



DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

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

MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Human Resource Management

Course Code: MIB-CC-201	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To develop the learners' understanding of the principles, concepts, and practices involved in effectively managing an organization's human resource.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Develop an understanding of the nature and significance of human resource management as an organizational function.</i> • <i>Understand the dynamics of developing and executing effective human resource plans.</i> • <i>Design training and performance appraisal programmes tailored to the unique requirements of the organisation and its workforce.</i> • <i>Understand of the role of industrial relations in human resource management function.</i> 	
SYLLABUS	
Unit I: Nature, Objectives, Significance and evolution of HRM; personnel management and HRM, Challenges facing HRM; Functions of HRM- Managerial and Operative functions. Changing role of HRM, human resources information systems (HRIS), HR accounting and audit	
Unit II: Nature, role, need and process of Human Resource Planning, Succession planning, Job Analysis, Job description and Job Specification. Steps in Job Analysis. Technique of Job analysis, Work-flow analysis, business process re-engineering, job enlargement and job enrichment. Nature and Methods of job evaluation, Sources and methods of Recruitment, Selection Process and errors in selection process.	
Unit III: Training and Development –Concept and objectives; Need for Training. Methods of training. Performance Appraisal System-Concept and Needs. Performance Appraisal Methods. Sources of Employee Appraisal System. Psychometric Errors in Employee Performance Ratings. Employee satisfaction, loyalty and commitment. Employee stress, turnover and burnout intentions.	
Unit IV: Industrial Relations, Role of Trade Union. Collective Bargaining. Industrial disputes and grievance mechanisms Management-concept and procedure. Termination of employment- retirement, resignation, and termination of contract: Quality of work life and work life balance, employee participation, talent management and employee branding	
Skill Development Activities: <ol style="list-style-type: none"> 1. Case Studies: This can improve the critical thinking and problem-solving skills of students through case studies and simulations. 2. Mock Interviews and Resume Workshops: Students can develop the communication, presentation, and interview skills by participating in mock interviews and workshops focusing on resume writing. 	
Suggested Readings: <ol style="list-style-type: none"> 1. Dessler, G. (2020), <i>Human Resource Management</i>, Pearsons India 2. Durai, P. (2019), <i>Human Resource Management</i>, Pearsons India 3. Mello, J.A, (2015), <i>Strategic Human Resource Management</i>, Cengage 4. Armstrong, M. and Taylor, S. (2019), <i>Handbook of Human Resource Management</i>, Kogan Page 	
Note: <i>The schedule for case discussion shall be announced by the concerned faculty in the class</i>	



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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Financial Management

Course Code: MIB-CC-202	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>Equip students with financial management knowledge and skills to make informed decisions and manage resources effectively in modern business organizations.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • Understand financial management fundamentals and evaluate shareholder value with sustainable finance principles and ESG integration. • Utilize cash flow analysis and evaluation techniques for investment decisions and risk management. • Analyse cost of capital, optimize capital structure, and formulate dividend policies with behavioural finance and investor sentiment in mind. • Efficiently manage financing options, working capital, and leverage supply chain finance and fintech solutions. 	
SYLLABUS	
Unit I: Introduction to Financial Management: Conceptual Framework, Scope, and Functions. Objectives of Financial Management: Profit maximisation and wealth maximisation, Shareholder Value Analysis: Economic Value Added (EVA) and Market Value Added (MVA), Time Value of Money: Techniques for Compounding and Discounting (Discrete and continuous).	
Unit II: Capital Budgeting, Methods of Capital Budgeting: Traditional Techniques - Payback Period (PBP), Profitability Index (PI), and Accounting Rate of Return (ARR), Discounted Cash Flow Techniques - Discounted Payback Period (DPB), Net Present Value (NPV), and Internal Rate of Return (IRR), Risk Analysis in Capital Budgeting.	
Unit III: The Cost of Capital: Conceptual Understanding and Significance. Determination of Cost of Capital: Component Cost and Weighted Average Cost of Capital (WACC). Capital Structure: Concept and its Importance. Determinants of Capital Structure: Net Income approach and Traditional approach; NOI and MM Hypothesis Approaches; EBIT-EPS analysis, Trade-off Theory and Pecking Order Theory.	
Unit IV: Dividend Theory and Policy: Conceptual Overview and Dividend Forms. Relevance of Dividends: Walter and Gordon Models, Dividend Irrelevance: MM Hypothesis, Long-term Financing: Equities, Debentures, and Term Loans. Asset-based Financing: Leasing and Hire Purchase, Short-term Financing: Working Capital Finance, Sources of Working Capital Finance: Trade Credit, Bank Finance, Commercial Paper, Factoring. Working Capital Management: Concept and Significance. Determinants of working capital.	



