantages Breakthrough Innovations in Product and Services; Advantages and Disadvantages: Who Develops Breakthrough New Products and Services - Users or Manufacturers? ; Systematic Generation of Ideas for “Breakthrough” New Products and Services - the “Lead User Method”; Finding out What Users Really Need: The “Sticky Information” and “Learning by Doing Problems” ; Systematic Generation of Incremental Improvements to Existing Products and Services ; “Brainstorming” and Creativity Training Techniques and Then Developing Solutions; Why Users Share Innovations with Each Other and with Manufacturers: Informal Know-How Trading, Collective Invention and Voluntary Revealing; Community Innovation Resistance to Adopting Radically New Innovations - Even in Firms that “Want To”

Unit -II: Introduction to Supply Chain Innovations: Sustainable and global supply chains; Key processes in a supply chain; What are drivers for supply chain innovation?

Unit -III: Innovations and Sustainability in Supply Chain: What are innovations in today's supply chains; Crisis-driven innovation, self-sufficient production, and data to boost diversity ; What is sustainability?

Unit -IV: Role of Information Technology in Supply Chain Management: Introduction to ICT in supply chain, History of ICT in the supply chain, Next generation ICT in the supply chain, Current use of ICT in the supply chain.

Unit-V: Automation and application of sensing technologies in Supply Chain Management: Digital fabrication technologies; The Internet of Things; Automation and Supply Chain; Communication and sensing technologies; Positioning.

Suggested Reading:

- Von Hippel, Eric. “Overview” and “Users as Innovators.” Chapters 1 and 2 in *The Sources of Innovation*.
- Von Hippel, Eric, and Marcie Tyre. “How ‘Learning by Doing’ is Done: Problem Identification in Novel Process Equipment.” *Research Policy* (Jan 1995): 1-12.
- Von Hippel, Eric. “Innovation by User Communities: Learning from Open-Source Software.” *MIT Sloan Management Review* 42, 4 (Summer 2001): 82-86. Reprint No. 4248.

IPME-507: Retail Supply Chain Management

Objective

To understand the nuances of retail supply chain management, understand the integrative role of technology in driving the retail supply chain, demonstrate how to build a customer-driven retail supply chain for efficient and effective distribution strategies. To apply analytical tools and emerging technologies for effective omnichannel and digital channel supply chain profitable strategies.

Unit -I

Introduction to Retail Supply Chain Management: Retail Supply Chain-Basics, Consumer Behaviour, Consumption and its impact on Retail Supply chain.

Unit -II

Customer Driven Retailing Strategy: Retail Formats, Rural Retailing, Retail Analytics; Customer-Driven Retailing Strategy Framework.

Unit -III

Supply Chain Management in Retailing: Inventory Planning, Integrated Supply Chain, Efficient Consumer Response, Collaborative Planning, Forecasting and Replenishment (CPR), Retail Automation.

Unit -IV

Omnichannel Retailing: Distinguishing Multichannel and Omnichannel, Omnichannel Retailing Strategies.

Unit -V

Online Retailing (E-Commerce and M-Commerce): Online Retailing, Online Retailing Models, Drivers and Barriers of Online Retailing.

Suggested Reading:

- Ayers, J. B., & Odegaard, M. A. (2017). *Retail supply chain management*. CRC Press.
- Levy, M., Weitz, B. A., Grewal, D., & Madore, M. (2012). *Retailing Management*, New York: McGraw-Hill/Irwin.

IPME-508: Supply Chain Finance

Objective

To Understand the supply chain finance ecosystem, learn how to assess the funding gaps as a result of trade cycle analysis and understand and evaluate the supply chain finance techniques.

Unit-I

What is Supply Chain Finance: Introduction to Supply Chain, Collaborative Supply Chain; Financing Operations and Inventory Supply Chain; Efficiency and Firm Performance.

Unit -II

How much do you need to fund operations: Trade Cycle Analysis - Estimation of Working Capital in Manufacturing Vs Trading Firm; Review of Bank Finance, Trade Finance, and Instruments of Finance.

