



Indian Institute of Information Technology, Allahabad
Department of Management Studies
PG curriculum proposal (with effect from July 2018)

Total Credit: 76

Semester 1					Total Credit: 21
Sl No.	Course Name	Code	Core/Elect	Credit	L-T-P
1	Financial Statements and Analysis		Core	3	2-1-0
2	Business Statistics		Core	3	2-0-1
3	Research Methodology		Core	3	2-0-1
4	Economics		Core	3	2-0-1
5	Management thought & Environment		Core	3	2-0-1
6	IT Infrastructure and Services Mgt.		Core	3	2-0-1
7	Organizational Behavior		Core	3	2-0-1
					14-2-12
Total				21	28
Semester 2					Total Credit: 21
1	Corporate Finance		Core	3	2-1-0
2	Production and Operations Management		Core	3	2-1-0
3	Operation Research		Core	3	2-0-1
4	Human Resource Management		Core	3	2-0-1
5	Marketing Management		Core	3	2-0-1
6	Database Management Systems		Core	3	2-0-1
7	Software Project Management		Core	3	2-1-0
					14-6-8
Total				21	28
Semester 3					Total Credit: 16
1	Strategic Management		Core	3	2-0-1
2	Business Continuity Plan & DRP		Core	3	2-0-1
3	Elective (E1) – 1		Elec	2	To be decided by respective faculty
4	Elective (E1) – 2		Elec	2	
5	Elective (E2) – 1		Elec	2	
6	Elective (E2) – 2		Elec	2	
7	Summer Internship		Core	2	0-0-2
					14 - -
Total				16	24
Semester 4					Total Credit: 18
1	International Business Management		Core	3	2-1-0
2	Data Mining & Warehousing		Core	3	2-0-1
3	Elective (E1) – 1		Elec	2	To be decided by respective faculty
4	Elective (E1) – 2		Elec	2	
5	Elective (E2) – 1		Elec	2	
6	Elective (E2) – 2		Elec	2	
7	Master Project		Core	4	0-0-4
					8 - -
Total				18	28
Total Program Credits					76

MBA Elective Basket

S No	Elective Baskets	L	T	P
MB	Marketing Basket			
1.	Advertising and Social Media Strategy	1	0	1
2.	Digital Marketing	1	0	1
3.	Marketing of Services	1	0	1
4.	Retail Management	1	0	1
5.	International Marketing	1	0	1
6.	Industrial Marketing	1	0	1
7.	Business Marketing and Key Account Management	1	0	1
8.	Consumer Behaviour	1	0	1
FB	Finance Basket			
1.	Project Appraisal and Structured Finance	1	1	0
2.	Security Analysis and Portfolio Management	1	1	0
3.	Strategic Cost Management	1	0	1
4.	Financial Engineering	1	0	1
5.	Behavioral Finance	1	0	1
6.	International Financial Management	1	1	0
7.	Merger, Acquisition and Corporate Re-structuring	1	0	1
8.	Financial Econometrics	1	1	0
9.	Risk Management	1	1	0
OB	Operations Basket			
1.	Purchasing and Supply Management	1	1	0
2.	Technology Management	1	1	0
3.	Logistics and Supply Chain Management	1	1	0
4.	Systems Reliability, Safety and Maintenance Management	1	1	0
5.	Service Operations Management	1	1	0
6.	Project Management	1	1	0
7.	Knowledge Management	1	1	0
8.	Total Quality Management	1	1	0
9.	Mathematical Models for Management Decisions	1	1	0
HRB	HR Basket			
1.	Emotional Intelligence and Leadership	1	0	1
2.	Employer Brand Building	1	0	1
3.	Strategic HRM	1	0	1
4.	Creativity and Innovation	1	0	1
5.	Training and Development	1	0	1
ITB	IT Basket			
1.	Search Engine Optimization			
2.	Risk Vulnerability and Physical Assessment			
3.	Fundamentals of Information Security			
4.	Expert System Design and Applications			
5.	System Analysis and Design and Software Engineering			
6.	Cloud Computing			
7.	Business Intelligence			

Syllabus

Semester 1

Indian Institute of Information Technology, Allahabad

Department of Management Studies



- 1. Name of the Course:** Financial Statements and Analysis
- 2. LTP structure of the Course:** 2-1-0
- 3. Objective of the Course:** Financial Statement Analysis highlights important relationships between items in the financial statements. Financial Statement analysis embraces the methods used in as-sessing and interpreting the results of past performance and current financial and in forecasting and planning future performance. This course will help the MBA students to understand the basics of Financial Statements analysis from the perspective of its application in various business decisions.
- 4. Outcome of the Course:**
 - 1) Understand how financial statement information can help solve business problems.
 - 2) Motivates the students to think in a new and more creative way when analyzing or forecasting financial Information.
 - 3) Introduce new tools common to financial statement analysis and how to use them in practical applications.
 - 4) Enhances the student's ability to read and understand financial statements and related information.
- 5. Course Plan**

Component	Unit	Lecture	Tutorial
Component 1	Unit 1	Introduction to Accounting The Generally Accepted Accounting Principles (GAAP). The Accounting Process Final Accounts with adjustments.	Journal and Ledger practice Trial balance practice Final Accounts preparation Adjustments
	Unit 2	Valuation of fixed assets, Inventory Valuation Analysis and interpretation of financial statements	Depreciation Accounting problems Inventory Valuation problems Horizontal Analysis Vertical Analysis Trend Analysis Ratio Calculation and Analysis
Component 2	Unit 3	Preparation and analysis of cash flow statement Budgetary control	Cash Flow Statement preparation Cash Flow Statement analysis Budget preparation and analysis
	Unit 4	Elements of cost Marginal costing Cost volume profit analysis and BEP. Standard Costing	Cost sheet preparation Marginal costing CVP Analysis BEP Analysis Standard costing and variance

6. Text Books

- I.** Asish K. Bhattacharyya, Financial Accounting for Business Managers-PHI,2006
- II.** Ambrish Gupta, Financial Accounting Management An Analytical Perspective, Pearson Education-2007
- III.** Stice amp; Stice, Financial Accounting Reporting amp; Analysis, Thomson-2007
- IV.** Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant, Accounting -Text and Cases, TMH, 2005.
- V.** Samuel C. Weaver, J. Fred Weston, Finance and Accounting for Non-financial Managers, Tata McGraw-Hill Publishing Co. Ltd., 2002.
- VI.** Horngreen : Financial Accounting 8/e Pearson Education, 2007.
- VII.** Ashok Banerjee, Financial Accounting, Second Edition, Excel Books, New Delhi, 2006.
- VIII.** Weygandt, kieso, kimmel, Financial Accounting, 4/e, Wiley India Edition, 2006.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus

1. Name of the Course: **Business Statistics**

2. LTP structure of the course: **2 -0 -1**

3. Objective of the course:

- *To acquaint students with various statistical methods and their applications in different fields*

4. Outcome of the course: The students shall be able to

- *based on the acquired knowledge to interpret the meaning of the calculated statistical indicators*
- *choose a statistical method for solving practical problems*

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Sampling and sampling distribution Data collection Measurement & Scaling Techniques Descriptive statistics
	Unit 2	Dispersion, Measures of Dispersion Correlation and regression
Component 2	Unit 3	Probability Theoretical Probability Distributions Sampling Distribution and Estimation
	Unit 4	Hypothesis Formulation, Testing of hypothesis and inferences: Non parametric tests Chi-Square test (Problems)

6. References:

1. Levin, Richard, David S. Rubin. Statistics for Management. Pearson Education.
2. Anderson Sweeney and William. Statistics for Business and Economics. Cengage Learning.
3. Ken Black. Applied Business Statistics. Wiley Publication.
4. Berenson and Levine. Basic Business Statistics: Concepts and Applications. Pearson Education.
5. Siegel Andrew F. Practical Business Statistics. McGraw Hill.
6. Vohra N. D., Business Statistics, McGraw Hill.
7. Spiegel M.D. Theory and Problems of Statistics. Schaum's Outlines Series. McGraw Hill Publishing Co.
8. Donald R. Copper & Pamela S Schindler. Business Research Methods. 9/E, TMH,2007
9. Krishnaswami O. R, Ranganatham M. Methodology of Research in Social Sciences. HPH, 2007.
10. Ranjit Kumar. Research Methodology. Sage Publication.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. **Name of the Course:** Research Methodology
2. **LTP structure of the Course:** 2-0-1
3. **Objective of the Course:** The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis.
4. **Outcome of the Course:**
 - a. To develop understanding of the basic framework of research process.
 - b. To develop an understanding of various research designs and techniques.
 - c. To identify various sources of information for literature review and data collection.
 - d. To develop an understanding of the qualitative and quantitative dimensions of conducting applied research.
 - e. Understand the components of report writing and evaluate its quality.

5. Course Plan:

Component	Unit	Lecture	Tutorial
Component 1	Unit 1	Foundations of Research: Qualities of Researcher Components of Research Problem Research Process Research design	Case Study on Importance of research Case Study on Problem identification Identification of a live research problem Construction of research design for the live research problem Testing of research design Construction different types of variable
	Unit 2	Research Question Hypothesis Development Hypothesis Testing. Data Collection - Primary Data & Secondary Data	Forming research question for live research problem Development of Hypothesis Case study on Hypothesis development Locating and Extracting data from secondary data sources Problems on Type-I Error & Type-II Error.
Component 2	Unit 3	Sampling Process and Methods Data quality issues Questionnaire Development techniques	Determining sample size for live research problem Identifying sampling method for primary data collection for live research problem Determination of survey methods for data collection Development of questionnaire Testing of Questionnaire
		Quantitative and Qualitative Data Analysis Writing and presenting project report	Cleaning and editing data Coding data

	Unit 4	Oral presentation of the report	Statistical methods application Case Study on statistical methods Cleaning and editing data, Data analysis and interpretation for live research problem Report Preparation for live research problem Report Presentation for live research problem
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6. Text Books

- I.** Research Methods for Business Students, Saunders, Lewis and Thornhill, Pearson India.
- II.** Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
- III.** Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
- IV.** Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
- V.** Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
- VI.** Kothari C R - Research Methodology Methods & Techniques (New Age International Publishers)



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Course Syllabus - Economics

1. Name of the Course: Economics (MECO1201C)

2. LTP structure of the course: 2-0-1

3. Objective of the course: The course focuses on learning's that aims at maximizing profitability by applying economic analysis to a wide array of business problems given the fundamental assumption of economic analysis that states people behave rationally, optimally and self-interestedly.

