

NIST UNIVERSITY

FINAL COURSE STRUCTURE AND SYLLABUS

FOR

FIRST YEAR

MASTER OF BUSINESS ADMINISTRATION

(MBA)

PROGRAMME

(From 2024-2025 onwards)



www.nist.edu

DEPARTMENT OF MANAGEMENT STUDIES

(School of Management Studies)

Institute Park, Pallur Hills

Berhampur-761008. Ganjam, Odisha

FIRST SEMESTER

1st Semester						
Code	Subject(s)	Credit	Category	Internal Marks	External Marks	Total Marks
1	Marketing Management	4	Comp.Core	50	50	100
2	Financial Accounting	4	Comp.Core	50	50	100
3	Human Capital Management	4	Comp.Core	50	50	100
4	Decision Science and Applications	4	Comp.Core	50	50	100
5	Legal Aspects of Business	4	Comp.Core	50	50	100
6	Economic Applications in Business	3	Soft Core	50	50	100
7	Communicative English in Business	3	Soft Core	50	50	100
8	Computer Application in Business Lab	1	Sessional	--	100	100
9	Personality Development Lab	1	Sessional	--	100	100

Total Credit(s) 28

Subject Code	MGT500
Subject Name	MARKETING MANAGEMENT
P-L-T	0-4-0
Credit Point(s)	4

Course Objective The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints. This course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager.

- Learning Outcome(s)**
1. Formulate a marketing plan including marketing objectives, marketing mix, strategies, environmental scanning and evaluation criteria.
 2. Determine strategies for developing new products and services that are consistent with evolving market needs.
 3. Develop strategies for the efficient distribution of products and services.
 4. Develop strategies for upcoming trends and Research in Marketing.

Module-I Introduction (8 Hours):

Introduction: Nature, scope and importance of marketing; Core Concepts of Marketing, Functions of Marketing; Marketing mix: The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps; Marketing Myopia, Selling versus Marketing, Marketing v/s Market. Marketing Environment: Introduction, Environmental Scanning & its techniques, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment; Market segmentation and positioning; consumer versus organizational buyers; Consumer decision making process.

Module-II Product Decision (12 Hours):

Product Decisions: Concept of a product; Classification of products; Product line and product mix; Product life cycle, New product development. Packaging and labelling: Meaning and role. Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Development. Pricing Decisions: Meaning and Importance, Factors affecting price determination; Pricing strategies;

Module-III Distribution Channels (10 Hours):

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix; AIDA.

Module-IV Trends and Research in Marketing (6 Hours):

Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; International marketing; Green marketing; Cyber marketing; Relationship marketing; Guerrilla marketing; Digital marketing.

Text Book:

1. Kotlar, Keller, Koshi, Jha (2013) Marketing Management, 13th Edition, Pearson, New Delhi.
2. Reference Books:
3. Stanton, Etzel, Walker (2010) Fundamentals of Marketing, 13th Tata-McGraw Hill, New Delhi.
4. Saxena, Rajan, Marketing Management (2009), 4th, Tata-McGraw Hill New Delhi.
5. McCarthy, E.J., Basic, Irwin, (2009) Marketing: A managerial approach, New York."

Subject Code	MGT501
Subject Name	FINANCIAL ACCOUNTING
P-L-T	0-3-1
Credit Point(s)	4

Course Objective Students will be familiarized with accounting principles and be acquainted with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements. They will develop their ability to read annual reports and develop their skills to interpret financial statements.

Learning Outcome(s)

1. To impart the student's basic knowledge of accounting
2. To prepare different accounting records.
3. To draw financial accounting statements to measure profitability.
4. To interpret the financial statements for the sake of various stakeholders of business

Module-I: Introduction to Accounting: (8 Hours):

Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting.

Module-II: Mechanics of Accounting (12 Hours):

Introduction, Classification, Double Entry System, Preparing Journal, Cash Book and Subsidiary books, Ledger

Module- III: Preparation of Final Account (12 Hours):

Depreciation: Definition, Causes and Objectives, Calculation of Depreciation using Straight Line Method and Written Down Value Method. Preparation of Trial Balance. Preparation of Income statement and Balance Sheet (with and without adjustment).