Unit-III

What are the options and methods of financing operations: Supply Chain Finance Options-Institutional Finance Vs Instruments, Trade Finance; Supply Chain Finance in a Global Setting – Financing Foreign Trade; Understand the Forex Risk.

Unit -IV

How to choose the best option to finance operations: Cost and Benefits analysis of Supply Chain Finance arrangements and options; Value Creation through SCF arrangements; Legal aspects of SCF contracts.

Unit –V

FinTech in Supply Chain Finance: Fintech and its relevance to Supply Chain; Future of Supply Chain Finance in the Digital era; Fin Tech Products and Evaluation–Case analysis.

Suggested Reading:

- Financing the End-to-End Supply Chain, Simon Templar, Erik Hofmann, and Charles Findlay, Kogan Page.
- Supply Chain Financial Management: Best Practices, Tools, and Applications for the improved Performance, Robert J Trent, Springer.
- Global Supply Chain Ecosystem for Competitive Advantage, Mark Miller, Kogan Page Publishers.

IPME-509: Transportation Systems & Network Design

Objective

To understand the key requirement of the transportation system, provide the knowledge and expertise to design an integrated transportation network system and implement efficient operations using real-time information and data analytics to reduce cost and delivery time.

Unit-I

Introduction to Transportation Systems & Network Design: Importance of transportation systems and network design in logistics and economy at large; Understanding movement and freight transportation in India; What are the requirements and challenges of various modes of transportation? Understanding network design.

Unit-II

Intelligent Data-Driven Transportation System and Effective Network Design: Demand prediction through real-time data-driven model; Integrated capacity planning; Use of ML, AI, and deep learning in decision-making; Infrastructure planning for seamless movement and equitable access; Robust network design Dynamic and responsive scheduling in real-time; Fare pricing and revenue modelling; Infrastructure management Planning and promoting best practices.

Unit -III

Sustainable and Safe Transportation: Efficient use of energy; Green transportation; Best practices for environmental, social, and governance; Guideline formulation for compliance.

Unit -IV

Case Studies/Real-life applications: Case studies related to modern, intelligent transportation system.

Suggested Reading:

- Bell, M. G., & Iida, Y. (1997). *Transportation network analysis*
- Cantarella, G., Watling, D., De Luca, S., & Di Pace, R. (2019). *Dynamics and Stochasticity in Transportation Systems: Tools for Transportation Network Modelling*

IPME-510: Sustainable Supply Chain

Objective

To demonstrate what are sustainable supply chains and how to build and sustain these and apply frameworks, concepts, strategies, tools and techniques for achieving the above.

Unit -I

Sustainable development frameworks: Sustainable Development Goals, other frameworks.

Unit -II

Sustainability strategies: Statement on sustainable development strategy; Policy commitments Embedding policy commitments; Processes to remediate negative impacts; Mechanisms for seeking advice and raising concerns; Compliance with laws and regulations
28 Membership associations.

Unit -III

Sustainable logistics: Activities, stakeholders, Types and Environmental Management; Concept of Green Logistics; Green Transportation; Carbon Foot print Analysis; Vehicle Routing; Tools For modelling environmental Impacts LCA.

Unit -IV

Environmental dimension: Materials, Energy, Water and Effluents; Biodiversity Emissions; Waste; Supplier Environmental Assessment.

Unit -V

Social (including safety) dimension: Employment, Labor/Management Relations; Occupational Health and Safety; Training and Education; Diversity and Equal Opportunity; Non-discrimination; Freedom of Association and Collective Bargaining; Child Labor; Forced or Compulsory Labor; Security Practices; Rights of Indigenous Peoples, Local Communities, Supplier, Social Assessment.

Suggested Reading:

- Green Logistics: *Improving the Environmental Sustainability of Logistics* by AlanMcKinnon, Michael Browne, Anthony Whiteing.
- *Practicing Circular Economy ebook* by Prasad Modak.

