



# DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

1 – University Avenue, Awantipora, Pulwama, J&K, 192122.

## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Consumer Behaviour

<b>Course Code:</b> MBI-CC-501	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>The course will enable students to examine the role of psychological, social, and cultural factors in shaping consumer behaviour.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand and apply concepts related to consumer decision-making process, consumer motivation, and perception in the context of consumer behaviour.</i></li> <li>• <i>Develop an understanding of the relationship between personality traits, consumer attitudes, group dynamics, and family influences on consumer decision making.</i></li> <li>• <i>Gain insights into the social and cultural factors that shape consumer choices and preferences.</i></li> <li>• <i>Gain an understanding of different models and framework in analyzing and predicting consumer behaviour</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Consumer Decision making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision- compensatory decision rule, conjunctive decision, rule, Lexicographic rule, disjunctive rule; post-purchase evaluation; Levels of Consumer Decision Making. Consumer Motivation, Perception, Elements of Perception, Dynamics of Perception.	
<b>Unit II:</b> Personality- Traits and Marketing Strategy, Theory of self-images; Role of self-consciousness. Consumer Attitudes: Formation of attitudes; Tri-component model. Group Dynamics & consumer reference groups, Family and Consumer Behaviour: Consumer socialisation process; consumer roles within a family; purchase influences and role played by children; family life cycle.	
<b>Unit III:</b> Social Class & Consumer behaviour: Determinants of social class; characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.	
<b>Unit IV:</b> Diffusion and adoption of Innovations. Adoption Process: Stages, categories of adopters. Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product disposition. Models of consumer behavior- Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Encourage students to interact with individuals from the chosen cultural group, observe their behaviours, and gain insights into their choices and preferences.</li> <li>2. Ask students to reflect on their experiences and write a reflective essay or create a presentation summarizing their observations and key cultural factors influencing consumer behaviour.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Schiffman, L. G., &amp; Kanuk, L. L. (2022). <i>Consumer Behavior</i>. Upper Saddle River, NJ: Prentice Hall. USA.</li> </ol>	



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2. Majumdar, R. (2021) *Consumer Behaviour: Insights from Indian Market*. PHI Learning Pvt. Ltd. India.
3. Solomon, M. R. (2022). *Consumer Behaviour - Buying, Having and Being*. Pearson Education India.
4. Mothersbaugh, D., Hawkins, D., Kleiser., S. B., & Best, R. (2020). *Consumer Behavior: Building Marketing Strategy*, Mc Graw Hill. USA.

**Note:** The schedule for case discussion shall be announced by the concerned faculty in the class



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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

**Course Title: Accounting for Managers**

<b>Course Code:</b> MBI-CC-502	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To acquaint students with the framework, principles and practice of financial, cost and managerial accounting.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b>	
<ul style="list-style-type: none"> <li>• <i>Demonstrate an understanding of the fundamental theories of financial accounting and their use in preparing financial statements.</i></li> <li>• <i>Demonstrate the knowledge of use of marginal costing in making informed business decisions.</i></li> <li>• <i>Exhibit an understanding of several kinds of cost variances and their implication for efficient cost control.</i></li> <li>• <i>Understand the importance and preparation of funds flow and cash flow statements, and the use of ratios in analysing business performance and position.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Management Accounting - Concept, Importance and Scope. Financial Accounting vs Management Accounting vs Cost Accounting, Generally accepted accounting principles (GAAP), Types and users of Management Accounting information, Functions/objectives of Management accounting.	
<b>Unit II:</b> Cost Accounting - concept, importance and scope. Management Accounting vs Cost Accounting, types of costs, Cost Sheet - concept and preparation. Marginal Costing – concept and significance, Absorption Costing vs Marginal Costing, Marginal cost equation, contribution, Cost-Volume-Profit (CVP) Analysis, Break-Even analysis, Profit Volume ratio, Target profit, Margin of Safety.	
<b>Unit III:</b> Standard Costing - meaning and significance, Variance analysis, types of variances – Material variance, labour variance, overhead variance, sales variance, Material Cost Variance, Material Price variance, Material Usage Variance, Material Mix Variance, Material Yield Variance, Labour Cost Variance, Labour Efficiency Variance, Labour Rate variance, Labour mix variance, Labour Yield Variance.	
<b>Unit IV:</b> Funds Flow statement – concept and use, preparation of the statement of changes in the working capital, preparation of funds flow statement, Cash Flow statement – concept and importance, preparation of cash flow statement, ratio analysis, types of ratios – liquidity ratios, solvency ratios, profitability ratios, introduction to financial statement analysis – comparative statement analysis and common size statement analysis.	
<b>Skill Development Activities:</b>	
<ol style="list-style-type: none"> <li>1. Students will be tasked to analyse the financial statements of business organizations and comment on their financial performance.</li> <li>2. Using hypothetical data and relevant software packages, students will be required to prepare final accounts and other important accounting books.</li> </ol>	
<b>Suggested Readings:</b>	
<ol style="list-style-type: none"> <li>1. Khan, M.Y. and Jain, P.K. (2021). <i>Management Accounting</i>. McGraw Hill.</li> <li>2. Gupta, S.K. and Sharma, R.K. (2017). <i>Management Accounting</i>. Kalyani Publishers.</li> <li>3. Grewal, T.S. (2022). <i>Double Entry Book Keeping: Financial Accounting</i>. Sultan Chand &amp; Sons Pvt. Ltd.</li> <li>4. Bhattacharyya, D. (2011). <i>Management Accounting</i>. Pearson.</li> </ol>	
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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Indian Economy