Module- IV: Corporate Accounts and Ratio Analysis (8 Hours):

Company: Share and Share Capital, Types of share, Issue of Shares, Buyback of shares, Debentures and Bonds. (Concepts only) Understanding of corporate Income statement and Balance Sheet as presented in the Annual Reports of companies. How to read a Balance Sheet? Ratio Analysis (Liquidity Ratio: Current Ratio, Quick Ratio, Absolute liquid Ratio, Profitability Ratio: Gross Profit Ratio, Net Profit Ratio, Return on Assets and Return on Capital Employed, Solvency Ratio: Debt equity ratio, Debt service coverage ratio, Valuation Ratio: EPS, DPS, PE Ratio and Dividend Payout Ratio)

Text Books:

1. Financial Accounting for Management, K. Ramchandran, TMH
2. Financial Accounting - Jawahar Lal, S. Chand

Reference Books:

3. Financial Accounting - Gupta, Pearson
4. Financial Accounting and Analysis, Satpathy, Mohapatra and Patra, HPH
5. Financial Accounting for Management; Paresh Shah, Oxford
6. Financial Accounting for Management, A.K.Bhattacharya, PHI
7. Financial Accounting by S.N Maheswari, Vikas Publications

Subject Code	MGT502
Subject Name	HUMAN CAPITAL MANAGEMENT
P-L-T	0-4-0
Credit Point(s)	4

Course Objective This course provides a comprehensive understanding of modern HR practices and their strategic significance. It develops analytical skills to address complex HR challenges in a global and digital context.

Learning Outcome(s)

1. Evaluate the evolution of HRM and its current strategic role in organizations.
2. Apply contemporary HRM concepts and tools to solve real-world organizational challenges.
3. Analyze and design effective HR systems for talent acquisition, performance management, and development.
4. Assess the impact of emerging trends and technologies on HRM practices and develop adaptive strategies

Module 1: Foundations and Strategic HRM (8 hours):

Definition, scope, and functions of HRM; Evolution and current state of HRM; Strategic HRM and its alignment with organizational goals; HRM in the context of globalization and digital transformation; Ethical considerations and corporate social responsibility in HRM; HR analytics.

Module 2: Talent Acquisition and Workforce Planning (10 hours)

Strategic workforce planning and talent analytics; Job analysis and design; Employer branding and employee value proposition; Contemporary recruitment strategies (including social media and AI-driven recruitment); Selection methods and predictive validity; Employee Induction and Orientation; Onboarding and socialization in the digital age; Diversity, equity, and inclusion in talent acquisition.

Module 3: Performance Management and Development (12 hours):

Modern performance management systems (continuous feedback models, OKRs); Designing effective performance appraisal methods; Compensation strategies and total rewards; Training and Development (needs, assessment, design, implementation and evaluation); Career management and succession planning; Employee engagement and retention strategies; Labor laws and compliance in performance management and compensation.

Module IV: Emerging Trends in HRM (10 Hours):

AI and automation in HRM; Gig economy and managing contingent workforce; Remote work and virtual team management; Employee well-being and work-life integration; Green HRM and sustainability; The future of work and preparing for Industry 5.0; Change management and HR's role in organizational transformation.

Textbooks:

1. Dessler, G. (2020). Human Resource Management (16th ed.). Pearson.
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human Resource Management (12th ed.). McGraw-Hill Education.

Reference Books:

3. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2022). HR Rising! From Ownership to Leadership. RBL Group.
4. Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page.
5. Boudreau, J. W., & Cascio, W. F. (2022). HR Strategy and Planning: Aligning with Organizational Goals. Society for Human Resource Management.
6. Chhabra, T.N. (2021). Human Resource Management: Concepts and Issues (6th ed.). Dhanpat Rai & Co.
7. Venkatesh, D.N. & Jyothi, P. (2021). Human Resource Management. Oxford University Press.
8. Gupta, C.B. (2020). Human Resource Management. Sultan Chand & Sons.

Subject Code	MGT503
Subject Name	DECISION SCIENCE AND APPLICATIONS

P-L-T	0-4-0
Credit Point(s)	4

Course	To learn the various role of quantitative techniques in managerial
Objective	decision making.
Learning	1. The role of quantitative techniques in managerial decision making
Outcome(s)	will be understood.
	2. To understand the role of statistics in decision making settings.
	3. To use probability concept in decision making.
	4. To understand decision theory at various levels.

