



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: Human Resource Management

Course Code: DM 107CR	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: • Develop an understanding of the nature and significance of human resource management as an organizational function. • Understand the dynamics of developing and executing effective human resource plans. • Design training and performance appraisal programmes tailored to the unique requirements of the organisation and its workforce. • Understand of the role of industrial relations in human resource management function.	
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: 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.	



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Suggested Readings:

1. Dessler, G. (2020), *Human Resource Management*, Pearsons India
2. Durai, P. (2019), *Human Resource Management*, Pearsons India
3. Mello, J.A, (2015), *Strategic Human Resource Management*, Cengage
4. Armstrong, M. and Taylor, S. (2019), *Handbook of Human Resource Management*, Kogan Page

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: Financial Management

Course Code: DM 119CR	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: • <i>Understand financial management fundamentals and evaluate shareholder value with sustainable finance principles and ESG integration.</i> • <i>Utilize cash flow analysis and evaluation techniques for investment decisions and risk management.</i> • <i>Analyse cost of capital, optimize capital structure, and formulate dividend policies with behavioural finance and investor sentiment in mind.</i> • <i>Efficiently manage financing options, working capital, and leverage supply chain finance and fintech solutions.</i>	
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.

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: Marketing Management

Course Code: DM 106CR	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: • <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: 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.	



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Suggested Readings:

1. Kotler, P., Keller, K., Koshy, A. & Jha, M. (2022) *Marketing Management—A South Asian Perspective*. (13th Eds). Pearson. UK.
2. Grewal, D. & Levy, M. (2010). *Marketing*. 5th ed. Boston: McGraw-Hill Irwin.
3. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management Indian context, Global Perspective*. SAGE Texts.
4. Kotler, P., Armstrong, G., Balasubramanian, S., & Kotler, P. (2023). *Principles of Marketing*. Pearson.

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INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Course Title: Tourism Management

Course Code: DM 108CR	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: • Understand the basic concepts and components of tourism industry. • Understand the historical evolution and development of travel and tourism. • Identify and evaluate the existing tourism infrastructure and its economic facets. • Understand the legal aspects of tourism and the policy measures for tourism growth	
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: 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.	
Suggested Readings:	



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