4. Outcome of the course: the study would enhance one's ability in understanding how markets operate and hones capability in making economic predictions about market outcomes.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Fundamental economic concepts and the Economic Way of Thinking. Consumer analysis and demand forecasting	Chapter 01 Chapter 03, 04 & 05
	Unit 2	Production and cost decisions	Chapter 06 & 07
Component 2	Unit 3	Market Structure and Strategy	Chapter 08,09 & 10
	Unit 4	Business Cycles; Types; Theories; Control Measures & Business decisions	Chapter 23, 32,33 & 34

6. Text Book:

1. Economics 19th Edition by Paul A Samuelson , William D Nordhaus
2. Managerial Economics: A Problem-Solving Approach ,2nd Edition, Froeb / McCann, (South-Western, 2010).
3. Microeconomics (Global Edition), 8th ed., Robert S. Pindyck& Daniel L. Rubinfeld, Pearson/Prentice Hall.
4. Managerial Economics, 4th ed., Ivan Png, Routledge

7. References:

1. Charles Wheelan, Naked Economics - Undressing the Dismal Science, Norton
2. Steven E. Landsburg, Armchair Economist, Free Press
3. Tim Harford, The Undercover Economist, Abacus
4. Robert Frank, The Economic Naturalist, Basic Books
5. Avinash Dixit and Barry Nalebuff, Thinking Strategically, Norton
6. Avinash Dixit and Barry Nalebuff, The Art of Strategy, Norton
7. Pindyck-Rubinfeld "Microeconomics" (8th edition)



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus

1. Name of the Course: Management Thought and Environment

2. LTP structure of the course: 2:0:1

3. Objective of the course: The objectives of this lesson are to enable to define management; to describe the nature and scope of management; to know the difference between management and administration; to understand various levels of management; and to describe the various skills that are necessary for successful managers. To understand the overall business environment and evaluate its various components in business decision making.

4. Outcome of the course: This course ensures that the students understand how: Managers manage business organizations in the dynamic global environment, Organizations develop and maintain competitive advantage The course helps the students to familiarize with the nature of business environment and its components. The course contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	
		Lecture	Practical
Component 1	Unit 1	Evolution of Management Thought Management Practices. Management as a discipline Concept of Management and Principles of Management	<ul style="list-style-type: none"> • Monograph on topic of interest • Cast Study on social issues and management applications
	Unit 2	Introduction to Business Environment Analysis of Business Environment, Internal and External Environment	<ul style="list-style-type: none"> • NEWS/Articles analysis for understanding Importance of business environment and its changes. • Case Study on PESTLE and SWOT Analysis • Management Articles on Macro Environment including political, legal and social. • Understanding competitive environment by scanning the surround business world.
Component 2	Unit 3	Competitive Environment, Michael Porter's Five Forces Analysis Role of government in Business Legal framework in India. Economic environment	<ul style="list-style-type: none"> • Case study of Porter 5 forces • Case study of political interference in market • Analysis of News article for understanding political and legal environment changes effecting business.

	Unit 4	Corporate Social Responsibility Technological environment Globalization FDI	<ul style="list-style-type: none"> • Management article discussion for understanding importance of changes in social and cultural environment. • Case Study on Corporate Governance • Case Study on Corporate Social Responsibility. • News article analysis on technological environment changes. • Article discussion on Importance of IPR for business • Discussion over global economic changes and importance of globalisation.
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6. Text Book/References:

1. Management by Peter Drucker
2. Management Policy by Melvin J. Stanford
3. The Philosophical Foundations of Management Thought By Jean-Etienne Joullié, Robert Spillane
4. A History of Management Thought By Morgen Witzel



Course Syllabus

1. Name of the Course: IT Infrastructure & Service Management (IISM-220 C)

2. LTP structure of the course: 2-0-1

3. Objective of the course:

- identify how a service can provide value
- identify the features of services
- identify the features of Service Management
- recognize the importance of Service Management and the challenges service providers face
- match each ITIL volume with a description of what it provides
- recognize the goals and objectives of each Lifecycle phase
- recognize the scope of each Service Lifecycle phase
- recognize the value of each Service Lifecycle phase
- recognize the characteristics of lifecycle functions and processes
- recognize the scope, goals and objectives, and Service Lifecycle phase in a given example

4. Outcome of the course:

IT Service Management (ITSM) derives enormous benefits from a best practice approach. Because ITSM is driven both by technology and the huge range of organizational environments in which it operates, it is in a state of constant evolution. Best practice, based on expert advice and input from ITIL users is both current and practical, combining the latest thinking with sound, common sense guidance.

5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	<p>Introduction to Service Management Lifecycle and Service Strategy</p> <ul style="list-style-type: none"> • Principles of Service Management • The Processes • The ITIL Service Lifecycle • Background and Details • Introduction to Service Strategy • Key Concepts of Service Strategy • Service Strategy Processes • Demand Management • Service Portfolio Management • Financial Management • Business Relationship Management
	Unit 2	<p>Service Design</p> <ul style="list-style-type: none"> • Introduction to Service Design • Key Concepts of Service Design • Service Design Processes • Service Catalogue Management • Service Level Management • Supplier Management • Capacity Management • Availability Management • IT Service Continuity Management

		<ul style="list-style-type: none"> • Information Security Management • Design Co-ordination
Component 2	Unit 3	Service Transition <ul style="list-style-type: none"> • Introduction to Service Transition • Key Principles and Models of Service Transition • Service Transition Processes • Transition, Planning and Support • Change Management • Service Asset and Configuration Management • Release and Deployment Management • Knowledge Management • Service Operation • Introduction to Service Operation • Service Operation Processes • Event Management • Incident Management • Problem Management • Request Fulfilment
	Unit 4	Continual Service Improvement <ul style="list-style-type: none"> • Introduction to Continual Service Improvement • Key Principles and Models of Continual Service Improvement

6. References:

- ITIL is a framework of best practices, developed in the UK by the Office of Government Commerce (OGC). The official ITIL website is at www.itil-officialsite.com, but much of the official information is at www.best-management-practice.com, run for OGC by The Stationery Office (TSO).
- The official overview, for free! Download the free 50-page book, An Introductory Overview of ITIL V3, at www.best-management-practice.com/gempdf/itSMF_An_Introductory_Overview_of_ITIL_V3.pdf.
- Official ITIL Glossary of Terms and Definitions at www.itil-officialsite.com/InternationalActivities/TranslatedGlossaries.aspx.



Indian Institute of Information Technology, Allahabad

Department of Information Technology

1. Name of the Course: Organizational Behaviour
2. LTP structure of the course: 2-0-1
3. Objective of the course: To let the students be exposed to the nature and concepts of organizations behavior and culture
4. Outcome of the course: Students will learn how to implement the process and will be trained for organizational challenges in future.
5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift. Relationship with Other Fields. Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework. Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Attitude: Concept, Process and Importance. Attitude Measurement. Attitudes and Workforce Diversity. Personality: Concept, Nature, Types and Theories of Personality Shaping. Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning.
	Unit 2	Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce. Leadership: Concept, Function. Style and Theories of Leadership- Trait, Behavioural and Situational Theories. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups
Component 2	Unit 3	Organizational Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organization. Organizational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change Conflict: Concept, Sources, Types. Functionality and Dysfunctionality of Conflict. Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organizational. Resolution of conflict. Meaning and Types of Grievance and Process of Grievance Handling .Stress: Understanding Stress and its Consequences, Causes of Stress, Managing Stress

	Unit 4	Organizational Culture: Concept, Characteristics. Elements of Culture. Implications of Organization culture, Process of Organizational Culture.
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References

- Newstrom John W.-Organizational Behaviour: Human Behavioural Work (Tata McGraw Hill, 12th Edition)
 - Luthans Fred-Organizational Behaviour (Tata McGraw Hill)
 - McShane L. Steven. Glinow Mary Ann Von & Sharma Radha R.-Organizational Behaviour (Tata McGraw Hill, 3rd Edition)
 - Robbins Stephen P.-Organizational Behaviour (Pearson Education, 12th Edition)
 - Hersey Paul, Blanchard, Kenneth Hand Johnson Dewey E.-Management of Organisational Behavior: Leading Human Resources (Pearson Education, 5th Edition)
 - Greenberg Jerald and Baron Robert A.- Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India)
 - Davis, Keith-Human Behaviour at Works-Tata McGraw Hill, New Delhi .
- Pareek , Udai-Behavioural Process in Organization (Oxford 4IBH, New Delhi)

Semester II



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus

1. Name of the Course: Corporate Finance

2. LTP structure of the course: 2:1:0

3. Objective of the course: This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities. The course covers a wide range of topics such as measures of risk, return, and diversification; the risk and return of bonds; a company's cost of capital; the evaluation of investment projects; corporate value creation; the optimal mix of debt and equity (capital structure); distribution (dividend and buyback) policies; and the valuation of companies by using DCF (discounted cash flow) analysis.

4. Outcome of the course: By the end of the course the student should be able to value stocks and bonds; assess the risk and return of assets; estimate a company's cost of capital; evaluate investment projects; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; and compensate shareholders in the most convenient way.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	
		Lecture	Tutorial
Component 1	Unit 1	Introduction to financial management Indian capital market Time value of money. Conceptual Framework of Risk and Return	Time value of Money Calculation Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Risk Measurement and Analysis
	Unit 2	Capital Budgeting Risk Analysis Estimation of cash flow Sources of Financing, Cost of capital	Calculation of Cost of Capital WACC Dividend Discount Model Calculating marginal cost of capital
Component 2	Unit 3	Capital structure & Leverages Working capital management	Leverage Calculation Inventory Valuation Cash budgeting Calculation of operating cycle and cash cycle

	Unit 4	Dividend policy Banking institutions, non-banking financial companies, mutual funds, insurance organizations, development finance institutions	Walter Model Gordon Model MM Model Case Study
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6. Text Book/References:

- Financial Management - Khan M. Y.& Jain P. K, 6le, TMH, 2011.
- Financial Management - Pandey I. M, 1 Ole, Vikas.
- Financial Management - Prasanna Chandra, 8le, TMH, 2011.
- Financial Management, Kapil, Pearson Education, 2011.
- Financial Management, Srivastav, Oxford University press, 2011.
- Fundamentals of Financial Management - Brigham & Houston, 1 Ole, Cengage Learning.
- Fundamentals of Financial Management - Vanhorns & Bhandari, Pearson Education.
- Contemporary Financial Management- Kothari & Dutta, Macmillan India Ltd.
- Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, 8le, McGraw Hill, 2010.
- Fundamentals of Financial Management -Vanhorne & Wachowicz, I 3le, PHI, 2011.