Module-I: Quantitative Techniques (12 Hours):

Linear Programming: Introduction, Concepts of Linear Programming model, Develop of LPP models, Graphical Method, Simplex Method. Transportation Problem: Introduction, Mathematical Model, Finding the initial basic feasible solution, optimal solution by U-V method. Assignment Problem: Introduction and Modeling, Hungarian Method.

Module-II: Statistics (10 Hours):

Measures of Central Tendency: Mathematical Averages, Median. Measures of Dispersion: Arithmetic Mean, Median Absolute Deviation, Variance & Standard Deviation, Mathematical Properties of Standard Deviation, Skewness. Moments & Kurtosis: Measures of Skewness, Moments about Mean, Measures of Kurtosis. Correlation Analysis: Introduction, Significance of Measuring Correlation, Types of Correlation, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation Coefficient, Regression Analysis: Introduction, Regression Coefficients.

Module-III: Probability (10 Hours):

Fundamentals of Probability: Introduction, Concepts of Probability, Definition of Probability, Counting Rules, Rules of Probability & Algebra of Events, Baye's Theorem. Probability Distributions: Binomial Probability Distribution, Normal Probability Distribution Function, Approximation of Binomial Distribution to Normal Distribution.

Module-IV: Decision (8 Hours):

Decision theory: Introduction, Decision under Certainty, Risk, and Uncertainty. Game Theory: Introduction, game with Pure and Mixed strategies, Dominance Property, Graphical Method for $2 \times n$ and $m \times 2$ games.

Text Books:

1. R. Panneerselvam, Operations Research, PHI. Chapters: 2.1, 2.2.1, 2.3, 2.4, 2.5.1, 3.1 to 3.4, 4.1 to 4.4, 11.1 to 11.4 & 12.1 to 12.5.
2. J. K. Sharma, Business Statistics: Second Edition, Pearson. Chapters: 3.4, 3.5.1, 3.5.2, 3.5.4, 3.5.5, 3.9.1, 4.5.1, 4.5.2, 4.5.3, 5.1, 5.2, 5.2.1, 5.3, 5.3.1, 5.4, 5.4.1, 6.1 to 6.7, 7.5.1, 7.6.1, 7.6.2, 13.1, 13.2, 13.4, 13.5.2, 13.5.5, 14.1, 14.6.

Reference Books:

3. T. K. V. Iyenger et al, Probability and statistics, S Chand.
4. Ronald E. Walpole et al, Probability and Statistics for Engineers and Scientists, 8th Edition, Pearson.
5. S. Kalavati, Operations Research, 4th edition, Vikas Publishing House.
6. Levine, Krehbiel, Quantitative Techniques for Management, Berenson, Pearson.

Subject Code	MGT504
Subject Name	LEGAL ASPECTS OF BUSINESS
P-L-T	0-4-0
Credit Point(s)	4

Course Objective	The course is designed to assist the students in understanding basic laws affecting the operations of business enterprises. To inculcate in the students an awareness of the legal framework within which the business functions
Learning Outcome(s)	<ol style="list-style-type: none">1. To create awareness of the legal framework within which the business function2. To acquire knowledge about special contracts and their applications.3. .To understand the law relating to sale of goods act and partnership act4. To understand the various statutory protections relating to corporate law and protection of consumers

Module-I Indian Contract Act (12 Hours):

Indian Contract Act, 1872: Agreement, Contract, Essentials of Contract (Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of Contract, Quasi contract.

Module-II Special Contracts (12 Hours):

Contract of Agency: General rules of agency, test of agency, Distinction between agent and servant, Kinds of agents, Creation of agency, Rights, and duties of agent, rights and duties of principal, Termination of agency. Bailment and Pledge: Definition, Kinds of Bailment, Difference between sale and bailment, Duties and rights of bailor and bailee, Termination of bailment. Duties of the finder, Rights of the

finder Pledge: Definition, Rights, and Duties of Pawnee and Pawnor. Indemnity and Pledge: Indemnity and Guarantee: Rights, Time of commencement, Contract of guarantee: Definition, Consideration for guarantee, continuing guarantee, Revocation of continuing guarantee, rights of surety, discharge of surety.

