

# **BUSINESS ADMINISTRATION**

## **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:**
  - a) Introduction and significance of financial markets
  - b) Differentiation between real assets and financial assets
  - c) Types of Financial Markets
  - d) Role of capital and money markets in economic development
  - e) Organizational goals and shareholder wealth maximization perspective

- **Time Value of Money:**
  - a) Cost of money and the factors affecting the cost
  - b) Interest rate fundamentals and determinants of market interest rate
  - c) Role of the Time value of money in finance
  - d) Concept of future value and present value
  - e) Making timelines, Annuities, Perpetuities and mixed stream of cash flows, with and without growth, Present value and future value of cash flow streams
  - f) Compounding Interest; discrete and continuous, Loan amortization
- **Analysis and Interpretation of Financial Statements:**
  - a) Reading the financial statements
  - b) Horizontal and vertical analysis including common size
  - c) ratio, comparative and index number trend analysis
  - d) Forecasting financials for future decision making
  - e) Evaluating credit, management, profitability, risk etc. using financial statements
- **Risk, Return and Introduction to Pricing:**
  - a) Measures of Risks and return
  - b) Investment return and expected rate of return
  - c) Standalone risk: standard deviation and coefficient of variation
  - d) Risk aversion and required rate of return
  - e) Portfolio risk: Diversifiable vs. Market risk
  - f) Security Market Line and CAPM
  - g) Calculating WACC
  - h) Discounting process for price determination
  - i) Relevant risk and return for valuation
- **Cash flow and Budgeting:**
  - a) Significance of budgeting
  - b) Making cash budgets
  - c) Making financial forecasts
  - d) Difference between profit and cash flow
  - e) Read and analyze Statement of Cashflow
- **Capital Budgeting:**
  - a) Significance of Capital budgeting
  - b) Cash flow calculations: incremental cash flows
  - c) Capital budgeting decision rules: NPV, IRR, MIRR, Return, finding optimal capital structure, calculating appropriate discount rate
  - d) Capital Rationing

## IV. Operations and Supply Chain Management:

### A. Operations Management

- **Operations & Productivity:**
  - a) Operations Management (OM) as one of the Three Core Functions in an Organization
  - b) Significance and contributions of OM in the field of management
  - c) Future trends in OM and differences between goods and services
- **Operations Strategy in Global Environment:**
  - a) Developing mission & OM strategies
  - b) Critical Success Factors (CSF)
  - c) Aligning Core Competencies with CSF
- **Process Strategy:**
  - a) Four Process Strategies
  - b) Process Analysis and Design
  - c) Process Mapping
  - d) Flow Diagrams
  - e) Process Charts
  - f) Service process design
  - g) Process Re-engineering
- **Capacity Planning:**
  - a) Design & Effective Capacity
  - b) Capacity Cushion
  - c) Capacity considerations
  - d) Managing demand
  - e) Capacity Planning
  - f) Leading vs Lagging Strategies
  - g) Single & Multiple Product Break-Even Analysis for Capacity Planning
- **Location Strategies:**
  - a) Factors Affecting Location Decisions
  - b) Methods for Evaluating Location Alternatives
  - c) Factor Rating Method
  - d) Load-Distance Methods
  - e) Center of Gravity Method
  - f) Service location Strategy

- **Layout Strategies:**
  - a) Types of Layouts
  - b) Layout Design
  - c) Fixed Position Layout
  - d) Process-Oriented Layouts
  - e) Office Layout
  - f) Retail Layout
  - g) Assembly Line Balancing
- **Inventory Management:**
  - a) Role of Inventory in Operations
  - b) ABC analysis
  - c) Record accuracy
  - d) Cycle counting
  - e) Inventory Models
  - f) Fixed Period Systems
  - g) Continuous Review Systems
  - h) Basic EOQ Inventory Model
  - i) Safety Stock
  - j) Service Level

## **B. Supply Chain Management**

- **Introduction to supply chain management and logistics management:**
  - a) What is supply chain management and logistics management
  - b) Objectives, Importance
  - c) Examples of supply chain management and logistics management
  - d) Decision phases in supply chains
- **Supply chain performance:**
  - a) Achieving strategic fit
  - b) Challenges in achieving strategic fit
  - c) Supply chain cost
  - d) Supply chain quality
  - e) Supply chain lead time
- **Supply chain drivers:**
  - a) Facilities as a driver
  - b) Inventory as a driver
  - c) Information as a driver
  - d) Transportation as a driver

- e) Sourcing as a driver
- f) Pricing as a driver
- **Balancing supply and demand:**
  - a) Bullwhip effect
  - b) Demand collaboration
  - c) Information sharing in supply chains
  - d) accurate response strategy
- **Supply chain coordination:**
  - a) Obstacles in coordination
  - b) Vendor managed inventory
  - c) Collaborative planning forecasting and replenishment
  - d) Managerial levers to achieve coordination
- **IT in supply chain management:**
  - a) Role of IT in supply chain management
  - b) Customer relationship management
  - c) Supplier relationship management
  - d) Risk management in IT
  - e) 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