

PAPER: BUSINESS ADMINISTRATION (100 MARKS)**I. Management**

- Defining Organization, Management, and Management in Organizations
- Four Management Functions, Management Roles, Management Skills
- Organizational Internal-External Environment
- Management Planning, Goal Setting, and Decision Making
- Strategic Management Process: Strategy Formulation and Implementation
- Developing Organizational Structure and Design
- Designing Adaptive Organizations
- Managing Change and Innovation
- Leadership and Motivation

II. HR Management

- Role of Human Resource Management in Organizational Performance
- Functions of HRM
- Process and Methods of Job Analysis
- Planning and Forecasting Personnel Needs
- Recruitment and Selection
- Training and Development
- Performance Management and Appraisal: Methods and Processes
- Establishing Strategic Pay Plans
- Compensation and Benefits
- Ethics, Justice, and Fair Treatment in HR Management
- Labor Relations and Collective Bargaining

III. Financial Management

- **An overview of Financial Management**
Introduction and significance of financial markets, Differentiation between real assets and financial assets, Types of Financial Markets, Role of capital and money markets in economic development, Organizational goals and shareholder wealth maximization perspective
- **Time Value of Money**
Cost of money and the factors effecting the cost, Interest rate fundamentals and determinants of market interest rate, Role of Time value of money in finance, Concept of future value and present value, Making timelines, Annuities, Perpetuities and mixed stream of cash flows, with and without growth, Present value and future value of cash flow streams, Compounding Interest; discrete and continuous, Loan amortization

- **Analysis and Interpretation of Financial Statements**

Reading the financial statements, Horizontal and vertical analysis including common size, ratio, comparative and index number trend analysis, Forecasting financials for future decision making, Evaluating credit, management, profitability, risk etc using financial statements

- **Risk, Return and Introduction to Pricing**

Measures of Risks and return, Investment return and expected rate of return, Standalone risk: standard deviation and coefficient of variation, Risk aversion and required rate of return, Portfolio risk: Diversifiable vs. Market risk, Security Market Line and CAPM, Calculating WACC, Discounting process for price determination, Relevant risk and return for valuation

- **Cash flow and Budgeting**

Significance of budgeting, Making cash budgets, Making financial forecasts, Difference between profit and cash flow, Read and analyze Statement of Cash flow.

- **Capital Budgeting**

Significance of Capital budgeting, Cash flow calculations: incremental cash flows, Capital budgeting decision rules: NPV, IRR, MIRR, Return, Finding optimal capital structure, calculating appropriate discount rate, Capital Rationing

IV. Operations and Supply Chain Management

a. Operations Management

- **Operations & Productivity**

Operations Management (OM) as one of the Three Core Functions in an Organization. Significance and contributions of OM in the field of management. Future trends in OM and differences between goods and services.

- **Operations Strategy in Global Environment**

Developing mission & OM strategies, Critical Success Factors (CSF), Aligning Core Competencies with CSF

- **Process Strategy**

Four Process Strategies, Process Analysis and Design, Process Mapping, Flow Diagrams, Process Charts, Service process design, Process Re-engineering

- **Capacity Planning**

Design & Effective Capacity, Capacity Cushion, Capacity considerations, Managing demand, Capacity Planning, Leading vs Lagging Strategies, Single & Multiple Product Break Even Analysis for Capacity Planning

- **Location Strategies**

Factors Affecting Location Decisions, Methods for Evaluating Location Alternatives, Factor Rating Method, Load-Distance Methods, Center of Gravity Method, Service location Strategy

- **Layout Strategies**

Types of Layout, Layout Design, Fixed Position Layout, Process- Oriented Layouts, Office Layout, Retail Layout, Assembly Line Balancing

- **Inventory Management**

Role of Inventory in Operations, ABC analysis, Record accuracy, Cycle counting, Inventory Models, Fixed Period Systems, Continuous Review Systems, Basic EOQ Inventory Model, Safety Stock, Service Level

b. Supply Chain Management

- Introduction to supply chain management and logistics management

What is supply chain management and logistics management, Objectives, Importance, Examples of supply chain management and logistics management, Decision phases in supply chains

- Supply chain performance

Achieving strategic fit, Challenges in achieving strategic fit, Supply chain cost, Supply chain quality, Supply chain lead time

- Supply chain drivers

Facilities as a driver, Inventory as a driver, Information as a driver, Transportation as a driver, Sourcing as a driver, Pricing as a driver

- Balancing supply and demand

Bullwhip effect, Demand collaboration, Information sharing in supply chains, accurate response strategy

- Supply chain coordination

Obstacles in coordination, Vendor managed inventory, Collaborative planning forecasting and replenishment, Managerial levers to achieve coordination

- IT in supply chain management

Role of IT in supply chain management, Customer relationship management, Supplier relationship management, Risk management in IT, Supply chain IT in practice

V. Marketing

- Introduction to marketing
- Developing marketing strategies and plans
- Scanning the marketing environment
- Analyzing consumer markets
- Market segmentation
- Managing marketing information
- Branding
- Product life cycle
- Pricing
- Managing distribution channels
- Integrated marketing communications

SUGGESTED READINGS

S.No	Title	Author
1.	Management	Richard L. Daft,
2.	Management	Stephen P. Robbins, Mary Coulter, and NeharikaVohara
3.	The Practice of Management	Peter F. Drucker
4.	Human Resource Management	Gary Dessler and BijuVarkkey
5.	Human Resource Management	Noe, Hollenbeck, Gerhart, Wright.
6.	Human Resource Management	David A. DeCenzo& Stephen P. Robbins
7.	Human Resource Management	Derek Torrington & Laura Hall
8.	Essentials of Corporate Finance	Ross, Westerfield and Jordan
9.	Principles of Finance	Besley and Brigham
10.	Financial statement Analysis	George Foster
11.	Principles of Managerial Finance	Gitman and Zitter
12.	Fundamentals of Corporate Finance	Brealey, Myers and Marcus
13.	Advanced Corporate Finance	Ogden, Jen and O' Conner
14.	Operations Management for Competitive Advantage, 2006	Chase, Richard B., Aquilano, Nicholas J., and Jacobs, F. Roberts
15.	Principles of Operations Management 2005	Raturi, Amitabh S., Evans, James R
16.	Operations Management 2008	Heizer, Jay and Render, Barry,
17.	Supply Chain Management: Strategy, Planning, and Operations	Sunil Chopra, Peter Meindl, and D.V. Kalra,
18.	Supply Chain Management: From Vision to Implementation	Stanley E. Fawcett, Lisa M. Ellram, and Jeffrey A. Ogden
19.	Business Logistics & Supply chain management	Ronald H. Ballou
20.	Principles of Marketing	Kotler, Armstrong, Agnihotri and Haque
21.	Basic Marketing	Perreault and McCarthy
22.	Marketing a Practical Approach	Peter Rix