Module-III Law of Sale of Goods and Partnership (8 Hours)

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warranties, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller. Partnership- essentials of partnership, Rights and duties of partner, types of partners, Dissolution of partnership.

Module-IV Corporate Law and Consumer Protection (8 Hours)

Company: Meaning and types, Formation, Memorandum and Articles of Association, Prospectus, the role of directors, share qualification, company meetings., winding up company The Consumer Protection Act, 1986; Object, Rights of Consumers, Important Terms- Consumer Complaint, Consumer Protection Councils, Redressal machinery, District Forum: State Commission, National Commission

Textbooks:

1. Kucchal M. C. & Kucchal Vivek (2018), Business Legislation for Management, VikasPublishing House (P)7th edition.
2. Kapoor ND, (2018) Elements of Business Law, S.Chand
3. Sathish B, Matur (2017), Business Law, Tata Mcgraw Hill.

Reference books:

4. RSN Pillai, Bagavathi Business Law, Sultan Chand & sons, latest edition
5. Gulshan S.S. - Business Law Including Company Law (Excel Books).
6. Kapoor Gulshan, Business Law. New Age International Pvt. Ltd Publishers

Subject Code	MGT505
Subject Name	ECONOMIC APPLICATIONS OF BUSINESS
P-L-T	0-3-0
Credit Point(s)	3

Course Objective	To acquaint students with the issues of domestic and global environment in which business has to operate and to enable to have an in-depth knowledge on economic concepts and theories and their application in management decision-making
Learning Outcome(s)	<ol style="list-style-type: none"> 1. To understand the use to economics in business management. 2. To understand the demand and supply analysis. 3. To understand Production and cost analysis. 4. To understand the macroeconomic concepts.

Module – I: Introduction to Applied Economics (8 Hours):

Introduction to Economics, Basic problems of an economy, Micro Economics and Macro Economics. Law of diminishing marginal utility.

Module – II: Demand and Supply Analysis (10 Hours):

Demand- Meaning of demand, Law of Demand and its exceptions, Determinants of demand, Elasticity of demand, Supply-Meaning of supply, Law of supply and determinants of supply, Elasticity of supply, Determination of equilibrium Price, Indifference curve

Module – III: Production and Cost Analysis (10 Hours):

Production: Factors of Production, Production Function, Law of Variable Proportion, Laws of Return to Scale, Economies of Scale, Cost Concepts: Types of Costs, Economic Costs: Fixed Cost and Variable Costs, Short-Run and Long-Run Cost Functions- their nature and shape. Market Structure: Monopoly, Duopoly, Oligopoly and Perfect Competition Market (Concepts only)

Module – IV: Macro Economics (8 Hours):

National Income - Definition, Concepts of national income, Method of measuring national income, Macro-economic problems: Unemployment, Inflation - Meaning of inflation, Measures to control inflation, Indian Financial system, Money market, Capital market, Stock market, Indian Banking - Commercial bank, Functions of commercial bank, Central bank, Functions of Central Bank.

Text Book:

1. Principles of Economics-Deviga Vengedasalam; Karunagaran Madhavan, Oxford University Press.
2. Managerial Economics- Vanita Agarwal, Pearson

Reference Books:

3. Business Environment: Text & Cases, Cherunilam, Francis, Himalaya Publishing House, Latest edition
4. Business Environment: Text & Cases - Paul, Justine, Tata McGraw Hill
5. Business Environment - Chidambaram k, Alagappan V- Vikas Publishing House, New Delhi.
6. Macro Economics, S.P.Gupta, -Tata McGraw Hill
7. Micro Economics – A Koutsoyanis

Subject Code	MGT506
Subject Name	COMMUNICATIVE ENGLISH IN BUSINESS
P-L-T	0-3-0
Credit Point(s)	3