Indian Institute of Information Technology, Allahabad

Department of Information Technology

Syllabus

1. Name of the Course: **Productions & Operations Management**
2. LTP structure of the course: **2-1-0**
3. Objective of the course: **To understand the role of operations management in the overall business strategy of the firm. To understand the interdependence of the operating system with other key functional areas of the firm. To identify and evaluate the key factors and the interdependence of these factors in the design of effective operating systems. To identify and evaluate a range of tools appropriate for analysis of operating systems of the firm.**
4. Outcome of the course: **The student will enhance the ability to understand the roles and responsibilities of operations managers in different organizational contexts and to describe the boundaries of an operations system, and recognize its interfaces with other functional areas within the organization and with its external environment.**
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Productivity: Importance, productivity ratio, productivity measurement, Productivity index, awareness improvement maintenance (A.I.M) process. Production System Models of production system, Product vs. Services, Process-focused & product focused systems, product strategies, product life cycle, and production function.
	Unit 2	Forecasting: Methods —moving average, exponential smoothing, Regression analysis, coefficient of co-relation, Delphi, Market survey. Modern Trends in Manufacturing: Basic concepts of CAD, CAM, FMS, CIM, ISO 9000, Quality circle, Kaizen, Kanbans, Poke Yoke' supply chain management
Component 2	Unit 3	Facilities Planning: Site location, facilities layout and various types, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling.
	Unit 4	Production Planning & Control : Aggregate planning. Sequencing, Line balancing, Flow control, Dispatching, expediting, Gantt chart, line of balance, learning curve. Project Management —Network

		scheduling, PERT. Critical path, Most likely time estimate, Resource leveling. Inventory Management: Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material, Resources Planning; Manufacturing Resource Planning; Purchasing Objectives.
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Text Book:

1. Production & Operations Management: By Panneer saivem, R.(2nd Edn.) PHI.
2. Production and Operations Management by Everette E. Adam, Jr. Ronald J. Ebert; Publisher: Prentice Hall of India.
3. Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill.
4. Production and Operations Management by Panneerselvam R; Publisher: Prentice Hall of India.
5. Operations Management by Shafer Scott M; Publisher: John Wiley.

References:

1. Succeeding in Project-Driven Organizations by Knutson Joan; Publisher: John Wiley.
2. Production Systems: Planning, Analysis & Control : By —Riggs, J.L.(4th Edn.) John Wiley & Sons.



Indian Institute of Information Technology, Allahabad

Department of Information Technology

Course Syllabus

1. Name of the Course: **Operations Research**

2. LTP structure of the course: 2-0-1

3. Objective of the course:

To gain some ability to recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.

4. Outcome of the course:

To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms and to cultivate analytical thinking among students

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Operation Research Linear programming: sensitivity analysis; duality Transportation problem Assignment model
	Unit 2	Decision-making environments Decision tree approach and its applications.
Component 2	Unit 3	Replacement Problem Game Theory: Concept of game; Dominance Method and Graphical Method for solving Mixed Strategy Game.
	Unit 4	Queuing Theory Project Management

6. References:

1. Taha Hamdy – Operations Research – An Introduction (Prentice-Hall, 7th edition)
2. Hiller and Lieberman. Introduction to Operations Research. McGraw Hill.
3. Sharma J K – Operations Research (Pearson, 3rd Edition)
4. Srinivasan, Operations Research, PHI.
5. Paneerselvam, Operations Research, PHI



Indian Institute of Information Technology, Allahabad

Department of Information Technology

1. Name of the Course: Human Resource Management
2. LTP structure of the course: 2-0-1
3. Objective of the course: To let the students be exposed to the Human resource management process and techniques.
4. Outcome of the course: Students will learn how to implement the process and will be trained for organizational challenges in future.
5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment- external and internal. Human Resources Development in India: evolution and principles of HRD, HRDVs. Personnel functions, Role of HR managers. Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic Management Process- Environmental Scanning, Strategy Formulation, Implementation and evaluation.
	Unit 2	Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis- Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process
Component 2	Unit 3	Training and Development: Purpose, Methods and issues of training and management development programmes. Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India Minimum Wage, Fair Wage and Living Wage. Incentive Payments: Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits

	Unit 4	Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion-purpose, principles and types; Transfer-reason, principles and types; Separation-lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.
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References:

- Aswathappa K- Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
- Rao VSP- Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
- Ivansevich- Human Resource management (Tata McGraw Hill 10th edition)
- ^h • Dessler- Human Resource management (Prentice Hall 10th edition)
- Bernardi Human Resource management (Tata McGraw Hill 4th edition)



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus: Marketing Management

1. Name of the Course: Marketing Management
2. LTP structure of the course: 2-0-1
3. Objective of the course: To teach the basics of Marketing Management to students from Different streams.
4. Outcome of the course: Make the students excel in Practical world of Business Environment.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Marketing, Marketing Environment.
	Unit 2	Market Segmentation, Market Targeting- Introduction, Procedure.
Component 2	Unit 3	Product Positioning, Consumer Behavior Marketing Mix Decisions, New Product Development. Branding & Packaging Decisions, Product Life cycles.
	Unit 4	Pricing Decisions, Management of Channels, Retail Distribution system in India. Promotion Mix, Marketing of Services, Rural Marketing, CRM, Electronic Marketing, International Marketing.

6. Text Book:

- ❖ Kotler Philip, Keller Kevin Lane, Koshy Abraham & JHA Mithileshwar- - Marketing Management: A south Asian Perspective (Pear sons Education 12th Edition).

7. References:

- ❖ Kotler Philip- Marketing Management, Analysis, Planning, Implementations & Control (Pear sons Education 12th Edition).
- ❖ Stanton William J- Fundamentals of Marketing (MC Graw Hill)
- ❖ Kotler, Philip and Armstrong Graw- Principles of Marketing (Pearson Education, 11th Edition)
- ❖ Kurtz & Boone Principles of Marketing (Thomas India Edition, 2007)



Indian Institute of Information Technology, Allahabad

MBA

Course Syllabus

1. **Name of the Course: : Database Management system [3 CREDITS]**

2. **LTP structure of the course: 2-0-1**

3. **Objective of the course:**

- To understand the role of a database management system and its users in an organization
- With special significance due to the highly competitive environment and the explosive use of the internet in **Business-to-Client** and **Business-to-Business** applications and the need to store more business data. Recent developments in technologies is proposed to be included.
- To understand database concepts, including the structure and operation of the relational data model.
- Can successfully apply logical database design principles, including E-R diagrams and database normalization.
- Construct simple and moderately advanced database queries using Structured Query Language (SQL).
- To understand the concept of transaction, its properties and how to persist the data in complex concurrent users environment.

4. **Outcome of the Course:**

- Will be able to describe the basic concepts of RDMBS and relational data model
- Be familiar with the relational database theory & be able to write relational algebra expressions for queries
- Understand DML, DDL and will be able to construct queries using SQL by knowing the importance of data & its requirements in any applications.
- Be familiar with the basic issues of transaction, its processing and concurrency control.

5. **Course Plan: As per the below format only**

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Databases, Data Models, Database Design ,ER-Diagram, Relational Model, Unified Modeling Language
	Unit 2	Relational Algebra and Calculus,
Component 2	Unit 3	Constraints, Views and SQL
	Unit 4	Transaction management and Concurrency control

6. **TEXT BOOKS:**

1. Data base System Concepts, Silberschatz, Korth, McGraw Hill, 5th edition.
2. Data base Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGraw Hill 3rd Edition

7. **REFERENCES:**

1. Data base Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
2. Fundamentals of Database Systems, ElmasriNavrate Pearson Education
3. Introduction to Database Systems, C.J. Date Pearson Education



Indian Institute of Information Technology, Allahabad

Course Syllabus

1. Name of the Course: Software Process Management (SPM)(ISPM-210C)

2. LTP structure of the course: 2-1-0

3. Objective of the course:

Understand the fundamental principles of Software Project management & will also have a good knowledge of responsibilities of project manager and how to handle these. n Be familiar with the different methods and techniques used for project management. n By the end of this course student will have good knowledge of the issues and challenges faced while doing the Software project Management and will also be able to understand why majority of the software projects fails and how that failure probability can be reduced effectively. Will be able to do the Project Scheduling, tracking, Risk analysis, Quality management and Project Cost estimation using different techniques

4. Outcome of the course:

Upon completion of the course, students will be able to demonstrate professional level competencies in the following key areas of software project management and project management leadership.

- Manage the selection and initiation of individual projects and of portfolios of projects in the enterprise.
- Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management.
- Demonstrate effective project execution and control techniques that result in successful projects.
- Conduct project closure activities and obtain formal project acceptance.
- Demonstrate a strong working knowledge of ethics and professional responsibility.
- Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	SOFTWARE PROCESS MATURITY <ul style="list-style-type: none">• A Software Maturity Framework, The Principles of Software Process Change, Software Process Assessment, The Initial Process.
	Unit 2	THE REPEATABLE PROCESS. <ul style="list-style-type: none">• Managing Software Organizations, The Project Plan, Software Configuration Management—Part 1: Software Quality Assurance
Component 2	Unit 3	THE DEFINED PROCESS. <ul style="list-style-type: none">• Software Standards, Software Inspections, Software Testing, Software Configuration Management (Continued),Defining the Software Process, The Software Engineering Process Group

	Unit 4	THE MANAGED PROCESS AND OPTIMISED PROCESS <ul style="list-style-type: none">• Data Gathering and Analysis, Managing Software Quality• Defect Prevention, Automating, The Software Process, Contracting for Software.
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6. References:

- **Managing the Software Process by Watts S. Humphrey, Carnegie-Mellon University** ISBN-10: 0201180952 • ISBN-13: 9780201180954, ©1989 • Addison-Wesley Professional (Text Book)
- **Software Project Management in Practice, 1/E, Pankaj Jalote** ISBN-10: 0201737213 • ISBN-13: 9780201737219 ©2002 • Addison-Wesley Professional (Reference Book)

Semester III



Indian Institute of Information Technology, Allahabad

Department of Information Technology

Syllabus

1. Name of the Course: **Strategic Management**
2. LTP structure of the course: **2-0-1**
3. Objective of the course: **To encourage students to think critically and strategically and to develop the ability to identify strategic issues and design appropriate courses of action.**
4. Outcome of the course: **The student will enhance the ability to do the job of a general manager/manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole.**
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Meaning, Nature and Scope of Strategic Management.
	Unit 2	Strategy formulation and External Analysis.
Component 2	Unit 3	Strategy implementation.
	Unit 4	Strategic Evaluation and Control.

Text Book:

1. Kazmi, Business Policy & Strategic Management, New Delhi, TATA McGraw Hill.
2. Thomas L. Wheeler, David Hunger J., Strategic Management & Business Policy, New Delhi, Pearson Education Pvt. Ltd., 2004 .
3. David Hunger J. & Thomas L. Wheeler: Strategy Mgt., Singapore, Addison Wesley Longman Inc., 6th ed., 1999.

