



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: Communicative English

Course Code: MBI-CF-301	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To develop the verbal and non-verbal communication skills of learners for effective correspondence in a business context.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Demonstrate a sound understanding of the essentials of English grammar.</i> • <i>Demonstrate the ability to listen and speak effectively.</i> • <i>Understand the fundamental principles of effective reading and writing.</i> • <i>Design, develop, and present effective and engaging presentations.</i> 	
SYLLABUS	
Unit I: Grammar. Parts of Speech. Types of Sentences. Tenses. Transformation of Sentences. Degrees of Comparison. Clauses and Question Tags. Phonetics. Organs of Speech. Vowels and Consonants. Supra-segmental Features. Paralinguistic Features.	
Unit II: Listening Comprehension and Speaking Skills. Listening and Hearing. Types of Listening. Characteristics of Good Listeners. Speaking Skills. Making Speeches and Presentation. Compering and Anchoring. Roleplay. Oral Communication. Principles of Successful Oral Communication. Modes of Oral Communication. Barriers to Communication.	
Unit III: Reading Comprehension and Writing Skills. Purpose and Types of Reading. Speed of Reading. Characteristics of a Good Reader. Writing Skills. Letter Writing. Writing Invitations. Writing Resume. Writing Notices and Announcements. Report Writing.	
Unit IV: Presentation - Types and Elements of Presentation. Keynote Presentations. Designing & Delivering PowerPoint Presentations. Business Presentations. Use of Advanced Visual Support. Principles of Effective Presentations. Public speaking - Types, Importance and Art of Public Speaking. Occasional Speech. Theme speech.	
Skill Development Activities: <ol style="list-style-type: none"> 1. Classroom exercises on phonetics and linguistics. 2. Roleplays on various situations to be conducted in the class. 3. Presentations for effective public speaking and developing audience engagement. 4. Experiential activities such as listening and repeating, and reading exercises. 	
Suggested Readings: <ol style="list-style-type: none"> 1. Bhatnagar, N., & Bhatnagar, M. (2010). <i>Communicative english for engineers and professionals</i>. Pearson Education Limited. 2. Chaturvedi, P. D., & Chaturvedi, M. (2011). <i>Business communication: Concepts, cases and applications</i>. Pearson Education Limited. 3. Guffey, M. E., & Loewy, D. (2016). <i>Essentials of business communication</i>. Cengage Learning. 	
Note: <i>The schedule for case discussion shall be announced by the concerned faculty in the class.</i>	



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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Organizational Behaviour

<p>Course Code: MBI-CF-302</p>	<p>Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits:4 (L = 3, P = 0, T = 1)</p>
<p>Course Objective: <i>To develop an understanding of the factors influencing individual and group behaviour in organizations and their impact on organizational performance.</i></p>	
<p>Course Outcomes: After attending the course, students will be able to:</p> <ul style="list-style-type: none"> • <i>Understand the basic concepts and models of organizational behavior and their applications in the workplace.</i> • <i>Analyze individual behavior and its impact on organizational effectiveness.</i> • <i>Understand the principles and theories of learning, motivation and leadership and their role in organizational culture and performance.</i> • <i>Understand group dynamics and the significance of power and stress management.</i> 	
<p>SYLLABUS</p>	
<p>Unit I: Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models of OB– Autocratic, Custodial Collegial, Supportive and SOBC Model. Approaches of Organizational Behaviour.</p>	
<p>Unit II: Personality; Concept and Determinants of Personality; Development of Personality; Types and Traits; Major Personality Attributes Influencing Organizational Behaviour; Perception-Nature, Process, Importance and Factors Influencing Perception; Attitudes; Nature and Dimensions of Attitudes, Components of Attitudes.</p>	
<p>Unit III: Learning- Concept; Theories Behaviourist theories of learning (e.g., classical conditioning, operant conditioning) Cognitive theories of learning (e.g., social cognitive theory, information processing theory) of Learning. Motivation: Concept, Content and Process Theories of Motivation. Leadership: Concept; Style and Theories of Leadership: Traits, Behavioural, and Contingency Theories.</p>	
<p>Unit IV: Group Behaviour: Concept and Classification; Stages of Group Development; Group Properties. Power: Sources and Classification; Power Tactics. Conflict Management Causes and Management of Conflicts. Stress: Concept; Consequences and Sources; Stress Management Approaches.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Role-playing activity: Role-playing activity can help students develop communication skills, conflict resolution skills, and an understanding of different leadership styles. 2. Inviting guest speakers who are experts in different areas of organizational behavior to make students learn from real-world experiences and develop their networking skills. 3. Using leadership simulations or games to make students understand the impact of different leadership styles and develop their decision-making skills. 4. Assigning group projects, such as designing an organizational structure or creating a diversity and inclusion plan, to help students develop their teamwork and collaboration skills. 	



