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: Business Communication

Course Code: MBI-CF-401	**Max. Marks** = 100 (Mid-term = 50, End-term = 50) **Credits:** 4 (L = 3, P = 0, T = 1)

Course Objective: *To equip students with the necessary techniques and skills of communication and make them aware of the communication process and its managerial implications.*

Course Outcomes: After attending the course, students will be able to:
- *Understand the significance and modalities of communication in an organizational context.*
- *Demonstrate an ability to write business documents and messages effectively.*
- *Design, develop, and present effective and engaging business presentations using visual aids.*
- *Demonstrate an understanding of the role of digital and social media in business communication.*

SYLLABUS

Unit I: Significance of business communication. Conventional and Social Communication Models. Barriers in the Communication Environment. Committing to Ethical and Legal Communication. Team and Collaborative Communication. Conducting Business Meetings. Effective Listening. Verbal and Nonverbal Communication. Business Etiquette. Intercultural Communication.

Unit II: Planning, Writing, and Completing Business Messages. Routine and Positive Messages. Recommendations and References. Cover Letters and Resume. LinkedIn Profile. Job Applications and Interviews. Negative Messages and Announcements. Persuasive Messages. Business Reports and Business Plans.

Unit III: Planning, Crafting, and Delivering Business Presentations. Incorporating Technology in Presentations. Slides and Visuals. Oral Presentations. Handling questions from the audience. Interviewing and Group Discussion. Public Speaking. Leading and Participating in Meeting and Conferences.

Unit IV: Digital Media for Business Communication. Compositional Modes for Digital and Social Media. Emojis. Email. Business Messaging. Websites. Podcasts. Social Media Communication. Business Blogs and Wikis. Understanding Visual Media. Images, Tables, Charts, and Infographics. Producing Business Videos.

Skill Development Activities:
1. Activities on communicating via nonverbal cues such as body language, gestures, posture, and facial expressions.
2. Experiential learning activities including mock interviews, live group discussions, presentations, and impromptu speeches.
3. Resume development workshop and hands-on session on developing a LinkedIn profile.

Suggested Readings:

1. Bovée Courtland L., & Thill, J. V. (2021). *Business communication today*. Pearson Education Limited.
2. Chaturvedi, P. D., & Chaturvedi, M. (2011). *Business communication: Concepts, cases and applications*. Pearson Education Limited.
3. Guffey, M. E., & Loewy, D. (2016). *Essentials of business communication*. Cengage Learning.

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: Business Environment

| **Course Code:** MBI-CF-402 | **Max. Marks** = 100 (Mid-term = 50, End-term = 50) |
| | **Credits:** 4 (L = 3, P = 0, T = 1) |

Course Objective: *To provide students with a comprehensive understanding of the factors that influence business operations enabling them to adapt to changing circumstances.*

Course Outcomes: After attending the course, students will be able to:
- *Develop an understanding of the forces shaping a firm's internal and external environment.*
- *Demonstrate an understanding of the economic factors and policies that shape the business environment.*
- *Understand the socio-cultural and ethical aspects of business environment.*
- *Gain an understanding of the importance of innovation and technology in contemporary business world.*

SYLLABUS

Unit I: Understanding the Business Environment- Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Process and limitations of environmental analysis.

Unit II: Economic environment of business: - Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III: Socio-Cultural Environment: - Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Unit IV: Technological Environment: - Innovation, technological leadership and followership, sources of technological dynamics, the impact of technology on globalization, transfer of technology, Status of technology in India; Management of technology; Features and Impact of technology.

Skill Development Activities:
1. Case Studies: Provide students with real-world case studies that explore various aspects of the business environment.
2. Industry Analysis: Divide students into groups and assign each group an industry to analyse environmental factors.
3. Role-Play Exercises: Create scenarios where students play different roles to understand the complexities of the organisational business environment.
4. Assignments: Assign students individual or group assignments where they investigate specific aspects of the business environment.

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Suggested Readings:
1. Pailwar, V. K. (2018). *Business Environment* (2nd Ed.). PHI.
2. Alam, M., & Absar, A. F. (2020). *Business Environment: Indian and Global Perspective*. PHI.
3. Pretty Bhalla, P. (2021). *Business Environment*. Excel Books Private Limited.
4. Ashwathapa, K. (2014). *Essentials of Business Environment* (12th Ed.). Himalayan Publishing House.