References:

1. Hamel G & Prahalad C.K.: Competing for the Future, Boston, Harvard Business School Press, 1994.
2. Strategy Safari Book by Henry Mintzberg and Joseph Lampel.
3. [Peripheral Vision](#), George S. Day, Paul J. H. Schoemaker – 2006.
4. Ramaswamy V.S. and Nama Kumari S,: Strategic Planning, Engle wood cliffs, Prentice Hall Inc., 1994



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: Business Continuity Planning & Disaster Recovery Planning
2. LTP structure of the course: **2-0-1**
3. **Objective of the course:** The course is designed with an intent to make the participant aware about different protocols and technologies prevailing in the industry in the area of risk mitigation and Management this course would enable learning converging towards a comprehensive view. Regarding matters of BCP and DRP.
4. **Outcome of the course:** After this course the student would be able to learn tools techniques methods strategies steps and provisions involved in developing and implementing a comprehensive BCP and DRP plan in an IT driven organization.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Risk Analysis and Management
	Unit 2	Analysis, Impact Analysis, Threat Analysis, Definition of Impact Scenario, Recovery Requirement Documentation Solution Design, Implementation Testing & Organizational Acceptance
Component 2	Unit 3	Maintenance, Information Update & Testing, Testing & Verification of Technical Solution, Testing for Failures, Testing & Verification of Organisation Recovery Procedure
	Unit 4	DRP, Business Data Protection, Prevention of Data Loss, Data Backup, Electronic Vaulting Developing, Various Strategic DRP Solutions, Data Centre Management

Text Book:

1. [Business Continuity and Disaster Recovery Planning](#) By Michael Gregg Published Mar 10, 2009 by Pearson IT Certification
2. CISSP Study Guide, 2nd Edition by Eric Conrad, Joshua Feldman, Seth Misener

References: Will be given in class

Semester IV



Indian Institute of Information Technology, Allahabad

Department of Management Studies

International Business Management (MIBM4210C)

1. Name of the Course: International Business Management
2. LTP structure of the course: 2-1-0
3. Objective of the course: The primary objective of this course is to introduce the students to the Global Economy to obtain a basic introduction regarding International Trade and the major issues involved therein.
4. Outcome of the course: Students would be familiar with global business environment, trade policy, global monetary system, economics of the currency market, entry to foreign markets and the business and political issues surrounding the business and market dynamics.
5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	International Business Definition, Dimensions and stages in Globalization, Factors causing globalization of business. Analysis of International Business Environment: Political Economic, Social & Cultural Legal, Technological, Natural Environments Country Risk Analysis, Opportunities and threats for International Business Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler. Trade Policy Instruments: Trade, Tariff and Non-Tariff Barriers, Trade Blocks, Arguments for and against protection. Role of World Trade Organization (WTO)
	Unit 2	Balance of Trade and Balance of Payment, Introduction to Export and Import finance, methods of Payment in International trade. International Financial Instruments. International Currency and Currency Crisis, Euro-Phases, Benefit and Cost, Euro and implication for India, Trade Invoicing in Euro vs. Dollar, Southeast Asian Currency Crisis.
Component 2	Unit 3	Bilateral and Multilateral Trade Laws, General Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), Different Rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conference, SAARC, UNCTAD, and other International agreements. International Monetary Fund, Asian Development Bank, World Bank. Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries. Growing concern for ecology; Counter trade; IT and international business. Objectives and Challenges in International Marketing, Market Selection and Entry Strategies. Multinational Corporations and their involvement in International Business.
	Unit 4	Issues in foreign investments, technology transfer, pricing and regulations; SEZ, Types of economic zones, Meaning and nature of SEZ,

		<p>mechanism of setting of SEZ, Opposition to SEZ. Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction EXIM Policy; Foreign debt situation.</p> <p>India's Competitive advantages in Industries like IT, Textile, Gems & Jewellery etc. Indian Multinationals.</p>
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6. Text Book:

Hill, Charles W. L., International Business, McGraw Hill, New York.

Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.

7. References:

Eun, Cheol & Resnick, Bruce. International Financial Management, McGraw Hill, New York.

Sundaram and Black. International Business Environment.

Francis Cherunilam. International Business.



Indian Institute of Information Technology, Allahabad

Department of Information Technology

Course Syllabus A Template

1. Name of the Course: **Data Mining and Warehousing**
2. LTP structure of the course: **2-0-1**
3. Objective of the course:
4. Outcome of the course:
5. Course Plan:

Component	Unit	Topics for Coverage
Component 1	Unit 1	Data Warehouse: Introductions, OLAP Technology for Data Mining Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation, Further Development of Data Cube Technology, OLAP Servers: ROLAP, MOLAP, HOLAP. <i>Introduction:</i> Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Major issues in Data Mining.
	Unit 2	Mining Association Rules: Association Rule Mining, Mining Single-Dimensional Boolean Association Rules from Transactional Databases, APRIORI, Variations of APRIORI (Sampling, Hash Based, Partitioning, Transaction Reduction), Frequent Pattern Growth, Mining Multilevel Association Rules from Transaction Databases, Mining Multidimensional Association Rules, Concept of LIFT, Clustering of Association rules.
Component 2	Unit 3	Classification and Prediction: Classification by Decision Tree Induction, Bayesian Classification, Classification by Back propagation, Classification Based on concepts from association Rule Mining, SVM, Prediction, Classifier Accuracy.
	Unit 4	Clustering: Data types in cluster analysis, Categories of clustering methods, partitioning methods- K-Means, PAM, CLARA, CLARANS, KNN. Hierarchical Clustering- Agglomerative and Divisive Clustering, BIRCH and Chameleon, Density Based methods-DBSCAN, CURE, OPTICS, Grid Based Methods- STING, WaveCluster, COBWEB, Outlier Analysis.

6. **Text Book:**

- Jiawei Han, Micheline Kamber, Data Mining Concepts & Techniques, Elsevier
- M.H.Dunham, Data Mining: Introductory and Advanced Topics Pearson Education.
- Sam Anahory, Dennis Murray, Data Warehousing in the Real World: A Practical Guide for Building Decision Support Systems, 1/e Pearson Education.
- Mallach, Data Warehousing System, McGrawHill.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus of Electives in Marketing

1. Name of the Course: **Advertising and Social Media Strategy**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: The importance of Advertising and social media's role in modern marketing efforts can no longer be ignored. It's an integral component in almost all successful marketing strategies. With this increasing emphasis on integrated social media strategies, there is an irrefutable need for marketing professionals and organizations to have end-to-end social media expertise. Through case studies, interactive sessions, and class exercises, students will learn best practices and develop the skills to connect business objectives with social media strategy, platforms and tactics.

4. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Concept and definition of advertisement, Social, Economic and Legal Implications of Advertisements, setting advertisement objectives, Advertisement Agencies: selection and remuneration, advertisement campaign.
	Unit 2	I-Message development, different types of advertisements, layout, design appeal, copy structure, advertisement production, print, Radio, T.V. and web advertisements, Media Research, testing validity and reliability of ads, measuring impact of advertisements.
	Unit 3	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.
Component 2	Unit 4	Media Management: concept, need and scope, Media plan, type and choice criteria, reach and frequency of advertisements, cost of advertisements related to sales, media strategy and scheduling. Operations and structure of news media companies, Media business and new technology, New trends in media business, Legal issues in media business,
	Unit 5	Media marketing: concept, need and Scope, Penetration, reach, access and exposure to media, Revenue-expenditure in media, Selling and buying space and time on media, TRP and audience profiles.
	Unit 6	Introduction to social media and its role within marketing, Content marketing, microblogging, content creation ,video marketing.

References

- Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi, 2003.
- Advertising and Integrated Marketing Communications, Kruti Shaha, 2017.
- Social Media Marketing, Tracy L., SAGE Publications Ltd; Third edition.
- S.H.H. Kazmi, Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi, 2001.
- George E Belch, Michel A Belch, “Advertising & Promotion”, McGraw Hill, Singapore, 1998.
- [Media Management: A Casebook Approach \(Routledge Communication Series\) \[Paperback\]](#)
- George Sylvie, Jan Wicks LeBlanc, C. Ann Hollifield, Stephen Lacy, Ardyth Sohn Broadrick.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **Digital Marketing**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: In the era of digital revolution, technology has opened new opportunities for marketing. In the time of individualization, digitalization, networking along with the emergence of enlightened consumer has posing new challenges as well as opportunities for marketing. What we market may not have changed but how we market definitely has changed. The evolving discipline of digital marketing offers opportunities for innovation, profitability, affordability, measurability and targeting. Digital marketing has not only opened opportunities for organization, but also enormous opportunities have boomed for digital marketers, web designer, web analyst and web developer.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Fundamental Marketing Concepts - CAC, CLV, ROI, Churn, Segmentation etc.
	Unit 2	Regression Analysis and Experimental Design.
	Unit 3	Search Engine Optimization and Marketing.
Component 2	Unit 4	Mobile Marketing and Social Media Analytics.
	Unit 5	Email Marketing.
	Unit 6	Multi-channel Attribution, Marketing Mix Models (time permitting).

References

- Godfrey Parkin, Digital Marketing: Strategies for Online Success.
- Tuten and Solomon, Social Media Marketing
- Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity
- Calvin Jones, Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **Marketing of Service**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: Understand and clearly describe the differences between product marketing and service marketing as they relate to an organization's marketing mix. Gain an appreciation for the dynamic environment in which service marketing decisions must be made. Understand the process of developing and implementing a marketing strategy focused on the delivery of services. To understand positioning and Integrated Marketing Communications as they relate to services marketing. Understand the implications of service marketing orientation.

4. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Marketing Services, concept of service, characteristics of service, classification of service, causes of growth of the services sector, need for services marketing.
	Unit 2	Marketing mix in services marketing, the seven Ps product decision, Pricing strategies and tactics, Promotion of service and placing, distribution methods for services, additional dimensions in services marketing, people, physical evidence and process.
	Unit 3	Management of services marketing, marketing demand and supply through capacity planning and segmentation, internal marketing of services, external versus internal orientation of service strategy.
Component 2	Unit 4	Delivering quality service, process of delivering quality service, TQM in services marketing, Six sigma technique in delivering quality service, quality gaps, customer expectation versus perceived service gap - factors and techniques to resolve this gap, Quality standards, process and technological requirements to implement quality standards in services marketing.
	Unit 5	Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services,
	Unit 6	Public utility services and educational services.