<b>Course Code:</b> MBI-CC-503	<b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50)  <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>To provide an overview of the Indian economy and its evolution over time, including the economic policies and reforms that have shaped it.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• Evaluate the present status of the Indian economy, including its strengths, weaknesses, opportunities and challenges, and understand the factors that contribute to its performance</li> <li>• Evaluate the role of agriculture in India's economy and its significance in economic growth and development.</li> <li>• Understand the role of industrialization in employment generation and poverty reduction in India.</li> <li>• Understand the major economic policies implemented in India and their impact on the Indian economy.</li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Introduction to Indian economy, Meaning and measurement of economic growth, Economic growth in India, Urbanization and economic development, Government policy towards poverty and unemployment, Present Status of Indian Economy	
<b>Unit II:</b> Concepts of national income and output Methods of measuring national income, Problems in estimation of national income, Agricultural productivity in India, Role of agriculture in India's economy, India's agricultural development strategy, Agricultural productivity in India, Causes and Solutions to low agricultural productivity in India, Agricultural credit and price policy	
<b>Unit III:</b> Income Industry, Role of industrialization, Interdependence between agricultural and industrial sectors, Industrial development since 1991 – A review Problems of industrial development in India, Analysis of new industrial policy, Government policy for small scale industries, Rationale of public sector in India and its problems	
<b>Unit IV:</b> Policies and their impact on Indian Economy, Special Economic Zone in India, Privatization and disinvestment policy of India, Demonetization of Currency, GST, EXIM Policy, Problems in Indian economy, causes of inflation, Impact of global financial crisis, Complexity in taxation system, Problems of balance of payment, Causes of Poverty and Unemployment	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Students will be asked to critically examine news articles related to economic growth, urbanization, poverty and unemployment.</li> <li>2. To analyse the factors affecting agricultural productivity in India and propose solutions to improve it.</li> <li>3. Each group will be asked to prepare a report or presentation summarizing their findings and presenting their analysis of the government policy related to small scale industries.</li> </ol>	



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4. Assign the students a specific policy that has impacted the Indian economy in the past few years, such as GST, demonetization, or the privatization and disinvestment policy and present their analysis.

### **Suggested Readings:**

1. Agrawal, A. N., & Gupta, K. K. (2001). *Indian economy*. *New Age International (p) Limited, New Delhi*.
2. Dasgupta, A. K. (2002). *A history of Indian economic thought*. Routledge.
3. Jalan, B. (2004). *Indian Economy*. Penguin UK.
4. Kapila, U. (Ed.). (2008). *Indian Economy since independence*. Academic Foundation.
5. Krueger, A. O. (Ed.). (2002). *Economic policy reforms and the Indian economy*. University of Chicago Press.
6. Puri, V. K., & Misra, S. K. (2017). *Indian economy*. Himalaya Publishing House.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Corporate Governance and Ethics