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Suggested Readings:

1. Stephen Robbins and Timothy Judge (2020). Robbins, S., & Judge, T. (2020). *Organizational behavior* (18th ed.). Pearson.
2. Terri A. Scandura and Mary Uhl-Bien (2021). Scandura, T. A., & Uhl-Bien, M. (2021). *Essentials of organizational behavior* (16th ed.). Cengage Learning.
3. Ivancevich, Konopaske, and Matteson (2020). Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2020). *Organizational behavior and management* (12th ed.). McGraw-Hill Education.
4. Greenberg, J. (2017). *Behavior in organizations* (11th ed.). Pearson.
5. Sanghi, S. (2021). *Organizational behaviour*. Pearson.

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: Cost Accounting

Course Code: MBI-CC-303	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
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Course Objective: *To acquaint students with the core concepts and techniques of cost accounting and their role in efficient cost ascertainment and cost control.*

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

- *Acquire an understanding of the underlying framework of cost accounting and allocation of various costs across different stages of production.*
- *Demonstrate an understanding of the different tools and techniques for effective material cost control.*
- *Implement various labour cost control techniques to enhance labour efficiency and productivity.*
- *Utilize marginal costing and variance analysis techniques to facilitate informed managerial decision-making.*

SYLLABUS

Unit I: Cost accounting: Meaning, Scope, objectives, Advantages and limitations of cost accounting. Costing: Types and techniques. Cost: elements and classification. Distinction between cost accounting and financial accounting. Difference between cost centre and profit centre. Cost sheet: introduction and preparation, Treatment of stock (Raw-material, work-in-progress and finished goods). Tenders or quotations.

Unit II: Material control: meaning, objectives, Techniques of material control: Level setting, EOQ, Just-in-time inventory system, ABC analysis, VED analysis, Perpetual inventory system, double-bin system, input-output ratio, material turnover ratio, FNSD analysis and material cost reports. Pricing of material: Cost price methods, Market price methods and standard price methods.

Unit III: Labour Cost Control: Direct and Indirect Labour; labour turnover, Labour productivity, motion study, time study, job analysis and job evaluation, merit rating, time keeping and its methods, time booking, time card and job card, idle time, overtime, pay roll, wages analysis sheet or wages abstract. Overhead: definition, classification, determination of degree of variability of expenses, codification of overheads.

Unit IV: Financial statement analysis, marginal costing: characteristics, Advantages and disadvantages, Break-even analysis (CVP analysis), mathematical and graphical approach, marginal application of break-even chart, standard costing, the analysis of variance and types of variances.

Skill Development Activities:

1. Analyze cost data, identify cost drivers, calculate costs, and make informed decisions based on the information provided.
2. Estimating costs and preparing budgets for a specific business scenario or industry.
3. Analyzing cost variances and investigating the reasons behind them.
4. Calculate break-even point for local business units.