References

- Adrhian Payne, The Essence of Marketing, Prentice Hall of india (P) Ltd, New Delhi, 2001
- Chistopher Lovelock, Services Marketing, Pearson Education Asia, 4th edition, 2001
- Helen Woodroffe, Services Marketing, Mcmillan India Ltd, 1997
- S.M.Jha, Services Marketing, Himalaya Publishing House, Bombay.
- Valare A Zeithmial & Mary joBitner, Services Marketing, Tata McGraw Hill Publishing Company, New Delhi, 2000



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **Retail Management**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: Upon successful completion of this course, the student will have reliably demonstrated the ability to:
Evaluate current retailing trends based on consumer, legal and competitive environments.
Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
Assess current Canadian retail practices in their ability to respond to environmental trends.

4. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Retailing: Definition & Importance, Indian vs Global Scenario, Types of Retailing, Store Retailing, Non Store Retailing, Types of retail formats, Franchising in retailing.
	Unit 2	Retail Marketing mix, Retail consumer buying behavior, types, factors, influencing, buying behavior, Segmentation, positioning.
	Unit 3	Retail organization structure, Major functional areas, careers in retailing, Retail Location, Factors affecting retail location decision, Site selection, Factors affecting site selection, Steps in selecting site, Location based retail, strategies.
Component 2	Unit 4	Store design, Interiors & exteriors, Store layout, Types of layouts, Factors affecting store layout, Retailing image mix, Store Façade.
	Unit 5	Retail Communication mix, Sales promotion, Advertising, Public relation, Personal Selling, Steps in planning retail communication. Retail Strategies, Differentiation strategies, Growth strategies, Expansion, Strategies, Pricing strategies.
	Unit 6	Role of IT in retailing, Electronic data exchange, bar coding, RFID, Electronic payment systems.

Text Book:

1. Chetan Bajaj, Retail Management, Oxford press.
2. Gibson Vedamani, Retail Management, Jaico Publishing House.
3. David Gilbert, Retail Marketing Management
4. Ron Hasty & James Reardon, Retail Management
5. A.J. Lamba, The Art of Retailing
6. W. Steward, Retail Management–
7. David Walters, Retail Management – Analysis, Planning & Control



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **International Marketing**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: International marketing is a rapidly growing area within the disciplines of marketing and international business. Central to international marketing is the response of international rather than domestic buyers in the marketing environment, the types of decisions that are most feasible and the information required in decision making. During this course, the student will gain insights into the pressures created by the international economic, political, legal and cultural environmental influences on marketing planning. This course will enable students to learn analytical skills required to develop international marketing plans and develop the marketing mix elements in the international environment. International marketing is one of five subjects in the marketing discipline and extends the knowledge developed in marketing management into the international rather than the domestic market.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.
	Unit 2	Canalizing and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.
	Unit 3	International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.
Component 2	Unit 4	International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of

		goods.
	Unit 5	Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.
	Unit 6	Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Text Book:

1. International Marketing, Philip R. Cateora, [Tata McGraw-Hill Education](#).
2. International Marketing Text and Cases, [Justin Paul](#).
3. International Marketing Management, Satish B Mathur.
4. International Marketing Strategy: Analysis, Development and Implementation, [Isobel Doole](#), [Robin Lowe](#).

References

- Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
- Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
- Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
- Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
- Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
- Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **Industrial Marketing**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: The course will help the students to achieve the following objectives:

- Understand the nature and role of industrial markets
- To explain the characteristics of industrial markets and buying situations
- To help students understand how to develop and implement relevant industrial marketing strategies

4. Course Plan: As per the below format only

Component	Unit	
Component 1	Unit 1	The Industrial Marketing System - Participants, Channels, Nature of Industrial Marketing - Industrial Marketing Vs. Consumer Marketing - Economics of Industrial demand - The Resellers' market.
	Unit 2	Understanding Industrial Market, Organizational Customers, Buyers' strengths, Negotiation Skills, Government Agencies, Classifying Industrial Products
	Unit 3	Nature of Industrial buying - Interpersonal dynamics of Industrial buying.
Component 2	Unit 4	Strategic Planning Process in Industrial Marketing - Segmenting, targeting and positioning industrial products
	Unit 5	Channel Structure for Industrial Products - Formulating channel strategy - Channel Logistics.
	Unit 6	Price determinants for industrial products - Price Decision Analysis, Industrial Marketing in the international environment.

References

- Hill, Alexander, Cross, Industrial Marketing
- Reeder, Brierty, Reeder, Industrial Marketing - Analysis, Planning and Control.
- Hawaldar, Industrial Marketing



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: Business Marketing and Key Account Management

2. LTP structure of the course: 1-0-1

3. Objective of the course: Key Account Management is sometimes viewed as selling to and retaining large and important customers and accounts. However, it's more than that. Key Account Management is a Strategic Business approach in managing prospective customers with the objective of creating long term growth, profitability and sustainable partnerships. Key Account Management may differ based on the industry. However, one thing is very clear and that is Key Account Management involves a solid external relationship with buyers and customers.

4. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Overview of key account management (KAM). What is a key account in financial services? Comparison of characteristics of transactional and relational. Focus Competitive advantage through managing the future. Purpose of KAM. What is key account mapping? Criteria.
	Unit 2	Process of KAM Account Objectives and Key Account classification criteria. Account screening criteria. Evaluation of the Customer from Prospect to Partner. The buying process in financial services. Supplier positioning becoming a key supplier. Measuring value. Measuring trust.
	Unit 3	Identifying Key Accounts. Planning a Key Account Strategy. Meeting The Customer's Needs. Steps to determine KAM portfolio. Factors to determine account attractiveness. Financial Ratios.
Component 2	Unit 4	Qualities and skills of a key account manager. Cost savings available with trusted trading partners. Risks & risk reduction mechanism.
	Unit 5	Developing key account plans. Essential information gathering and monitoring. Measuring effectiveness. Getting and using feedback to improve the process. Building sustainable relationships with customers for the long term. Dealing with problems that may arise.
	Unit 6	Key Success factors in Relationship Effectiveness. Organizing for implementation of KAM programme. Keeping On Track.

References

- Key Account Management: The Definitive Guide Book by Diana Woodburn and Malcolm McDonald, 2017.

- Key Account Management: The Definitive Guide, 3rd Edition, Revised and Updated, Diana Woodburn,2011.
- [Key Account Management by Peter Cheverton](#), Tools and Techniques for Achieving Profitable Key Supplier Status .
- Global Account Management: A Complete Action Kit of Tools and Techniques for Managing Big Customers in a Shrinking World,Peter Cheverton.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Syllabus

1. Name of the Course: **Consumer Behavior**

2. LTP structure of the course: **1-0-1**

3. Objective of the course: The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

4. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Consumer behavior: Definition, scope, customer value, Customer satisfaction, Injurious consumption, Traditional marketing concept, Value and retention, focused marketing, Models of Consumer Behavior, Nicosia, Howard sheth, Consumer benefits and evaluative criteria, Decision Heuristics.
	Unit 2	Consumer motivation, Needs, Goals, Discovering purchase motives, motivation research, Defense mechanism, Personality, Consumer innovativeness, Dogmatism, Cognitive personality factors, Personality and colour, Self image, Forms of self image, How general personality influence consumer behavior.
	Unit 3	Consumer learning and Reference group appeal, Classical Conditioning, Instrumental Conditioning, Information Processing, Perceptual mapping, Tricomponent attitude model, Multi attribute attitude model, Attribution, Consumer related reference groups, Brand communities, Family decision making process, Family life cycle.
Component 2	Unit 4	Consumer perception, Perception, Weber's Law, Selective perception, Figure and ground, grouping, closure, Perceptual distortion, Perceived risk, Perceived quality, Opinion leadership, Surrogate buyer, Diffusion of innovation, Adopter categories, Adoption process.
	Unit 5	Purchasing Process and Post purchase behavior: Store location, Store design and Physical facilities, Store specific shopper profiles.
	Unit 6	In-store purchasing behavior, Usage segmentation, Brand user, Product user, Loyalty, situation segmentation, Positive / negative Post purchase Behaviour, Complaint Behaviour.

References

- Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
- Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mookerjee, Consumer Behavior Building Marketing Strategy, 9/e, Tata McGraw-Hill, New Delhi, 2007.
- Leon G.Schiffman, Kanuk Leslie Lazar, Consumer behavior, PHI Learning, New Delhi, 2008.
- David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
- Michael R. Solomon, Consumer Behavior, PHI learning, New Delhi, 2009
- Wayne D.Hoyer, Deborah MacInnis, Dasgupta, Consumer behavior, biztantra, New Delhi, 2008.
- Leon Schiffman, Lesslie Kanuk, Consumer Behaviour, 10/e, Pearson, 2010.
- Jay D. Lindquist, Joseph Sirgy, Consumer behavior, 1/e, Cengage Learning.
- David L. Loudon, Della Bitta, Consumer behavior, 4/e, McGraw Hill.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Finance Elective Syllabus

1. Name of the Course: **Project Appraisal and Structured Finance**

2. LTP structure of the course: 1-1-0

3. Objective of the course: Project Finance differs quantitatively and qualitatively in many ways as compared to the traditional corporate finance. This course will provide an exposure to this innovative financing method - Project Finance, and its applicability and utility across industries.

4. Outcome of the course: On completion of this course, students will get an exposure on: Risk assessment and management in infrastructure projects; understand the complexities of accurately constructing and evaluating cash flows; Financing and valuation of infrastructure projects. The students will also learn about legal/regulatory/industry frameworks.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Basics of Project Finance; Risk Evaluation in Projects: Analysis of various project risks such as completion, market, price, promoter interest rate, exchange, technology, operating, availability of inputs, regulations, environmental and social and infrastructure and their mitigation.
	Unit 2	Estimating Cost of Project; Computation of margin money for working capital; Analysis of various equity, debt, mezzanine and other financial structured instruments; Private Equity;
Component 2	Unit 3	Leasing; Study of Project Contracts; Investment Evaluation: Study of payback, return on capital employed, Internal rate of return, Net present value, Sensitivity analysis
	Unit 4	Technical Aspects in Projects; Valuation and Financial Ratio Analysis; Legal and Insurance; Role of Consultants

6. References:

a) Risk management and financial institutions: John C. Hull

b) The Essentials of Risk Management by Michel Crouhy, Dan Galai, and Robert Mark



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Security Analysis and Portfolio Management**

2. LTP structure of the course: **1:1:0**

3. Objective of the course: The proposed course framework for “Security Analysis and Portfolio Management” provides a guided tour of the so-called ‘complex’ world of investments and seeks to improve student’s skills in managing investments. This course seeks to capture the essence of modern developments in investments. It will make students conversant with every technique to make safe and sound investment.

