



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: Organizational Behaviour

Course Code: DM 104CR	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To develop an understanding of the factors influencing individual and group behaviour in organizations and their impact on organizational performance.</i>	
Course Outcomes: After attending the course, students will be able to: <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> 	
SYLLABUS	
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.	
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.	
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.	
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.	
Skill Development Activities: <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 (IMBA)

Course Title: Entrepreneurship Development

Course Code: DM 105CR	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 4, P = 0, T = 1)
Course Objective To advance learners' understanding of the concepts and theoretical foundations of entrepreneurship and enable them to develop skills in conceiving, establishing and managing new business ventures.	
Course Outcomes – Students will be able to <ol style="list-style-type: none"> 1. Develop a perspective towards the individual entrepreneurial and corporate entrepreneurship mind-sets. 2. Design and evaluate business ideas and opportunities and formulate effective entrepreneurial plans. 3. Analyze the legal and financial aspects of successfully launching new ventures. 4. Understand the strategic perspectives of managing, growing, and harvesting an entrepreneurial firm. 	
SYLLABUS	
Unit I Evolution, Importance, and Myths of Entrepreneurship. Motivation for Entrepreneurship. The Schools of Entrepreneurial Thought. Process Approach to Entrepreneurship. The Individual Entrepreneurial Mind-Set and Personality. The Corporate Entrepreneurial Mind-Set. Nature of Corporate Entrepreneurship. The Social and Ethical Perspectives of Entrepreneurship.	
Unit II Entrepreneurial Creativity and Innovation. The Nature of Creative Process. The Assessment Function with Opportunities. The Evaluation Process. Feasibility Plan Outline. Environmental Assessment – Regulation, Industry, and Community. The Marketing Aspects of New Ventures. Financial Preparation for New Ventures. Business Plan and Business Model Preparation.	
Unit III Launching Entrepreneurial Ventures. Legal Challenges in Entrepreneurship Ventures. Intellectual Property Protection. Choosing a Legal Structure. The Search for Entrepreneurial Capital. Personal Funds. Debt versus Equity Financing. Public Offerings, Venture Capital, Angel Investors, and Private Equity Financing.	
Unit IV Strategic Perspectives in Entrepreneurship. Strategic Approaches. Managing Entrepreneurial Growth. Moving from an Entrepreneurial to a Managerial Firm. Key Factors in Growth Stage. The Valuation of Venture. The Final Harvest of a New Venture. The Management Succession Strategy. Pressures and Interests in a Family Business. Developing the Exit Strategy.	
Skill Development Activities Conduct feasibility analysis for a business opportunity. Design business model using Business Model Canvas. Design a business plan for new venture. Identify entrepreneurial opportunities within the campus.	



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Suggested Readings

1. Kuratko, D. F. (2023). *Entrepreneurship: Theory, process, practice*. South-Western.
2. Kuratko, D. F., & Rao. T. V. (2007). *Entrepreneurship: A South-Asian Perspective*. South-Western.
3. Barringer, B. R., & Ireland, R. D. (2022). *Entrepreneurship: Successfully launching New Ventures*. Pearson.
4. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2024). *Entrepreneurship*. McGraw Hill LLC.
5. Holt, D. H. (2016). *Entrepreneurship: New Venture creation*. Prentice Hall.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)

Production and Operations Management

Course Code: DM 204CR	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To advance learners' understanding of the concepts and theories of planning, organizing and controlling of manufacturing and service organizations.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none">• <i>To develop an understanding of the basic concepts and models of production and operations management.</i>• <i>To understand the various planning and control tools used in manufacturing and service industry.</i>• <i>To demonstrate an ability to use various inventory management tools and techniques.</i>• <i>To develop a firm understanding of various statistical quality control tools and techniques</i>	
SYLLABUS	
Unit I: Nature, Evolution and scope of Production & Operations Management; Operations as a competitive strategy; Facility location: Factors affecting plant location, Models of plant location; Layout of facilities: principles of good layout, layout factors, basic types of manufacturing & service layouts-Product, Process, cellular & service facility.	
Unit II: Production Planning Controls – Aggregate Planning: –Scheduling: Flow shop and job shop-Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP–II; Elements and objectives of Supply Chain Management; Capacity Requirements Planning.	
Unit III: Statistical Quality Control: Introduction, Construction of various types of control charts. Just in Time & Lean Operations, Bottlenecks in implementing JIT in Indian industries, Kanban System, Six sigma approach, Basic inventory models-ABC Analysis, Economic Order Quantity, Purchasing function-Selection of materials and vendors.	
Unit IV: Maintenance Planning & Management: Corrective, Preventive & Predictive maintenance; Total Productive Maintenance (TPM), Principles of material handling- various materials handling equipment, Concept and Framework of a TQM System: - ISO 9000 and ISO 14000 Quality Systems.	
Skill Development Activities: <ol style="list-style-type: none">1. Selection of a location for setting up a manufacturing unit.2. Designing a layout in a service organization.3. Use of control charts in identifying quality issues	
Suggested Readings <ol style="list-style-type: none">1. Heizer, J. & Render, B (2017). <i>Operations Management</i>, Pearson Publication, 10th Ed.2. Stevenson, W.J. (2022). <i>Operations Management</i>, Tata McGraw Hill, 9th Ed. ‘3. Krajewski & Ritzman. (2019). <i>Operations Management</i>, Pearson Education, 7thth Ed.4. Bozarth, C. C., & Handfield, R. B. (2020) <i>Introduction to operation and supply chain management</i>. New Delhi: Pearson Education.	
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INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)