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

INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Quantitative Techniques

Course Code: MBI-CC-403	**Max. Marks** = 100 (Mid-term = 50, End-term = 50) **Credits:** 4 (L = 3, P = 0, T = 1)

Course Objective: *To enable the students in understanding and formulating managerial situations in quantitative framework for decision making.*

Course Outcomes: After attending the course, students will be able to:

- *Understand various quantitative & statistical methods for decision making.*
- *Demonstrate and apply various LPP models to solve business problem.*
- *To apply theory of probability to different decision-making situations.*
- *Acquire skills for developing network project appraisals for various domains.*

SYLLABUS

Unit I: Quantitative Techniques and decision making, Mathematical Models – deterministic and probabilistic – simple business examples. Model building, types and steps. Decision Theory: Criteria for decisions under uncertainty and probabilistic environments. EMV, EOL criterion and EVPI calculations. Game Theory: Zero sum games – pure and mixed strategies (matrices reducible to 2x2)

Unit II: Concept and formulation/ structuring of linear programming problems: Graphical Method to linear programming problems (Maximization and Minimization cases), simplex method to linear programming, Big M method. Transportation Problem: initial basic feasible solution methods and modified approximation method for optimality. Introductory concepts in assignment problems – Hungarian assignment method.

Unit III: Basic concepts of probability, applications of addition rule and multiplication rule of probability with emphasis on Bayes theorem; Elementary characteristics and simple situation applications of Binomial. Poisson and Normal Probability Distributions.

Unit IV: Networking –PERT and CPM – critical path – Time estimates – calculation of floats; crashing, Resource levelling, Resources planning. Queuing theory: Elementary characteristics and simple situation applications.

Skill Development Activities:

1. Role plays on Prisoners Dilemma.
2. Role plays on Queuing Model.
3. Role plays on Decision Making.

Suggested Readings:

1. Vohra, N. D. (2021). *Quantitative techniques in management*. Tata McGraw-Hill.
2. Sharma. (2009). *Operations Research:Theory and Applications*. Macmillan.
   Gupta, S., & Kapoor, V. (2020). *Fundamentals of Mathematical Statistics*. Sultan Chand & Sons.
3. Dubey, U., Kothari, D. P., & Awari, G. K. (2016). *Quantitative Techniques in Business, Management and Finance: A Case-Study Approach*. CRC Press.
4. Vazsonyi, A., & Spirer, H. F. (1984). *Quantitative Analysis for Business*. Prentice Hall.
5. Levin, R. I. (2018). *Statistics for Management*.

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

INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Business Taxation

Course Code: MBI-CC-404	**Max. Marks** = 100 (Mid-term = 50, End-term = 50)
	Credits: 4 (L = 3, P = 0, T = 1)

Course Objective: *To familiarize the students with the principles, problems and structure of different types of business taxes and their relevance in business decision-making.*

Course Outcomes: After attending the course, students will be able to:
- Understand and apply the fundamental concepts of income tax to calculate an individual's tax liability.
- Calculate taxable income by comprehending the concepts and principles related to income from different sources.
- Develop an understanding of the principles, rules, and regulations governing corporate income taxation.
- Understand the concepts, principles, and practice of the indirect tax regime of India.

SYLLABUS

Unit I: Meaning and types of Income Tax, Meaning of Income, Casual Income, Previous Year, Assessment Year, Heads of Income, Person, Agricultural Income, Assessee, Gross Total Income, Total Income & Difference between Direct and Indirect Tax. Meaning, Types and rules of Residential Status, Determination of residential status, Incidence Tax (Tax Liability) in case of an individual (Theory and Problems).

Unit II: Computation of Taxable Income. Income from Salaries: Meaning, Allowances, Prerequisites, Valuation of Prerequisites, Provident Fund, simple numerical. Income from House Property: Property Types, determining the GAV of a property, municipal taxes, standard deduction. Profits & Gains of Business, Capital Gains & Income from Other Sources.

Unit III: Corporate Income Tax: Tax concessions and incentives. Tax planning for depreciation. Treatment of losses & unabsorbed items. Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation. Tax appeals, Revision & Review.

Unit IV: Central Excise: Meaning, Excisable Goods, Types of Excise Duties, Manufacture. Customs: Meaning, Nature of Customs Duty, Territorial Waters, Customs Waters, Types of Customs Duties & Export Duty. VAT (Value Added Tax): Meaning. Service Tax: Meaning & Importance. GST (Goods and Service Tax): Features and Advantages.

Skill Development Activities:
1. Students will actively participate in practical tax computation exercises that cover various income categories.
2. Students will engage in a corporate tax planning simulation activity where they will be presented with realistic scenarios and challenges related to corporate income tax.
3. Students will engage in case study analysis and policy formulation exercises related to central excise, customs duties, value-added tax (VAT), service tax, and goods and services tax (GST).