4. Outcome of the course:

The course shall have following outcome for students

- Characteristics of various investment alternatives
- Indian Stock Market Functioning
- Techniques for analysis and valuation of investment alternatives
- Implication of modern research in the field of investments.
- Framework for portfolio management
- Strategies followed by investment wizards of the world
- Guidelines for investors with varying inclinations

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Investment, Investment Objective and Alternatives, Introduction to Indian Stock Market, Stock Market Indicators (Index), Selection of Investment in Global Market
	Unit 2	Analysis and Valuation of Debt, Analysis and Valuation of Equity, Security Analysis - Fundamental Analysis, Security Analysis - Technical Analysis
Component 2	Unit 3	Efficient Market Theory, Portfolio Theory: The Benefit of Diversification, Capital Asset Pricing and Arbitrage Pricing Theory
	Unit 4	Portfolio Management Framework, Guidelines for Investment decisions

6. References:

- Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw-Hill Publishing Company
- Donald E. Fishcher & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice-Hall India.
- V. A. Avadhani, Security Analysis and Portfolio Management, 8th Edition, Himalaya Publishing House.
- Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
- Securities Markets and Products, 2nd Edition, Indian Institute of Banking and Finance.
- David G. Luenberger, Investment Science, 2nd Edition, Oxford University Press



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Strategic Cost Management**

2. LTP structure of the course: 1-0-1

3. Objective of the course: The primary objective of the course is to acquaint the students with the basics of cost management and utility of effective cost management in the formulating strategic plans for the organization.

4. Outcome of the course: The students will be able to understand the cost structure of the products and services and its implications in framing the suitable policy with respect to the organization. After having taken this course participants will be able to:

- Understand cost drivers;
- Apply alternative cost accounting methods;
- Analyze cost and value;
- Analyze and evaluate cost management strategies.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Strategic Cost Management – conceptual framework, environmental influences on cost management practices, role of SCM in strategic positioning,
	Unit 2	Decision-making and Pricing strategies; Value Analysis, Value Chain Analysis and Value Engineering
Component 2	Unit 3	Budgetary Control and Standard costing in profit Planning; Relevant Cost Analysis
	Unit 4	Process Control and Activity Based Cost Management, JIT& E; Life Cycle Costing

6. References

- a) Jawahar Lal, Strategic Cost Management, Himalayan Publishing
- b) Managerial Accounting Ronald W Hilton Irwin McGraw-Hill 1999
- c) Strategic Cost Management: The New Tool for Competitive Advantage by Govindarajan, Shank, Free Press



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Financial Engineering**

2. LTP structure of the course: 1:0:1

3. Objective of the course: This course develops skills in pricing complex financial instruments. The main aim of this course is to familiarize students with the concepts and techniques of Financial Engineering and to train students to apply those valuation techniques.

4. Outcome of the course: On completion of this course, the student will be able to:

1. Explain and critically discuss the concepts behind financial engineering
2. Understand how derivatives are used to address problems in finance and investment

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Fixed Income Securities and their valuation Introduction to derivatives
	Unit 2	Basic instruments in financial engineering: futures, forwards Commodity Futures Swaps Options and options strategies
Component 2	Unit 3	Greeks Option Pricing: Binomial Model, Black-Scholes-Merton Model Real Options
	Unit 4	Value at Risk Risk Management: Market and Credit Risk Management Financial Engineering, Security Design, and Corporate Applications

6. References:

1. Options Futures & Other Derivatives by Hull/Basu
2. Principles of Financial Engineering By Robert Kosowski, Salih N. Neftci
3. Fundamentals of Futures and Options Markets Paperback by C. Hull John



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Behavioural Finance**

2. LTP structure of the course: 1-0-1

3. Objective of the course: The primary objective of the course is to make the students familiar with the various behavioural implications in financial decision making and identifying the ways and means to overcome some of the biases prevalent in while making decisions in the financial market.

4. Outcome of the course: The students will be able to understand the various behavioural biases and their implications while making transactions in the financial market. After attending this course, the students will be able to know various irrational things prevalent in the market which have influence on the behaviour of a rational participant in the market.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Behavioural Finance; Rationality of Studying Behavioural Finance, History of Behavioural Finance Studies, Theories of Behavioural Finance, Criticisms of Behavioural Finance, Arguments in Favour of Behavioural Finance
	Unit 2	Basic Foundations of Behavioural Finance; Context of Studying Behavioural, Building Blocks of Behavioural Finance- Limits to Arbitrage, Psychology
Component 2	Unit 3	Investors' Psychology and Investment Decisions; Insufficient diversification, Naive Diversification, Excessive Trading, The Selling Decision, The Buying Decision
	Unit 4	Prospect Theory, Regret Theory, Mental Accounting, Overconfidence and over-reaction in Financial Market, anchoring, Herd Behaviour, confirmatory bias

6. References

- a. The little book of Behavioural Investing by James Montier, John Wiley and Sons]
- b. Behavioural Finance by Peter Dybdahl Hede, bookboon.com
- c. Behavioural Finance by Martin Sewell
- d. BARBERIS, Nicholas C., and Richard H. THALER, 2003. A survey of behavioral finance. In: George M. CONSTANTINIDES, Milton HARRIS, and René M. STULZ, eds. Handbook of the Economics of Finance: Volume 1B, Financial Markets and Asset Pricing. Elsevier North Holland, Chapter 18, pp. 1053–1128.
- e. FAMA, Eugene F., 1998. Market efficiency, long-term returns, and behavioral finance. Journal of Financial Economics, 49(3), 283–306.
- f. FESTINGER, Leon, Henry W. RIECKEN, and Stanley SCHACHTER, 1956. When Prophecy Fails. Minneapolis: University of Minnesota Press.
- g. KAHNEMAN, Daniel, Paul SLOVIC, and Amos TVERSKY, eds., 1982. Judgment Under Uncertainty: Heuristics and Biases. Cambridge University Press.
- h. KAHNEMAN, Daniel, and Amos TVERSKY, 1979. Prospect theory: An analysis of decision under risk. Econometrica, 47(2), 263–292



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **International Financial Management**

2. LTP structure of the course: **1:1:0**

3. Objective of the course: With the growing acceptance of the policy of economic liberalization and globalization, there has been fast expansion in international trade, in the activities of the multinational corporations and in the international financial market. Recent times have witnessed remarkable growth in international transactions. To handle these transactions effectively, it is imperative to have qualified and trained personnel. In fact, this is one of the main reasons that the subject of international financial management has gained importance in the area of International financial dealings and in the curricula of business management courses all over the world and especially in the developing countries.

4. Outcome of the course:

The course shall have following outcome for students

- Introduction to International Business and MNCs thereon.
- History of International Monetary System
- Balance of Payments analysis showing flow of funds following international financial transactions.
- Foreign exchange market including the market for derivatives
- Exchange Rate determination
- Exchange rate exposure- its assessment and management
- Investment decision of the MNCs
- MNCs working capital management

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to International Business and MNCs, History of International Monetary System, International Flow of Funds- BOP
	Unit 2	Foreign Exchange Market, Exchange Rate Mechanism-PPP & IRP Currency Derivatives-Futures, Options & Swaps
Component 2	Unit 3	Nature and Measurement of Foreign Exchange Exposure , Management of Foreign Exchange Exposure
	Unit 4	International Capital Budgeting, International Financial Instruments International Working Capital Management, Other Contemporary Issues in IFM

6. References:

- A.C. Shapiro, Multinational Financial Management, Wiley Publications.
- P.G. Apte, International Financial Management, Tata-McGraw Hill.
- V. Sharan, International Financial Management, 4th Edition, Prentice Hall India.
- Maurice D. Levi, International Finance, 4th Edition, Routledge Publications
- O. Brien, International Finance, 2nd Edition, Oxford University Press



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Merger, Acquisition and Corporate Re-structuring**

2. LTP structure of the course: 1:0:1

3. Objective of the course: This course covers the broad field of mergers, acquisitions, and divestitures. The primary objective of the course is for each student to gain a well-rounded understanding of the major strategic, economic, financial, and governance issues of mergers and acquisitions.

4. Outcome of the course: On completion of this course, the student will be able to:

- a) understand the role of mergers and acquisitions in firm's strategy,
- b) know the main concepts related to managing mergers and acquisitions, and
- c) be able to apply common frameworks and tools related to mergers and acquisitions

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Introduction to Merger and Acquisition Strategic Evaluation of M & A Opportunities Synergy and Value Creation in Mergers
	Unit 2	Corporate Restructuring Demergers- LBOs, MBOs, MLPs and ESOPs Joint Ventures
Component 2	Unit 3	International M & A Takeover Defences Valuation
	Unit 4	Legal and Regulatory Framework of M & A Post-Merger Integration Prominent Cases of Mergers and Acquisitions

6. References:

1. Mergers, Acquisitions, and Other Restructuring Activities by Donald M. DePamphilis
2. Mergers, Acquisitions, & Corporate Restructurings by P.A. Gaughan
3. Applied Mergers and Acquisitions by Robert F. Bruner



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Financial Econometric**

2. LTP structure of the course: 1:1:0

3. Objective of the course: This course is designed to provide a comprehensive description of financial econometric models and their applications to modeling and prediction of financial time series data, focusing on asset returns.

4. Outcome of the course: Students at the end of the course will have a working knowledge of financial time series data and gain expertise in the software to conduct the analyses.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Basic concepts in econometrics: model, non-observable heterogeneity, endogeneity Basic concepts in time series analysis: stationarity, autocovariance, autocorrelation, partial autocorrelation
	Unit 2	Linear time series models and their applications Estimation and Hypothesis Testing ARMA Modelling
Component 2	Unit 3	Multivariate models Granger Causality Cointegration Volatility modeling
	Unit 4	Nonlinear models and their applications Forecasting

6. Text Book:

1. Introductory Econometrics: A Modern Approach - by Jeffrey Wooldridge

7. References:

1. Introductory Econometrics for Finance Paperback – by Chris Brooks

2. Analysis of Financial Time Series- by Ruey S. Tsay

3. Basic Econometrics- by Damodar Gujarati, Dawn Porter, Sangeetha Gunasekar



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Risk Management**

2. LTP structure of the course: 1-1-0

3. Objective of the course: In today's world of rapid information flows, rising volatility, regulatory concerns and oversight, prudent management increasingly requires understanding and measuring risk. This course aims to introduce students to the rationale, principles, process and major tools of risk management.

