



# DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

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

## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Human Resource Management

<b>Course Code:</b> MBA-CC-201	<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 develop the learners' understanding of the principles, concepts, and practices involved in effectively managing an organization's human resource.</i>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Develop an understanding of the nature and significance of human resource management as an organizational function.</i></li> <li>• <i>Understand the dynamics of developing and executing effective human resource plans.</i></li> <li>• <i>Design training and performance appraisal programmes tailored to the unique requirements of the organisation and its workforce.</i></li> <li>• <i>Understand of the role of industrial relations in human resource management function.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> 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.	
<b>Unit II:</b> 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.	
<b>Unit III:</b> 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.	
<b>Unit IV:</b> 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.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Case Studies: This can improve the critical thinking and problem-solving skills of students through case studies and simulations.</li> <li>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.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Dessler, G. (2020), <i>Human Resource Management</i>, Pearsons India.</li> <li>2. Durai, P. (2019), <i>Human Resource Management</i>, Pearsons India.</li> <li>3. Mello, J.A, (2015), <i>Strategic Human Resource Management</i>, Cengage.</li> <li>4. Armstrong, M. and Taylor, S. (2019), <i>Handbook of Human Resource Management</i>, Kogan Page.</li> </ol>	
<b>Note:</b> <i>The schedule for case discussion shall be announced by the concerned faculty in the class.</i>	



# DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

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## MASTER OF BUSINESS ADMINISTRATION

**Course Title: Financial Management**

<p><b>Course Code:</b> MBA-CC-202</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>Equip students with financial management knowledge and skills to make informed decisions and manage resources effectively in modern business organizations.</i></p>	
<p><b>Course Outcomes: After attending the course, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• <i>Understand financial management fundamentals and evaluate shareholder value with sustainable finance principles and ESG integration.</i></li> <li>• <i>Utilize cash flow analysis and evaluation techniques for investment decisions and risk management.</i></li> <li>• <i>Analyse cost of capital, optimize capital structure, and formulate dividend policies with behavioural finance and investor sentiment in mind.</i></li> <li>• <i>Efficiently manage financing options, working capital, and leverage supply chain finance and fintech solutions.</i></li> </ul>	
<p><b>SYLLABUS</b></p>	
<p><b>Unit I:</b> 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).</p>	
<p><b>Unit II:</b> 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.</p>	
<p><b>Unit III:</b> 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.</p>	
<p><b>Unit IV:</b> 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.</p>	



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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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# DEPARTMENT OF MANAGEMENT STUDIES

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## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Marketing Management

<b>Course Code:</b> MBA-CC-203	<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 equip students with the knowledge, skills, and strategic mindset necessary to understand, analyse, and effectively manage marketing activities within an organization.</i>	
<p><b>Course Outcomes: After attending the course, students will be able to:</b></p> <ul style="list-style-type: none"> <li>• <i>Develop a comprehensive understanding of fundamental marketing principles and concepts.</i></li> <li>• <i>Acquire knowledge and skills to effectively plan, implement, and evaluate segmentation, targeting and positioning strategies.</i></li> <li>• <i>Create and manage marketing plans, considering factors such as product development, pricing, distribution channels, and promotion strategies.</i></li> <li>• <i>Cultivate skills in designing and executing marketing communications campaigns, utilizing both traditional and digital marketing channels.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> 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.	
<b>Unit II:</b> 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.	
<b>Unit III:</b> 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.	
<b>Unit IV:</b> 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.	
<p><b>Skill Development Activities:</b></p> <ol style="list-style-type: none"> <li>1. Group discussion on key contemporary marketing principles and concepts.</li> <li>2. Instruct student group to conduct a marketing audit of a product/service offering.</li> <li>3. Marketing plan simulation: Each team must develop a comprehensive marketing plan, including product development strategies, pricing strategies, distribution and promotional strategies.</li> <li>4. Student groups to develop Integrated marketing communications (IMC) campaigns.</li> </ol>	
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Kotler, P., Keller, K., Koshy, A. &amp; Jha, M. (2022) <i>Marketing Management—A South Asian Perspective</i>. (13<sup>th</sup> Eds). Pearson. UK.</li> <li>2. Grewal, D. &amp; Levy, M. (2010). <i>Marketing</i>. 5th ed. Boston: McGraw-Hill Irwin.</li> <li>3. Ramaswamy, V. S., &amp; Namakumari, S. (2018). <i>Marketing management Indian context, Global Perspective</i>. SAGE Texts.</li> <li>4. Kotler, P., Armstrong, G., Balasubramanian, S., &amp; Kotler, P. (2023). <i>Principles of Marketing</i>. Pearson.</li> </ol>	
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# DEPARTMENT OF MANAGEMENT STUDIES

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## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Production and Operations Management