Suggested Readings:

1. Pratt, J. W., Kulsrud, W. N., & Schisler, W. (2021). *Federal Taxation: Comprehensive Topics*. CCH Incorporated.
2. Hoffman, W. H., Maloney, D. M., Raabe, W. A., & Young, J. C. (2021). *South-Western Federal Taxation: Essentials of Taxation: Individuals and Business Entities* (2022 ed.). Cengage Learning.
3. Whittenburg, G. E., Altus-Buller, M., & Gill, S. C. (2021*). Income Tax Fundamentals* (2022 ed.). Cengage Learning.
4. Bhatia, H. L. (2018). *Public finance*. Vikas Publishing House.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Econometrics

Course Code: MBI-CC-405	**Max. Marks** = 100 (Mid-term = 50, End-term = 50) **Credits:** 4 (L = 3, P = 0, T = 1)

Course Objective: *To acquaint students with the broad framework of econometric methodology and the techniques used to analyse econometric data for facilitating informed business decisions.*

Course Outcomes: After attending the course, students will be able to:
- *Exhibit an understanding of the theory and methodology of econometric analysis.*
- *Demonstrate the role of regression analysis as a basic econometric technique.*
- *Demonstrate an understanding of the underlying assumptions of the regression analysis.*
- *Develop an understanding of the advanced themes of regression analysis.*

SYLLABUS

Unit 1: Econometrics, Definition and significance, Aims and Methodology of Econometrics, Population and Samples in Econometrics, Structure of Economic/Financial data; Cross-sectional, Time-series, Pooled Cross Sections, Panel or Longitudinal, Causality, Sampling and types of sampling – probability and non-probability sampling, measurement scales.

Unit 2: Linear Regression Model, Functional Form, Regression vs Correlation, Unbiasedness, Consistency, Efficiency, Concept of the Best Linear Unbiased (BLUE) estimates, Model Fit Measures and Hypothesis Testing, t-test and z-test, Sum of Squares, R-Squared, Adjusted R-Squared, Degrees of Freedom, Overfitting, Ordinary Least Square Regression (OLS).

Unit 3: Properties of OLS Estimators; Meaning and significance of Gauss Markov (G-M) Assumptions - Endogeneity, Omitted variable bias, multicollinearity, Homoscedasticity, autocorrelation, etc. – Consequences of violating Gauss-Markov assumptions; violations of Gauss-Markov Assumptions; Remedies for violation of Gauss-Markov assumptions.

Unit 4: Introduction to the concept of dummy variables; why are dummy variables used; dummy variable trap; the concept of structural break; Chow test – use and methodology, piecewise linear regression – meaning and application; introduction to - logistic regression, non-linear regression models, Autoregressive models, Distributive models, and Lag models.

Skill Development Activities:
1. Students will be tasked to analyse real-world problems using econometric data and methodology.
2. Students will be tasked to prepare brief reports on interpreting the results of econometric analysis.

Suggested Readings
1. Studenmund, A H. (2016). *Using Econometrics – A practical guide*. Pearson.
2. Gujarati, D N. and Porter, D C. (2017). *Basic Econometrics*. McGraw Hill.
3. Brooks, C. (2019). *Introductory Econometrics for Finance*. Cambridge University Press.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Personality Development

Course Code: MBI-CC-406	**Max. Marks** = 50 (Mid-term = 25, End-term = 25) **Credits:** 2 (L = 2, P = 0, T = 0)

Course Objective: *To develop learners' intra-personal and inter-personal aspects of personality and enable their all-round development.*

Course Outcomes: After attending the course, students will be able to:
- *Develop a basic understanding of personality and a positive attitude.*
- *Evaluate their self and learn self-management skills.*

SYLLABUS

Unit I: Personality - Meaning & Concept. Determinants of Personality. Theories of Personality. Personality Traits. Myers-Briggs Type Indicator and Big Five. Personality Development – Meaning and Importance. Personality Development Plan. Attitude. Building Positive Attitude. Perception. Motivation. Habits.

Unit II: Self-Awareness. Self-Concept. Dimensions of Self-Concept. Self-esteem. Self-analysis. SWOT Analysis. Johari Window. Emotional Intelligence. Empathy. Negotiation Skills. Spirituality. Conflict Management. Coping with Change. Stress Management. Anger Management. Professional Etiquette.

Skill Development Activities:
1. Individual or in-group class presentations pertaining to the applications of concepts in personality development.
2. Exercises and activities that build confidence and a positive attitude.

Suggested Readings:
1. Hurlock Elizabeth B. (2017). *Personality Development.* Tata Mcgraw Hill, New Delhi.
2. Burger, J. M. (2019). *Personality*. Cengage India.
3. Onkar, R. M. (2014). *Personality Development and Career management*. S Chand Publications.
4. Ekkirala, V., & Dabholkar, S. S. (2021). *Emotional Intelligence: Theory and Practice.* Cengage India.

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