4. Outcome of the course: On completion of this course, students will be able to: describe the nature of risk management and its importance in businesses. They are also expected to be able to explain how corporate risk management can help coordinate corporate financing and investment decisions. Evaluate risks in terms of frequency and severity using various statistical and financial tools and mitigate using appropriate risk management techniques.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage
Component 1	Unit 1	Identify and describe risk in the business environment; Credit risk, market risk, operational risk, liquidity risk, legal risk, interest rate risk and currency risk; Risk Measurement; Risk preferences. Risk premium, Risk attitudes;
	Unit 2	Measuring return and risk.; Value-at-Risk and Measurement of VaR; Volatility measurement
Component 2	Unit 3	Concept of financial risks hedging; Elements of Credit Risk, Operational Risk and its Basel requirements;
	Unit 4	Stress testing and scenario Analysis; Risk transfer via insurance; Corporate Governance and Risk Management Issues

6. References:

a) Project Finance in Theory and Practice: Designing, Structuring and Financing Private and Public Projects by Stefano Gatti

b) Projects by Prasanna Chandra



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus of Electives in Operations

1. Name of the Course: **Purchasing and Supply Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The Course aims at providing an exhaustive overview of procurement, purchasing, outsourcing, supply, and, sustainable supply chain management.

4. Outcome of the course: The students will familiarize with purchasing concepts, decisions, problems and its effect on a company's competitiveness. During the course, students should learn to analyze and develop a company's purchasing processes and organization; understand the role of purchasing in successful cooperation between companies; shed light on companies' purchasing decisions and concretize the work days of purchasing professionals.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.	
	Unit 2	Supply chain as a competitive advantage, Global Supply chain strategy, Structuring supply chain capabilities, Business matching supply chain design with business strategy	
Component 2	Unit 3	Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials. Inventory Management: Concept, various costs associated with inventory, System of Inventory management. Value of information and supply chain integration, Bullwhip effect, Push-based, pull based systems.	
	Unit 4	Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.	

6. Text Book: Mandatory for UG core courses

7. References:

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Simchi-Levi, Designing and Managing the Supply Chain, TMH, India.
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Technology management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The course focuses on different matters of importance related to Technology Management. It discusses various aspects of technological innovation and subsequent diffusion.

4. Outcome of the course: After completing this course students will develop an awareness of the range, scope, and complexity of technological innovation, and the issues related to managing technological change. They will learn various issues connected with Management of Technology in organizations; Understanding of technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption. The course also provides an appreciation of linkages of technology with policy and support systems.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Understanding technology: definition, Key concepts, role, importance, need. History of technological developments, Today's challenges. Issues of concern in Management of New Technology. Technology-Management integration, Life cycle approach to technology management. Technology innovation process. Managing and fostering the Innovation.	
	Unit 2	Technology forecasting and assessment. Technology flow and diffusion. Evaluating technology, technology planning and strategy, Strategic potential of new technology. Environment impact study. Factors promoting technology acquisition.	
Component 2	Unit 3	Flexibility in Technology Management, Technology transfer and absorption, Modes of global technology transfer, Technological Entrepreneurship.	
	Unit 4	Managing productivity and quality in technology age. Technology implementation. Integrating people and technology, human factors in technology operations. Organisation structure and technology. Investing for technological maintenance and growth. Concern of phasing out and upgradation. Market factors in technology operations, Science and Technology Policy, Technology support systems. Information networking for technological updatedness.	

6. Text Book: Mandatory for UG core courses

7. References:

1. Khalil and Ravi Shankar, Management of Technology, TMH.
2. Gerard H. Gaynor, Handbook of technology management,.
3. Strategic Technology Management, McGraw-Hill Ryerson.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Logistics and Supply Chain Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The objective of this course is to provide a basic understanding of the issues in Logistics and Supply Chain Management and to provide them with the tools to analyze and solve business problems.

4. Outcome of the course: This course examines the role of logistics in the supply chain within a firm as well as between organizations linked within a given supply network. Topics cover issues such as introduction to the basic terms of logistics, distribution and transportation alternatives, the connection between logistics and marketing, the estimation of value and costs in logistics, sourcing and supply management, supply chain planning and control strategies and logistics future challenges and opportunities. Students will get a clear idea of the expanding role of logistics in business today.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Perspective of Supply Chain Logistics Management. Logistics concept, role and scope; Logistics Environment-Integrating Logistics of Supply, Logistics of Production and Logistics of Distribution. Internal and external factors for logistics strategy, Operational Resources of logistics (personnel, warehouse means of transport, warehouse transport aids, organizational aids, material stocks, and area/spare)	
	Unit 2	Effective supply chain management, customer networking and manufacturing, Risk Pooling, Postponement, cross docking in supply Chain.	
Component 2	Unit 3	Logistics Activity Mix. JIT and Logistics, Synchronized manufacturing. Purchasing and Materials Management. Distributional logistical systems and facilities-single stage or multistage, warehouse(s), their number, location and allocation, Automated Warehousing, Materials Handling and Packaging. Simulation aided planning of conveyor and warehousing systems.	
	Unit 4	Supply Chain Logistics Mix Management, Logistical Connectivity: Transportation modes, rate structure, legal	

		aspects; maintenance, spares and repairs; test and support equipment, Routing of freight flows. Management and Organization of the Logistics Systems; Organization, Information and cost control; Logistical information Systems, Computer aided logistics management. Case Studies.	
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6. Text Book: Mandatory for UG core courses

7. References:

1. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
2. Dornier, Ernst, Fender, Kouvelis, Global Operations and Logistics, Wiley India.
3. Ballou and Srivastava, Business Logistics/Supply Chain Management, Pearson India.
4. Banchard, Logistics Engineering and Management, PHI.
5. Sudalaimuthu and Anthony Raj, Logistics Management for International Business, PHI.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Systems Reliability, Safety and Maintenance Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The aim of the course is also to equip students with capability to develop system solutions that optimally fulfill customer objectives with available resources. To provide students with a comprehensive understanding in safety, reliability and cost effectiveness of various maintenance management processes.

4. Outcome of the course: On successful completion of the course the students should have an understanding of the qualitative and quantitative techniques that are used in the reliability, availability and maintainability analysis of all types of engineering systems. The students will learn about the basic concepts of reliability, availability and maintainability; Failure rates, failure modes, and reliability data; Reliability Centred Maintenance, including replacement strategy, and inspection of standby systems. Students will have an appreciation of the methods by which reliability measures are used in overall risk estimation.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Reliability, Safety, Risk Assessment Perspective: Introduction to reliability, availability and safety engineering and management. Select statistical concepts and probability distributions. Optimization techniques for systems reliability, availability and safety.	
	Unit 2	Reliability, availability, safety and maintainability. Risk assessment and management for reliability and safety. Maintenance Planning and Control: Maintenance management objectives and functions. Classification of Maintenance system. Maintenance Planning and Scheduling. Issues of Replacement versus reconditioning and imperfect repair maintenance models.	
Component 2	Unit 3	Spare parts Inventory Planning and Control for single and multi-echelon systems. Diagnostic tools of failure analysis: Failure Mode Effect and Criticality Analysis, Fault Tree Analysis.	
	Unit 4	Information System for Reliability, Safety and Maintenance Management: Organizational aspects and a computer aided management information system for reliability, safety and maintenance. Life cycle costing and cost management	

6. Text Book: Mandatory for UG core courses

7. References:

1. David J. Smith, Reliability, Maintainability and Risk: Practical Methods for Engineers including Reliability Centred Maintenance and Safety-Related Systems, 8th Edition
2. R.C.Mishra, Reliability and Maintenance Engineering, New Age International, India.
3. Marvin Rausand, Reliability of Safety-Critical Systems: Theory and Applications.
4. Reliability, Maintenance and Safety Engineering, Dr. A. K. Gupta, Laxmi Publication, Delhi



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Services Operations Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The Course aims at providing an exhaustive overview of the strategic and tactical problems of managing the operations function in the service environment. Students should develop the ability to design and deliver operations to achieve competitive advantage in services.

4. Outcome of the course: After completion of this course students will have the concept of capacity management and workforce planning, lean thinking, and the role of operations in defining and delivering a competitive advantage in services and service design thinking. Because the functional areas of business have high levels of interdependence in the service environment, the students will also have the concept about the interface between operations and other functional areas. The students will be able to address global issues, like the outsourcing phenomena or the emergence of internet based service model.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Understanding The Nature Of Services; Aligning Service Strategy And Service Competitiveness; Service Design, Development & Automation	
	Unit 2	Managing Human Resources In Services; Service Quality; Service Facility Design And Facility Location	
Component 2	Unit 3	Demand Management In Services; Capacity Management Or Supply Management In Services; Managing Waiting Lines & Queuing Models	
	Unit 4	Service Inventory and Supply Chain Management; Quantitative Models In Managing Service Operations	

6. Text Book: Mandatory for UG core courses

7. References:

- B. Fitzsimmons, James A., and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, and Information Technology*, 6th Ed., Irwin/McGraw-Hill, 2007.
- C. Haksever, Render B., Russel S. R. and Murdick R. G., *Service Management and Operations*, 2nd Ed., Prentice Hall, 2007.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Project Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The purpose of this course is to teach how to initiate and manage projects efficiently and effectively. Students will learn and apply basic project management concepts including planning, scheduling, work breakdown structures and project control.

4. Outcome of the course: Upon completion of the course, participants should be able to:

- Understand project management design, development, and deployment
- Use project management tools, techniques, and skills
- Employ strategies to address the ubiquitous issue of resistance to change
- Align critical resources for effective project implementation
- Understand the implications, challenges, and opportunities of organizational dynamics in project management
- Identify and use key performance metrics for project success
- Understand how to manage project cost, quality, and delivery
- Recognize and mitigate the early seeds of failure in the project life cycle

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations.	
	Unit 2	Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections	
Component 2	Unit 3	Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.	
	Unit 4	Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project , project financing.	

6. Text Book: Mandatory for UG core courses

7. References:

1. Mohsin M. - Project Planning and Control (Vikas)
2. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
3. Chaudhary, S – Project Management (Tata Mc Graw Hill)
4. Young TL – The Hand Book of Project Management (Kogan Page)
5. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation, (TMH, 5th Ed.)



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Knowledge Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The objective of this course is to prepare students to understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge.