<b>Course Code:</b> MBA-FC-204	<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 advance learners' understanding of the concepts and theories of planning, organizing and controlling of manufacturing and service organizations.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>To develop an understanding of the basic concepts and models of production and operations management.</i></li> <li>• <i>To understand the various planning and control tools used in manufacturing and service industry.</i></li> <li>• <i>To demonstrate an ability to use various inventory management tools and techniques.</i></li> <li>• <i>To develop a firm understanding of various statistical quality control tools and techniques.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> 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.	
<b>Unit II:</b> 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.	
<b>Unit III:</b> 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.	
<b>Unit IV:</b> 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.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Selection of a location for setting up a manufacturing unit.</li> <li>2. Designing a layout in a service organization.</li> <li>3. Use of control charts in identifying quality issues.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Heizer, J. &amp; Render, B (2017). <i>Operations Management</i>, Pearson Publication, 10th Ed.</li> <li>2. Stevenson, W.J. (2022). <i>Operations Management</i>, Tata McGraw Hill, 9th Ed.</li> <li>3. Krajewski &amp; Ritzman. (2019). <i>Operations Management</i>, Pearson Education, 7thth Ed.</li> <li>4. Bozarth, C. C., &amp; Handfield, R. B. (2020) <i>Introduction to operation and supply chain management</i>. New Delhi: Pearson Education.</li> </ol>	
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## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Organizational Behaviour

<b>Course Code:</b> MBA-FC-205	<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 develop an understanding of the factors influencing individual and group behaviour in organizations and their impact on organizational performance.</i>	
<b>Course Outcomes: After attending the course, students will be able to:</b> <ul style="list-style-type: none"> <li>• <i>Understand the basic concepts and models of organizational behavior and their applications in the workplace.</i></li> <li>• <i>Analyse individual behaviour and its impact on organizational effectiveness.</i></li> <li>• <i>Understand the principles and theories of learning, motivation and leadership and their role in organizational culture and performance.</i></li> <li>• <i>Understand group dynamics and the significance of power and stress management.</i></li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> 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.	
<b>Unit II:</b> 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.	
<b>Unit III:</b> 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.	
<b>Unit IV:</b> 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.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Role-playing activity: Role-playing activity can help students develop communication skills, conflict resolution skills, and an understanding of different leadership styles.</li> <li>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.</li> <li>3. Using leadership simulations or games to make students understand the impact of different leadership styles and develop their decision-making skills.</li> <li>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.</li> </ol>	



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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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# DEPARTMENT OF MANAGEMENT STUDIES

Islamic University of Science and Technology

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

## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Research Methodology

<b>Course Code:</b> MBA-FC-206	<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 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>	
<b>Course Outcomes:</b> <b>After attending the course, students will be able to:</b> <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>	
<b>SYLLABUS</b>	
<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.	
<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.	
<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].	
<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.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"><li>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).</li><li>2. Conduct a literature review on a specific topic in order to compare and contrast the objectives and characteristics of the study.</li><li>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).</li><li>4. Conduct analysis of the collected data and write the report about the research findings.</li></ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"><li>1. Cooper, D. R. and Schindler, P.S. (2003). <i>Business Research Methods</i>,. (8th ed.). McGraw Hill/Irwin, New Delhi.</li><li>2. Malhotra, N. K. &amp; Dash, S. (2019). <i>Marketing Research: An Applied Orientation</i>. (8th ed.). Pearson, India.</li><li>3. Zikmund, W.G. (2003). <i>Business Research Methods</i> (7th ed.). Thomson/South-Western.</li><li>4. Kothari, C.R.. (2004). <i>Research methodology : Methods and techniques</i> (2nd revised edition). New Delhi: New Age International (P) Limited, Publishers.</li></ol>	
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# DEPARTMENT OF MANAGEMENT STUDIES

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## MASTER OF BUSINESS ADMINISTRATION

### Course Title: Tourism Management

<b>Course Code:</b> MBA-CC-207	<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 a comprehensive understanding of the fundamental concepts and the dynamics of tourism management.</i>	
<b>Course Outcomes:</b> After attending the course, students will be able to: <ul style="list-style-type: none"> <li>• Understand the basic concepts and components of tourism industry.</li> <li>• Understand the historical evolution and development of travel and tourism.</li> <li>• Identify and evaluate the existing tourism infrastructure and its economic facets.</li> <li>• Understand the legal aspects of tourism and the policy measures for tourism growth.</li> </ul>	
<b>SYLLABUS</b>	
<b>Unit I:</b> 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.	
<b>Unit II:</b> 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.	
<b>Unit III:</b> 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.	
<b>Unit IV:</b> 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.	
<b>Skill Development Activities:</b> <ol style="list-style-type: none"> <li>1. Various tourism destinations are visited by students to gain knowledge about their components, structure and workings.</li> <li>2. Students are sent to a travel agency or tour operator companies to learn Practical Aspect of travel Business.</li> <li>3. Students are assigned to learning practical aspects of preparation of itineraries, Travel Packaging, Bookings etc.</li> <li>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.</li> </ol>	
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1. Morrison, R. C., &amp; Mill, R. C. (2021). <i>Tourism system: A study of travel, tourism and hospitality</i>. Routledge.</li> <li>2. Buhalis, D., &amp; Costa, C. (Eds.). (2018). <i>Tourism Management Dynamics: Trends, Management, and Tools</i> (2nd ed.). Butterworth-Heinemann.</li> <li>3. Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., &amp; Wanhill, S. (2005). <i>Tourism principles and practices</i>. Pitman.</li> <li>4. Koul, R. N. (2013). <i>Dynamics of tourism: A trilogy</i>. Sterling Publishers.</li> <li>5. Chand, M. (2005). <i>Travel agency management</i>. Anmol Publications.</li> </ol>	
<b>Note:</b> <i>The schedule for case discussion shall be announced by the concerned faculty in the class.</i>	