III Skill Courses

7.1 Cross Cultural Skills

Course objective

The aim of the course is to provide students a conceptual, theoretical and practical knowledge of intercultural management. The paper aims to prepare students as global citizens with the understanding of cross-cultural aspects necessary to lead and manage in any organizations in the globalized world. It will help students develop insights into cross-cultural skills and provide an understanding of critical issues in the management of multinational or transnational organizations. This will ensure that the student develops an understanding of the dynamics of cultures and organizations.

Unit I	Culture: Meaning and Dimensions; Managing across cultures; Cross-cultural Theories and Models
Unit II	Culture: impact upon communication; Negotiation; Motivation across cultures
	Leadership across cultures; Ethical dilemma
Unit III	Ethnic issues: Japanese vs. American
	European vs. Middle East
	South- Asian vs. Latin American
Unit IV	Cross cultural training
	Cultural issues in cross-border mergers and acquisitions
	Managing cross cultural teams
	Cultural shock, strategies for managing culture shock, repatriation
Unit V	Case studies

Suggested Reading

- Cross Cultural Management: Dipak Kumar Bhattacharya, Prentice Hall of India
- International Management: RM Hodgetts, F. Luthans and JP Doh, Tata McGraw-Hill
- Managing Cultural Differences (Sixth Edition): Philip Harris, Robert Moran & Sarah Moran. Elsevier
- Managing Across Cultures (Second Edition): Susan Schneider & Jean-Louis Barsoux. Prentice Hall Pearson Education, Ltd.
- Cross-cultural Management : Marie-Joelle Browaeys, Roger Price. Pearson

7.2 Managerial Skills

Course Objectives : To develop personal and professional skills of the students to cater to dynamic business environment , using a practical methodology with focus on current practices and trends.

Unit I

Planning skills: Identifying various relevant data sources; Appreciation of National and International reports; Career planning; SWOT analysis; Report Writing

Unit II

Intrapersonal skills: Self-awareness; Goal setting, Self-management- Time management, Emotional intelligence,

Unit III

Leadership Skills: Developing and managing Effective Teams; Conducting Interviews; mentoring and coaching

Unit IV

Interpersonal skills: Persuasive communication, Negotiation skills, Presentation skills, Business etiquettes, Listening skills; Empowering self and others

Unit V

Relevant activities/exercises for different managerial skills will be conducted in the classroom

Suggested Reading :

- E.H. McGrath, Basic managerial skills for All, Prentice Hall of India
- Government of India Reports
- RV, Lesiker, EF Marie, Lentz P, Rentz, Pande, N, Business Communication, McGraw Hill Education
- Fredrick H. Wentz, Soft skills Training – A Workbook to Develop Skills for Employment, CreateSpace Independent Publishing Platform
- Barun K. Mitra, Personality Development and Soft skills, Oxford University Press
- The Time Trap : the Classic book on Time Management by R. Alec Mackenzie

7.3 Professional Communication skills

Communication skills are essential to development good interpersonal skills and to enhance effectiveness and quality of outputs at workplace. The course aims at inculcating communication skills in students that would enhance their professional effectiveness.

Unit I

Meaning of professional communication, medium of formal and informal communication; Digital media for communication; social networking platforms as medium of communication

Unit II

Conducting effective meetings; Making powerpoint presentations, delivering presentations; Public speaking- in physical mode, in online mode; communication for online videos; usage of communication apps like, Metronome, Ummo, Orai, Voice notes etc.); podcast

Unit III

Using writing apps (for example, Grammarly)

Checking readability (using software like Webfx, Automatic Readability Checker, Readable etc.)

Summarizing text (using software like Text Compactor, SMMRY etc.)

Composing emails

Building resume online using templates (example, www.resumegenius.com)

Writing formal letters using MS Word

Unit IV

Body language; Using Digital platforms for group communication (google meet etc.); Real time Collaborative tools (e.g., google docs); Facing interviews; etiquettes of online meetings

Unit V

Case studies, exercises, activities, mini projects