<b>Course Code:</b> MBI-CC-504	<b>Max. Marks</b> = 100 (Mid-term=50; End-term=50)  <b>Credits:</b> 4 (L = 3, P = 0, T = 1)
<b>Course Objective:</b> <i>The course aims to equip students with the knowledge and skills required to analyse and evaluate the ethical and governance issues that arise in contemporary business environments, principles, practices, and standards that guide the behaviour of corporate entities and their stakeholders.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Analyse and evaluate the ethical issues and morality development.</i></li> <li>• <i>Apply ethical principles and values to decision-making processes within a corporate context.</i></li> <li>• <i>Understand the impact of corporate social responsibility and sustainability on business practices.</i></li> <li>• <i>Identify and manage the risks associated with unethical and irresponsible corporate behaviour and recommend improvements to corporate governance and ethical policies and practices.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Definition; Importance; Nature of Ethics; Need for Business Ethics: Ethical Relativism; stages of Moral development Moral Reasoning; Forms of Business Ethics- Descriptive, Normative; Ethics and Free Market	
<b>Unit II:</b> Business decision making - moral point of view; Levels of Ethical decision making; Consciousness, moral principles and self-interest; Concepts and application of Ethical theory: Utilitarianism; Rights and Duties; Justice and fairness; Virtue Ethics	
<b>Unit III:</b> Corporate Social Responsibility- meaning, nature and relevance; Ethics and social responsibility; Forms of social responsibility social obligation, social reaction, social responsiveness; Importance of Values in Management, intrinsic and extrinsic attributes of CSR	
<b>Unit IV:</b> Corporate Governance- Concepts, issues &; Theories of corporate governance: property rights and social institution Theories, contractual theory, stakeholder theory need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Case studies: Analysis of real-world corporate governance and ethical issues and discussion of how they could have been addressed differently.</li> <li>2. Group discussions and debates: Collaborative discussions and debates about ethical issues and the effectiveness of different governance model</li> <li>3. Role-plays: Simulation of corporate governance and ethical dilemmas, where students take on different roles to understand the perspectives and responsibilities of different stakeholders.</li> <li>4. Mock board meetings: Simulation of board meetings to discuss and make decisions on corporate governance and ethical issues.</li> </ol>	
<b>Suggested Readings</b> <ol style="list-style-type: none"> <li>1. William H. Shaw, Business Ethics, Thomson</li> <li>2. Marluelg. Valesquez, Business Ethics, Pearson Education</li> </ol>	



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3. Boatright J.R, Ethics and Conduct of Business, Pearson Education
4. Chakraborty S.K, Foundations of Managerial Work, HPH Delhi
5. S.K. Bhatia, Business Ethics and Global Values, Deep and Deep Publications 2008
6. Joseph. W. Weiss, Business Ethics, Cengage Learning 2009

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

**Course Title: Research Methodology**

<p><b>Course Code:</b> MBI-CC-505</p>	<p><b>Max. Marks</b> = 100 (Mid-term = 50, End-term = 50) <b>Credits:</b> 4 (L = 3, P = 0, T = 1)</p>
<p><b>Course Objective:</b> <i>To equip the students with the basic understanding of the research and to equip students with modern research analytical tools and techniques for undertaking a research study.</i></p>	
<p><b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• <i>Develop understanding on research and its importance in various business fields and to identify research different business problems.</i></li> <li>• <i>Develop research instrument and gather data using appropriate sampling technique.</i></li> <li>• <i>Analyse and interpret data using statistical techniques through statistical software packages.</i></li> <li>• <i>Critically evaluate research articles and reports, and be able to interpret and write the results of data analysis.</i></li> </ul>	
<p><b>SYLLABUS</b></p>	
<p><b>Unit I:</b> Research; basic concepts, objectives and types of research. Research process. Research problem; selection and defining the research problem. Research Design – types of research design-exploratory, descriptive and experimental studies. Literature review- narrative and systematic reviews, theoretical framework and hypothesis development.</p>	
<p><b>Unit II:</b> Measurement and scaling techniques- Attitudinal measurements and scales, properties and types of scales, instruments for respondent communication – Questionnaire design. Sources and methods of data collection- Sampling design- sampling procedures, types of sampling, sample size determination, common sources of errors in sampling and data collection.</p>	
<p><b>Unit III:</b> Analysis and interpretation of data: editing, coding and analysis of collected data-Univariate data analysis [T-tests, Z-Tests] / Bivariate data analysis [Correlation-Regression-Chi Square, ANOVA]/ Multivariate Data analysis [Factor Analysis- Multiple Regression]</p>	
<p><b>Unit IV:</b> Report writing and presentation- significance of report writing, steps in writing report, layout of the research report, types of reports, research proposals and oral presentations. in text citations and referencing- APA7 style of referencing.</p>	
<p><b>Skill Development Activities:</b></p> <ul style="list-style-type: none"> <li>• Develop a flowchart or visual representation of the research process, including key steps (e.g., defining the research problem, selecting a research design, collecting data, analysing data, writing the report).</li> <li>• Conduct a literature review on a specific topic in order to compare and contrast the objectives and characteristics of the study.</li> <li>• Develop a questionnaire and conduct a survey on identified research problem to develop understanding of basic research concepts (e.g., hypothesis, variables, sampling) among a specific population (e.g., undergraduate students, professionals in a particular industry).</li> <li>• Conduct analysis of the collected data and write the report about the research findings.</li> </ul>	





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### **Suggested Readings:**

1. Cooper, D. R. and Schindler, P.S. (2003). *Business Research Methods*, (8th ed.). McGraw Hill/Irwin, New Delhi.
2. Malhotra, N. K. & Dash, S. (2019). *Marketing Research: An Applied Orientation*. (8th ed.). Pearson, India
3. Zikmund, W.G. (2003). *Business Research Methods* (7th ed.). Thomson/South-Western.
4. Kothari, C.R. (2004). *Research methodology: Methods and techniques* (2nd revised edition). New Delhi: New Age International (P) Limited, Publishers.