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Suggested Readings:

1. Horngren, C. T., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2009). *Cost accounting: a managerial emphasis*. Pearson Education India.
2. Hilton, R. W., Maher, M. W., & Selto, F. H. (2006). *Cost management: Strategies for business decisions*. McGraw-Hill.
3. Arora, M. N. (1995). *Cost Accounting: Principles & Practice*. Vikas publishing house.
4. Bragg, S. M. (2011). *Cost Accounting Fundamentals*. Steven Bragg.
5. Kinney, M., & Raiborn, C. (2008). *Cost accounting: Foundations and evolutions*. Cengage Learning.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Business Law

Course Code: MBI-CC-304	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>The objective of business law is to expose students to legal framework that governs the conduct of business and commercial transactions.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Demonstrate a basic understanding of the rules and regulations for the formation, execution and enforcement of contracts in India.</i> • <i>Understand the legal framework for the purchase and sale of goods.</i> • <i>Develop an understanding of legal framework for governing the use and transfer of negotiable instruments.</i> • <i>Understand laws governing formation and operations of partnership firms.</i> 	
SYLLABUS	
Unit I: Indian Contract Act 1872, Agreement, Contract, definition offer and acceptance. Essentials of a valid contract, consideration, capacity to contract, free consent, legality of object. Discharge of contract, breach of contract and remedies. Contract of indemnity and guarantee.	
Unit II: The Sales of Goods Act 1930, Definition and essentials of Contract of sale, Condition and warranties, Transfer of title, unpaid seller and his rights, Conditions & Warranties; Transfer of Ownership; Performance of the Contract: Remedial Measures; Auction able Claims.	
Unit III: The Negotiable Instruments Act 1881. Definition and kinds of Negotiable Instruments. Parties to Negotiable Instruments. Holder and holder in due course. Crossing of cheques, Dishonor and discharge of Negotiable Instruments.	
Unit IV: The Indian Partnership Act 1932, definition and essentials of partnership, mutual rights and duties of partners, relationship of partners with outsiders. Doctrine of holding out. Position of minor in a partnership firm. Registration and effects of non-registration of a firm. Dissolution of partnership firm.	
Skill Development Activities: <ol style="list-style-type: none"> 1. Students will be provided with case studies to analyze complex legal and business issues in Indian business firms. 2. The principle of Caveat Emptor will be taught to students through a role-playing activity/process involving simulated buyer-seller scenarios. 3. Students will be tasked with drafting a document for the registration of a firm. 4. The student will be engaged in an activity to understand the principle of the contributory system and mutual sharing of loss or profit. 	



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Suggested Readings:

1. Mallor, J. P., Barnes, A. J., Bowers, L. N., & Langvardt, A. W. (2022). *Business Law: The Ethical, Global, and E-Commerce Environment*. McGraw-Hill Education.
2. Cheeseman, H. R. (2021). *Business Law*. Pearson.
3. Goldman, A. J., & Sigismond, W. M. (2021). *Business Law: Principles and Practices*. Cognella Academic Publishing.
4. Barnes, A. J., Dworkin, T. M., & Richards, P. D. (2020). *Business Law: Principles and Cases in the Legal Environment*. McGraw-Hill Education.
5. Kubasek, N. K., & Brennan, B. A. (2020). *The Legal Environment of Business*. Pearson.
6. Cross, F. B., Miller, R. L., & Jentz, G. A. (2019). *The Legal Environment of Business: Text and Cases*. Cengage Learning.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Environmental Science