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Skill Development Activities:

1. Role-play - Analyze financial statements and calculate shareholder value metrics for assigned companies.
2. Case study analysis - Evaluate investment options using different techniques and justify decisions.
3. Capital structure analysis - Analyze different companies' capital structures as case studies and discuss determinants and theories.
4. Pitch presentation - Develop business plans for start-ups and present pitches for venture capital financing.

Suggested Readings:

1. Ross, S. A., Westerfield, R. W., Jordan, B. D., & Jaffe, J. F. (2022). *Corporate Finance: Core Principles and Applications* (5th ed.). McGraw-Hill Education.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2021). *Principles of Corporate Finance* (14th ed.). McGraw-Hill Education.
3. Gitman, L. J., Juchau, R., & Flanagan, J. (2022). *Principles of Managerial Finance* (8th ed.). Pearson.
4. Pandey, I. M. (Latest Edition). *Financial Management*. New Delhi: Vikas Publishing House.
5. Khan, M. Y., & Jain, P. K. (Latest Edition). *Financial Management*. New Delhi: Tata McGraw Hill.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Marketing Management

Course Code: MIB-CC-203	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To equip students with the knowledge, skills, and strategic mindset necessary to understand, analyse, and effectively manage marketing activities within an organization.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Develop a comprehensive understanding of fundamental marketing principles and concepts.</i> • <i>Acquire knowledge and skills to effectively plan, implement, and evaluate segmentation, targeting and positioning strategies.</i> • <i>Create and manage marketing plans, considering factors such as product development, pricing, distribution channels, and promotion strategies.</i> • <i>Cultivate skills in designing and executing marketing communications campaigns, utilizing both traditional and digital marketing channels.</i> 	
SYLLABUS	
Unit I: Introduction to Marketing and Marketing Management - Emerging trends in marketing - Marketing Concepts - Marketing Process - Marketing mix - Marketing environment. Online marketing and emergence of e-commerce and social commerce. Marketing Information System and Marketing Research.	
Unit II: Consumer Markets and buying behaviour - Market segmentation and targeting and positioning - Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle- Packaging decisions.	
Unit III: Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy. Integrated marketing Communication- Advertising, Sales Promotion, Personal selling and Direct marketing.	
Unit IV: Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.	
Skill Development Activities: <ol style="list-style-type: none"> 1. Group discussion on key contemporary marketing principles and concepts. 2. Instruct student group to conduct a marketing audit of a product/service offering. 3. Marketing plan simulation: Each team must develop a comprehensive marketing plan, including product development strategies, pricing strategies, distribution and promotional strategies. 4. Student groups to develop Integrated marketing communications (IMC) campaigns. 	
Suggested Readings: <ol style="list-style-type: none"> 1. Kotler, P., Keller, K., Koshy, A. & Jha, M. (2022) <i>Marketing Management—A South Asian Perspective</i>. (13th Eds). Pearson. UK. 2. Grewal, D. & Levy, M. (2010). <i>Marketing</i>. 5th ed. Boston: McGraw-Hill Irwin. 3. Ramaswamy, V. S., & Namakumari, S. (2018). <i>Marketing management Indian context, Global Perspective</i>. SAGE Texts. 4. Kotler, P., Armstrong, G., Balasubramanian, S., & Kotler, P. (2023). <i>Principles of Marketing</i>. Pearson. 	
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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Production and Operations Management

Course Code: MIB-CC-204	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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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Organizational Behaviour

Course Code: MIB-CC-205	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 behaviour and their applications in the workplace.</i> • <i>Analyse individual behaviour 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 behaviour 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.