Course Title: **Office Software Skills**

Course Code: DMS 201M	Max. Marks = 100 (Mid-term = 50, End Term = 50) Credits: 3 (L =0, P=3,T=0)
Course Objective: To equip MBA students with essential skills in office software and internet tools, focusing on document creation, data analysis, presentations, and online collaboration to support effective business communication and teamwork	
Course Outcomes:	
<ol style="list-style-type: none"> Learn to create and format professional business documents, including reports and proposals, using various office software tools. Acquire skills in spreadsheet analysis, with a focus on advanced functions, pivot tables, and data visualization for business insights. Develop effective business presentation skills, using advanced features, animations, and collaborative internet tools for teamwork and remote communication. 	
SYLLABUS	
UNIT-I	
Document Creation and Management, Fundamentals of Document Creation Software, Formatting Text, Sections, and Styles. Inserting Tables, Lists, and Graphics, Cloud-Based Tools for Document Collaboration, Creating Business Reports, Proposals, and Letters.	
UNIT-II	
Spreadsheet Skills for Business Analysis. Overview of Spreadsheet Software. Data Entry, Formatting, and Basic Formulas. Advanced Functions: Lookup, Logical, and Statistical. Data Analysis with Pivot Tables and Charts. Using Cloud-Based Spreadsheets for Collaboration and Sharing.	
UNIT-III.	
Presentation Skills and Internet Tools for Collaboration. Basics of Presentation Software. Designing Professional Slides: Layout, Themes, Graphics. Advanced Presentation Features: Animations and Transitions. Collaborating on Presentations with Cloud-Based Tools. Internet Tools for Business Communication: Email, Video Conferencing, and Virtual Meetings	
Skill Development Activities:	
<ol style="list-style-type: none"> Document Creation and Formatting: Students will learn to create professional business documents, such as reports, proposals, and business letters, using office software. This activity involves applying formatting techniques, inserting tables and graphics, and utilizing templates to ensure consistency and professionalism. Data Analysis with Spreadsheets: Students will practice using spreadsheets for business analysis, including data entry, formulas, pivot tables, and data visualization. This activity involves conducting basic data analysis, generating insights, and creating visual charts to support business decisions. 	
Suggested Readings	
<ol style="list-style-type: none"> Berinato, S. (2016). Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations. Harvard Business Review Press. McFedries, P. (2019). Excel Data Analysis: Your Visual Blueprint for Creating and Analyzing Data, Charts, and Pivot Tables. Wiley. Meier, J. D., & Mineart, K. (2013). Microsoft Office Inside Out: The Ultimate Handbook for Office Productivity. Microsoft Press. Duarte, N. (2008). Slide:ology: The Art and Science of Creating Great Presentations. O'Reilly Media. 	
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INTEGRATED MASTER OF BUSINESS ADMINISTRATION (IMBA)

Course Title: Statistics for Managers

Course Code: DMS 202A	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 3 (L = 3, P = 0, T = 1)
Course Objective: To acquaint students with basic statistical methodology for decision-making.	
<p>Course Outcomes:</p> <p>Students will be able to:</p> <p>Demonstrate the understanding of data presentation and descriptive analysis of data.</p> <p>Develop the understanding of correlation and regression analysis for decision making.</p> <p>To implement various methods of interpolation and extrapolation and utilize basic sampling and probability techniques to research methodology for course projects.</p>	
SYLLABUS	
<p>Unit I</p> <p>Statistics: Meaning, Nature and scope of Statistics, Importance and distrust of Statistics, Types of data, data Presentation: tabular and graphical, including histogram and Ogives, Measures of central tendency: mean, median, mode. Measures of dispersion-range, mean deviation, quartile deviation, Standard deviation and variance and Co-efficient of variation. Measures of Skewness and Kurtosis.</p>	
<p>Unit II</p> <p>Correlation: Introduction, significance, Types of Correlation, Properties of the coefficient of correlation “r”. Methods of studying correlation. Regression analysis: introduction, Uses of Regression analysis, Regression Equations, Methods. Concept of sample and population, requirements of a good sample, Sampling: Method of Sampling, Sampling and Non-Sampling Errors, Test of Hypothesis, Type-I and Type-II Errors, Large Sample Tests.</p>	
<p>Unit III</p> <p>Interpolation and Extrapolation: meaning, assumptions, importance and utility. Methods of interpolation and extrapolation- Graphic, parabolic curve method, Langrange’s and Newton’s methods. Index Numbers: Definition, importance, Problems in the construction of index numbers, Weighted and unweighted index numbers including Laseyer’s, Pasche’s, Edgeworth-Marshall and Fisher’s.</p>	
<p>Skill Development Activities:</p> <ul style="list-style-type: none"> ✓ Students will engage in hands-on data analysis projects ✓ Students will work on case studies and decision-making exercises that require applying statistical techniques to solve managerial problems. ✓ Students will receive training in popular statistical software such as SPSS, R, or Excel. 	
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Evans, J. R., & Olsen, C. H. (2021). <i>Statistics for Managers using Microsoft Excel</i> (8th ed.). Pearson. 2. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2021). <i>Statistics for Managers: Using Microsoft Excel</i> (9th ed.). Pearson. 3. Keller, G. (2021). <i>Statistics for Management and Economics</i> (11th ed.). Cengage Learning. 4. McClave, J. T., Benson, P. G., & Sincich, T. (2021). <i>Statistics for Business and Economics</i> (14th ed.). Pearson. 5. Freund, J. E., Miller, I., & Miller, M. (2004). <i>John E. Freund's Mathematical Statistics: With Applications</i>. Pearson Education India. 6. Mood, A. M., Graybill, F. A., & Boes, D. C. (2007). <i>Introduction to the Theory of Statistics</i>, 	



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3rd Edn. Tata McGraw-Hill Pub. Co. Ltd.

7. Gupta, S. C., & Kapoor, V. K. (2020). *Fundamentals of mathematical statistics*. Sultan Chand & Sons.

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