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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Public Administration

<b>Course Code:</b> MBI-CC-506	<b>Max. Marks</b> = 50(Mid-term = 25, End-term = 25) <b>Credits:</b> 2 (L = 2, P = 0, T = 0)
<b>Course Objective:</b> <i>To provide students with the knowledge, skills and perspectives required to understand and contribute to the effective functioning of public organizations and the delivery of public services.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand the historical evolution of public administration and its impact on contemporary governance systems.</i></li> <li>• <i>Understand the principles and theories of management and their role in public administration.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Nature, and significance of Public Administration, Evolution of Public Administration and present status, Woodrow Wilson and F.J. Goodnow, Politics and Administration Dichotomy, Public Accountability and Social Accountability, Public Choice Approach, Challenges of Liberalization, Privatization, Globalization, Good Governance: concept and application, Impact of information technology on Public Administration, Challenges of Public Administration in the developing world.	
<b>Unit II:</b> Scientific Management and Scientific Management movement, Classical Theory, Weber’s bureaucratic model, Dynamic Administration (Mary Parker Follett), Human Relations School (Elton Mayo and others), Functions of the Executive (C.I. Barnard), Simon’s decision-making theory, Techniques of decision making, Theories of leadership: Traditional and modern, Models of Public Policy making, Theories and Public Policy formulation	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Case Study Analysis: Provide students with real-world case studies that highlight challenging Public Administration scenarios and develop problem-solving skills and decision-making abilities.</li> <li>2. Role-Playing Exercises: Organize role-playing activities where students take on different roles, such as public administrators, policymakers, and community stakeholders.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Arora, K. Ramesh (2004). <i>Public Administration: Fresh Perspectives</i>. Jaipur: Aalekh Publishers.</li> <li>2. Arora, K. Ramesh (2016). <i>Public Administration: Its Growth and Development</i>. New Delhi: Rajat Publications.</li> <li>3. Avasthi, Amreshwar, &amp; Avasthi, P. Anand (2014). <i>Public Administration</i>. Agra: Lakshmi Narain Agrawal.</li> <li>4. Basu, Rumki (1990). <i>Public Administration: Concepts and Theories</i>. New Delhi: Sterling Publishers.</li> <li>5. Bhambri Bhambri, C. P. (2010). <i>Public Administration Theory and Practice</i>. Meerut: Educational Publishers.</li> </ol>	
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## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

### Course Title: Change Management

<b>Course Code:</b> MBI-CC-507	<b>Max. Marks</b> = 50 (Mid-term = 25, End-term = 25) <b>Credits:</b> 2 (L = 2, P = 0, T = 0)
<b>Course Objective:</b> <i>To equip students with the necessary techniques, skills, and strategies for managing change in a contemporary business environment.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand the significance and models of managing change in a business organization.</i></li> <li>• <i>Demonstrate an ability to manage and lead change management strategies.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> Introduction to Change Management, Organizational Effectiveness and Organizational Change, Individual, Group, and System Change, Resistance to Change, Change Agents, Models of Organizational Change, Planned Approach to Change, Planned Change and Organizational Development, Phases of Planned Change, From Planned to Emergent Change, Organizational Structure, Culture, Learning, and Power. Framework for Organizational Change – Varieties of Change. Object, Magnitude, and Speed of Change.	
<b>Unit II:</b> Organizational Change and Managerial Choice. The Choice Management–Change Management Model. The Choice Process. Process of Organizational Change, Management, Leadership, and Organizational Change, Globalisation and the Challenge of Change, The Manager’s Role. Role of Effective Leadership. Management Development – Learning and Flexibility, Process of Management Development, Changing Managerial Behaviour.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Invoking discomforts by encouraging learners to leave their comfort zones and trade seats with colleagues in the classroom.</li> <li>2. Conduct a force-field analysis highlighting forces for change and forces against change for successful change implementation.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Burnes, B. (2017). Managing Change. Pearson Education Limited.</li> <li>2. Senior, B., Swales, S., &amp; Carnall, C. A. (2020). Organizational Change. Pearson Education Limited.</li> </ol>	
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