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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Research Methodology

Course Code: MIB-CF-206	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <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>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Develop understanding on research and its importance in various business fields and to identify research different business problems.</i> • <i>Develop research instrument and gather data using appropriate sampling technique.</i> • <i>Analyse and interpret data using statistical techniques through statistical software packages.</i> • <i>Critically evaluate research articles and reports, and be able to interpret and write the results of data analysis.</i> 	
SYLLABUS	
Unit I: 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.	
Unit II: 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.	
Unit III: 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]	
Unit IV: 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.	
Skill Development Activities: <ol style="list-style-type: none"> 1. 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). 2. Conduct a literature review on a specific topic in order to compare and contrast the objectives and characteristics of the study. 3. 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). 4. Conduct analysis of the collected data and write the report about the research findings. 	



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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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MASTER OF BUSINESS ADMINISTRATION-INTERNATIONAL BUSINESS

Course Title: Tourism Management

Course Code: MIB-CF-207	Max. Marks = 100 (Mid-term = 50, End-term = 50) Credits: 4 (L = 3, P = 0, T = 1)
Course Objective: <i>To provide a comprehensive understanding of the fundamental concepts and the dynamics of tourism management.</i>	
Course Outcomes: After attending the course, students will be able to: <ul style="list-style-type: none"> • <i>Understand the basic concepts and components of tourism industry.</i> • <i>Understand the historical evolution and development of travel and tourism.</i> • <i>Identify and evaluate the existing tourism infrastructure and its economic facets.</i> • <i>Understand the legal aspects of tourism and the policy measures for tourism growth</i> 	
SYLLABUS	
Unit I: Meaning, nature and scope tourism, Tourist, traveller, visitor, transit visitor and excursionist, recreational, leisure, business, intermediaries, such as travel agents, tour operators, and online booking platforms- definition and differentiation, Components- Primary and secondary components and elements of tourism: Suppliers of tourism.	
Unit II: Travel and tourism through the Ages: Ancient Times: early Exploration, Medieval and Renaissance Era’ and ‘Age of Grand Tours’; Colonial Era: Exploration and Expansion, Industrial Revolution and Modern Era. Emergence of modern tourism, concept of “Paid holiday” Factors affecting growth and development of international and national Tourism.	
Unit III: Tourism Infrastructure and Impacts - Types, Forms and Significance, Accommodation: Forms and types, Transport Sectors: Modes and relative significance, other support Infrastructures required for tourism. Impact of Tourism-Analysis- Revenue Generation, Employment generation, Multiplier Effect, Foreign exchange earnings, Leakage, cost analysis	
Unit IV: Tourism as an industry, place of tourism in Indian Constitution, tourism as state Subject, Industrial perspective consequences of industry. Incentives for tourism promotion in India, Fiscal and non-fiscal incentives for tourism, Concessions extended by state Government. Growth and development of tourism industry-Tourist in flow	
Skill Development Activities: <ol style="list-style-type: none"> 1. Various tourism destinations are visited by students to gain knowledge about their components, structure and workings. 2. Students are sent to a travel agency or tour operator companies to learn Practical Aspect of travel Business. 3. Students are assigned to learning practical aspects of preparation of itineraries, Travel Packaging, Bookings etc. 4. Students will be assessed through various methods such as case studies, presentations; They will be evaluated based on their understanding of the course content, critical thinking, analysis, and effective communication of their ideas. 	



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Suggested Readings:

1. Morrison, R. C., & Mill, R. C. (2021). *Tourism system: A study of travel, tourism and hospitality*. Routledge.
2. Buhalis, D., & Costa, C. (Eds.). (2018). *Tourism Management Dynamics: Trends, Management, and Tools* (2nd ed.). Butterworth-Heinemann.
3. Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2005). *Tourism principles and practices*. Pitman.
4. Koul, R. N. (2013). *Dynamics of tourism: A trilogy*. Sterling Publishers.
5. Chand, M. (2005). *Travel agency management*. Anmol Publications.

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