Course Objective	<ol style="list-style-type: none"> 1. To communicate effectively by developing competent textual, visual and non-verbal communication abilities. 2. To draft effectively formal written business messages in various formats and styles 3. To learn the skills to effectively deliver formal oral presentations to a variety of audiences in multiple contexts while be acquainted with 4. To be acquainted with Soft Skills and various selection procedures adopted by the recruiters.
Learning Outcome(s)	<ol style="list-style-type: none"> 1. Become adept in their use of the spoken word in interpersonal communication, small group interaction and public speaking. 2. Use an appropriate style and format to write letters (formal and informal), prepare result-oriented reports, prepare CVs and draft business documents. 3. Gather and prepare information and apply it to persuade or articulate one's own point of view clearly and efficiently. 4. Comprehend the employability market, identify the organizations to get good placements and broaden career plans by developing all-round personality.

Module – I: Understanding the dynamics of Communication (8 Hours):

Why is it Important to Communicate Well? What is communication? Categories of communication The Shannon and Weaver Model. Communication in context. Levels of Communication. Formal and Informal channels of Communication, Facilitators and Barriers to Effective Communication, 7 Cs of Communication.

Module –II: Verbal and Non-verbal communication for Business (12 Hours):

Principles of Non Verbal communication. Personal Appearance, Gestures, Postures, Facial Expression, Eye Contacts, Body Language(Kinesics), Time language, Silence, Tips for

Improving Non-Verbal Communication. Listening Skills. Purpose of Listening. Listening to Conversation (Formal and Informal). Active Listening. Benefits of Effective Listening. Barriers to Listening. Participating in an Interview. Presentation skills for Business: Types and Style of Presentation. Team Presentation. Discussing in a Group. Speaking to Persuade.

Module – III: Writing for Business communication (8 Hours):

Genres of Business Communication. Organise your content. Analyse the Audience/ Recipient. Writing Email and Other Electronic Communication. Writing Common Business Documents. Writing: Style and vocabulary – Business Memorandum, letters, Press Releases, Reports – proposals

Module – IV: Using Technology for Business communication (8 Hours):

Organising and Participating in Video Conferencing and Tele conferencing. Using Technology for Business writing: Using ChatGPT and AI. Using Social Media platforms and tools for Business Promotion: logging, Podcasting, Shorts, Reels.

Basic Text:

1. Business Communication, Meeakshi Raman & Prakash Singh, Oxford

Reference Books:

2. Communication Skills by Sanjay Kumar and Pushp Lata, Oxford University Press.
3. Business and Managerial Communication, Sengupta, PHI
4. Business Communication for Managers, P.Mehra, Pearson

Suggested Readings:

5. Manual of English Grammar and Composition. J.C. Nesfield Forgotten Books
6. Practical English Usage. Micheal Swan. OUP.
7. Exercises in spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.
8. A communicative Grammar of English, Leech, Geoffery & Jan Svartvik Longman

Subject Code	MGT507
Subject Name	COMPUTER APPLICATION IN BUSINESS LAB
P-L-T	2-0-0
Credit Point(s)	2

1. Moving around a Worksheet, entering and formatting (e.g., Number, Text, Date and Currency) data, Use of Find, Replace, Go to, Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals
2. Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways e.g. Page break, normal etc
3. Pivot Tables
4. Commonly used functions - Sum, Max, Min, Average, Count, Today, Now, dated if, count if, Count A, Count Blank, Round, Roundup, Round
5. Conditional Formatting
6. Creating and managing charts- Create and modify graphs/charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc.
7. Mathematical and Statistical Functions
8. Look up data by using Functions : V Lookup and H Lookup
9. What if analysis: Scenario Analysis
10. Preparing a formula based final account.

Subject Code	MGT508
Subject Name	PERSONALITY DEVELOPMENT LAB
P-L-T	2-0-0
Credit Point(s)	2

1. Reading Comprehension and Note-Taking Strategies
2. Paraphrasing Techniques and Listening Skills Development
3. Effective Group Discussion and Presentation Skills
4. Job Interview Preparation and Role-Playing Exercises
5. Business Writing: Cover Letters and Resumes
6. Professional Communication: Motivation Letters and Press Releases
7. Meeting Management: Agenda Setting and Minute Taking
8. Business Proposal and Industry Report Writing
9. Sales Report Creation and Analysis
10. Research Report Writing and Executive Summary Preparation