<p>Course Code: MBI-CC-305</p>	<p>Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)</p>
<p>Course Objective: <i>To provide students with a foundation of the scientific policy, and ethical aspects of environmental issues and their implications for business and society.</i></p>	
<p>Course Outcomes: After attending the course, students will be able to:</p> <ul style="list-style-type: none"> • <i>Analyze and address environmental issues related to ecosystem, health and sustainability.</i> • <i>Identify and describe the major threats to biodiversity.</i> • <i>Identify major pollutants, their sources and mitigating strategies.</i> • <i>Understand the role of sustainable development in achieving a balance between economic growth, social well-being, and environmental protection.</i> 	
<p>SYLLABUS</p>	
<p>Unit I: Definition, scope and importance of environmental science, need for public awareness, Concept of an ecosystem, Structure and function of an ecosystem, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystems: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).</p>	
<p>Unit II: Introduction – Definition: genetic, species and ecosystem diversity, Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values, Hot-spots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.</p>	
<p>Unit III: Definition, Cause, effects and control measures of Air pollution, Water pollution, Soil pollution, Noise pollution, Thermal pollution, Solid waste Management: Causes, effects and control measures of urban and industrial wastes, Role of an individual in prevention of pollution.</p>	
<p>Unit IV: From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, and rain water harvesting, Environmental ethics: Issues and possible solutions, Climate change, global warming, acid rain, ozone layer depletion, Consumerism and waste products, Environment Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Students will be divided into small groups and each group will be assigned a local ecosystem to explore (e.g., forest, grassland, wetland, or aquatic system). 2. Students will be asked to identify the endangered and endemic species. 3. Students will present their pollution awareness campaign to the rest of the class. 4. Students will be divided into small groups and each group will be assigned a specific sustainability challenge or issue to focus on (e.g., energy conservation, water conservation, waste reduction). 	



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Suggested Readings:

1. Allaby, M. (2002). *Basics of environmental science*. Routledge.
2. Chiras, D. D. (2009). *Environmental science*. Jones & Bartlett Publishers.
3. Miller, G. T., & Spoolman, S. (2015). *Environmental science*. Cengage Learning.
4. O'riordan, T. (2014). *Environmental science for environmental management*. Routledge.
5. Wright, R. T., Boorse, D., & Boorse, D. T. (2005). *Environmental science: toward a sustainable future*. Pearson.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Sustainable Development

Course Code: MBI-CC-306	Max. Marks = 50 (Mid-term = 25, End-term = 25) Credits: 2 (L = 2, P = 0, T = 0)
Course Objective: <i>The course will explore the concept of economic, social, and environmental aspects of sustainable development and its relevance in contemporary business world.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none">• <i>Understand the concept of sustainable development and its importance for the present and future generations.</i>• <i>Develop an understanding of the role of policy and regulatory framework in promoting sustainable development.</i>	
SYLLABUS	
Unit I: Sustainable Development: Concept, Issues, Challenges, Three Sector Model-Economy, Environment and Society, Principles of Sustainable Development, sustainable Development Goals, Sustainability and Environment, Green Technologies, Green washing, Ecotourism.	
Unit II: Intellectual Property Rights and International Trade, Environmental Impact Assessment (EIA), Stockholm Conference, Environmental Protection and fundamental rights, Wastage Management-Reduce, Reuse, Recycle. Environment (Protection) Act 1986. role of government and policy in achieving sustainable development.	
Skill Development Activities: <ol style="list-style-type: none">1. Sustainable Business Plan: Have students work in groups to develop a sustainable business plan for a specific industry, such as agriculture or fashion.2. Field Trips: Organize field trips to local businesses or organizations that are working on sustainable development issues.	
Suggested Reading: <ol style="list-style-type: none">1. Chaturvedi, P. D., & Mukesh Chaturvedi. (2011). Business Communication: Concepts, Cases and Applications Agyeman, J. (2013). Introducing Sustainabilities: Policy, Planning and Practice. Zed Books.2. Agyeman, J., Bullard, R. D., & Evans, B. (Eds.). (2003). Just Sustainability's: Development in the unequal world. Earthscan. (Introduction and Conclusion)3. Ayers, J., & Dodman, D. (2010). Climate change adaptation and development: The state of the debate. Progress in Development Studies, 10(2), 161-168.4. Baker, S. (2006). Sustainable Development. Routledge. (Chapter 2: The Concept of Sustainable Development).	
Note: <i>The schedule for case discussion shall be announced by the concerned faculty in the class.</i>	