4. Outcome of the course: By the end of this course students will be able to address contemporary issues in managing knowledge, intellectual capital and other intangible assets by discussing the fundamental concepts of knowledge and its creation, acquisition, representation, dissemination, use and re-use, the role and use of knowledge in organizations and institutions, KM systems and its application in knowledge generation and transfer, and in the representation, organization, and exchange of knowledge, knowledge codification and system development, its testing, KM tools and portals, and finally ethical, managerial and legal issues in knowledge management.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction of Knowledge Management: Knowledge and its importance,; Definition of Knowledge, Knowledge management, From information to knowledge. The Knowledge Edge: A common theme, Intellectual Capital.	
	Unit 2	Drivers of Knowledge Management, Knowledge-centric drivers, Technology drivers, Organizational structure based drivers, Personnel focused drivers, Process drivers, Economic drivers, Creating the knowledge edge. From Information to Knowledge: Different between knowledge and information, from data to knowledge, Types of knowledge, the three fundamental steps, Knowledge management systems and existing technology. Business and knowledge.	
Component 2	Unit 3	Implementing Knowledge Management: The 10 step knowledge management road map, Infrastructure evaluation, Knowledge management system analysis, Deployment, Metrics for performance evaluation. The Leverage Infrastructure: Leveraging the Internet, Aligning knowledge management and business strategy. Knowledge Management System Analysis, Design & Development: Infrastructural foundation, Knowledge audit and analysis, designing the knowledge management team, Creating knowledge management system blue print, developing the knowledge management system.	

	Unit 4	Knowledge Management System Development: Prototyping & development, Reward structure. Metrics for Knowledge Work: Traditional Metrics, Pitfalls in choosing metrics. Code Optimization: The principal sources of optimization, Optimization of basic blocks, loops in flow graphs.	

6. Text Book: Mandatory for UG core courses

7. References:

1. Amrit Tiwana, The Knowledge Management Tool Kit, Pearson Education Asia Homework.
2. Awad, E.M., and Ghaziri, H. Knowledge Management, Prentice Hall, E. Rutherford, NJ, 2003.
3. Dalkir, K. Knowledge Management in Theory and Practice, Butterworth-Heinemann, San Diego, CA, 2005.
4. Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall.
5. Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann.
6. Stuart Barnes (ed) (2002). Knowledge Management Systems Theory and Practice. Thomson Learning.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Total Quality Management**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The purpose of this course is to put quality management into perspective, and to highlight its critical importance, as well as to present in-depth ideas on different methodologies, tools and techniques proposed for product and process improvement.

4. Outcome of the course: Upon completion of the course, participants should be able to have a broad understanding of Quality Systems and Management in both the manufacturing and servicing environment with strong emphasis on development of quality management systems and application of Total Quality Management concepts to enhance organizational competitiveness.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction: Quality, Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Quality Control and Improvement Tools : Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Acceptance Sampling, Process capability studies, Zero defect program (POKA-YOKE).	
	Unit 2	Benchmarking and Kaizen: Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking. Concept of Kaizen, Kaizen vs Innovation, Kaizen and management, Kaizen practice.	
Component 2	Unit 3	TQM Models: Demings Award criteria, Malcolm Baldrige national quality award, European quality award, Australian quality award, Confederation of Indian Industries award.	
	Unit 4	Quality Management System & Quality Audit : Quality Systems, Quality management principles, ISO 9001 : 2000, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance.	

6. Text Book: Mandatory for UG core courses

7. References:

1. Goetsch, D.L. & Davis,S.: Introduction to Total Quality.
2. Juran, J.M. & Gryna, F.M.: Quality Planning and Analysis.
3. Ross, J.E.: Total Quality Management.
4. Charantimath, P.M.: Total Quality Management.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: **Mathematical Models for Management Decisions**

2. LTP structure of the course: **1-1-0**

3. Objective of the course: The course provides an overview of management science / operations research with select applications / case studies from management systems and interdisciplinary areas.

4. Outcome of the course: On successful completion of the course the students should have: Understood the basic of the quantitative techniques; Learnt the feasible solution and optimum solution for the resource management; Learnt the time estimation and critical path for project; Learnt about the application of probability techniques in the decision making; Learnt the various inventory models and simulations in the resource planning and management.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Nonlinear programming: Convex sets and convex functions, Kuhn-Tucker conditions. Convex quadratic programming: Wolfe's and Pivot complementary algorithms. Separable programming.	
	Unit 2	Geometric programming: Problems with positive coefficients up to one degree of difficulty, Generalized method for the positive and negative coefficients. Dynamic programming: Discrete and continuous dynamic programming (simple illustrations).	
Component 2	Unit 3	One dimensional Search Methods: Unimodal functions, Simultaneous uniform search method, Sequential search method, Fibonacci search method, Golden section search method. Unconstrained Multi-dimensional Search Methods: Univariate search method, Method of steepest descent, Conjugate gradient method, Fletcher Reeves method.	
	Unit 4	Constrained Multi-dimensional Search Methods: Rosen's Gradient projection method, Penalty function method	

6. Text Book: Mandatory for UG core courses

7. References:

1. S.S Rao.. Optimization: Theory and Practices, New Age Int. (P) Ltd. Publishers, New Delhi.
2. Taha H.A. - Operations Research; An Introduction, 7th ed.,2003, MacMillan Publishing Co.
3. Ravindran A., Phillips, D.T., Solberg J.J., - Operations Research : Principles and Practice, 2nd ed.,2001, John Wiley & Sons.
4. Pant J.C. - Introduction to Optimization techniques(Operations Research), 6th ed., 2005, Jain Brothers, New Delhi.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

Course Syllabus of Electives in HR

1. Name of the Course: Emotional Intelligence and Leadership
2. LTP structure of the course: 1-0-1
3. Objective of the course: To let the students understand the basics of emotional quotient and how it is connected to leadership.
4. Outcome of the course: Students will develop their emotional quotient which is quite important than IQ. The leaders can guide their employees with their leadership skills in EQ as it helps in handling teams and managing the workforce.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction to EQ, Emotions and the Tripartite Brain, Emotional Competencies.	
	Unit 2	Executive EQ, Emotions and Enneagram, Rational Emotive Therapy	
Component 2	Unit 3	Emotional Transformation, Script Analysis using Enneagram, Measuring Emotional Intelligence.	
	Unit 4	Emotions and Childhood, Role of Emotions, Emotions and Attitudes	

6. Text Book: Mandatory for PG core courses

7. References:

- Goleman, Daniel (1996). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Travis Bradberry, *Emotional Intelligence 2.0* Hardcover.
- "Handbook of Emotional Intelligence." by R. Bar-On and J.D.A.Parker, 2000
- San Francisco: Jossey-Bass.
- "The Emotional Quotient Inventory (EQ-i) A test of emotional intelligence, Toronto, Canada: Multi-Health Systems, Inc.
- "The Emotional Competence Inventory (ECI) by R.E.Boyantzis and D. Goleman, 2001 Boston: Hay Group
- "The Emotional Intelligence Quick Book" by Travis Bradberry and Jean Greaves, 2005 New York City, Rockefeller Center, Fireside Publishing.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: Employer Brand Building

2. LTP structure of the course: 1-0-1

3. Objective of the course: To make students understand the value of employer brands and how attracting the best employee with optimum resources and perks can help the organization grow.

4. Outcome of the course: Students will benefit from understanding the concept of employer branding and how it is related to increased employee performance and reduced attrition. Students will be exposed to the various techniques and endeavors of the organization to create an employer brand.

5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction to branding, evolution of employer branding, external and internal employer branding	
	Unit 2	Understanding EVP, models of employer branding, various scales in employer branding, measuring employer branding	
Component 2	Unit 3	Relation of employer branding with employee performance and retention, ways of achieving an employer brand	
	Unit 4	Limitations of employer branding, practical aspects and ranking of organizations according to employer branding	

6. Text Book: Mandatory for PG core courses

7. References:

- Simon Barrow and Richard Mosley :The Employer Brand: Bringing the Best of Brand Management to People at Work
- Jeanne C Meister : The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow's Employees Today



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: Strategic Human Resource Management
2. LTP structure of the course: 1-0-1
3. Objective of the course: To let the students understand the application of strategy in the field of human resource management.
4. Outcome of the course: The students will understand the transition from HRM to SHRM and how to manage employee relations. Corporate ethics and values will also be taught to make the corporate professionals more responsible.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Business Strategy and Organizational Capability, Global Environment of HR: Change & Diversity, SHRM: Aligning HR with Corporate Strategy, SHRM: Universalistic, Contingency and Configurational Approaches.	
	Unit 2	Strategic HR Planning Acquisition and Development, Corporate Strategy and Career Systems.	
Component 2	Unit 3	Managing Employee Relations: Unions and Strategic Collective Bargaining, Change, restructuring and SHRM.	
	Unit 4	Corporate Ethics, Values and SHRM, Competencies of HR Professional in a SHRM Scenario Evaluating the Effectiveness of SHRM.	

6. Text Book: Mandatory for PG core courses

7. References:

- Jeffrey A. Mello, Strategic Human Resource Management.
- Michael Armstrong, Strategic Human Resource Management: A Guide to Action
- Charles J. Fombrun, Strategic Human Resource Management



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: Creativity and Innovation
2. LTP structure of the course: 1-0-1
3. Objective of the course: To let the students understand the importance of creativity and innovation in organizations.
4. Outcome of the course: The students will learn the various techniques of creativity and innovation and how they can be applied in the organizations. The expected outcome is to train the students practically so that they make innovative and creative steps towards problem solving.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Managing Creativity: An Overview, Understanding Creativity.	
	Unit 2	Unblocking Creative Potential, Creative Person and Process	
Component 2	Unit 3	Creativity Techniques (Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing.) , Creativity in Organizations	
	Unit 4	Managing Creativity in Organization, Strategies for Innovation	

6. Text Book: Mandatory for PG core courses

7. References:

- Managing Creativity and Innovation (Harvard Business Essentials), Harvard Business School Press.
- Elaine Biech, Creativity and Innovation: The ASTD Trainer's Sourcebook, McGraw Hill Professional.
- Alan G. Robinson Sam Stern, Corporate Creativity, Berrett-Koehler Publishers.



Indian Institute of Information Technology, Allahabad

Department of Management Studies

1. Name of the Course: Training and Development
2. LTP structure of the course: 1-0-1
3. Objective of the course: To let the students understand the basics of training and development and its various types.
4. Outcome of the course: The importance of training will be explained and being a human resource manager will understand the need of it along with how to evaluate it. The latest techniques in training will also be taught.
5. Course Plan: As per the below format only

Component	Unit	Topics for Coverage	Chapter No.(Optional)
Component 1	Unit 1	Introduction to Employee Training and Development, Types of Training, Strategic Training	
	Unit 2	Needs Assessment Learning: Theories and Program Design, Transfer of Training	
Component 2	Unit 3	Training Evaluation, Traditional Training Methods, E-Learning and Use of Technology in Training	
	Unit 4	Special Issues in Training and Employee Development, Careers and Career Management	

6. Text Book: Mandatory for PG core courses

7. References:

- Raymond Noe and Amitabh Deo Kodwani : Employee Training and Development
- Michel Syrett : Management Development: Training and Development