

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Learning Outcomes:

1. Understanding the evolution and growth of the finance function.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques.
3. Financing options available to firms, Tradeoff between debt and equity, Criteria for deciding the optimal financing mix.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

Unit I

Nature, Scope and Objectives of Financial Management. Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Sources and Functions of finance; Concept of Time Value of Money, present value, future value, and annuity; Concept of Risk & Return. Systematic & unsystematic risk (basic concept).

Unit II

Capital Budgeting- Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index Method.

Concept of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of Debt, Equity, Preference shares and retained earnings. Weighted average cost of capital.

Unit III

Capital Structures: Concept and determinants. Theories- Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach.

Leverage- Operating, Financial and combined leverage (concept and computation). Degree of Leverage.

Unit IV

Dividend Decisions—factors influencing dividend policy, Theories of Dividend- Walter's model, Gordon's model, MM hypothesis. Forms of dividends- Cash, Bonus, Stock-Split, Repurchase. Dividend Policy in Practice.

Working Capital Management: Concept and determinants. Concept of Cash management. Motives of holding cash.

TUTORIAL (2 CREDITS)

- **Case Study: At least one case situation to be discussed from each unit.**
- **Seminar/Presentation/Practical/Project Work/ Assignment based on case component/Theory component**

SUGGESTED READINGS:

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education.

BBA 4th Semester	PRODUCTION AND OPERATIONS MANAGEMENT	Major (4+2) Credits
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Course Objective: To help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and services and also helps them appreciate the linkage of operations with corporate strategy and other functional domains include marketing and finance.

Course Learning Outcomes:

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain.
3. Understand different types of production processes and facility layout.
4. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.

Unit-I

An overview, Nature and scope of Production and Operations Management; Historical perspective of Operations Management; Key decisions of OM; Goods vs Services; Operations as a System: Types of production system- continuous and intermittent production system, Job shop, Batch, Mass & Continuous. Operations Strategy- concept, elements and relevance.

Unit-II

Types of Production process selection: concept, characteristics that influence the choice of alternative processes (volume and variety); Layout Decisions: layout planning- Importance; different types of layouts-(Process, Product, Group Technology and Fixed Position Layouts); Concept of Line Balancing. Location Decisions-Objectives, factors that influence location decisions. Capacity Planning-Concept and measures of capacity (input and output).

Unit-III

Production Planning and Control- An overview, stages of Production Planning and Control; Aggregate Planning-Concept, Significance and strategies; Master Production Scheduling- Objectives and Procedure for developing master production schedule.

Unit-IV

Inventory Control: Costs and objectives; Inventory control techniques ; ABC Analysis: Just in Time(JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (EoQ with deterministic demand); Statistical Quality Control (SQC)- basic concept; Basic concepts of Total quality Management, six-sigma and value engineering.

TUTORIAL (2 CREDITS)

Field visit to a local unit/manufacturing firm/trading firm/service firm describing the issues related to the Production & Operations aspects and submitting a brief report thereof.

SUGGESTED READINGS

1. Adam, E.E. & Ebert, R.J. Production and Operations Management. New Delhi, Prentice Hall of India.
2. Kanishka Bedi, Production and operations management, Oxford- (Latest edition)
3. Buffa, E.S. Modern production management, New York, John Wiley
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill, 1989

BBA 4th Semester	MARKETING MANAGEMENT	Major (4+2) credits
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Objective: This course aims to familiarize students with the marketing functioning organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

Course Learning Outcomes:

1. Develop an understanding of various marketing philosophies.
2. Understanding the marketing mix and marketing environment.
3. Understanding segmentation, targeting and positioning.
4. Develop an understanding of decisions concerning 4 P's & 7 P's.
5. Understanding contemporary issues in marketing.

Unit I

Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing Orientation. Steps in Marketing Research Process.

Marketing Environment: Understanding the impact of Micro and Macro environment on Marketing. Concept of Marketing Mix- 4P's and 7P's.

Unit II

Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets.

Consumer Buying Behaviour- Concept and Determinants (demographic, geographic, psychographic and behavioural factors).

Unit III

Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification; Basic concept of Branding, Packaging & Labelling; New Product Development Process. Pricing Decisions- Objectives and Determinants, Pricing strategies.

Unit IV

Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Marketing Channels: Channel functions, Channel Design and Management Decisions.

Trends in Marketing- Social Media Marketing, Rural Marketing, Green Marketing.

TUTORIAL (2 CREDITS)

Field visit to a local unit/manufacturing firm/trading firm/service firm describing the issues related to the sales management aspects and submitting a brief report thereof.

SUGGESTED READINGS: (Latest Editions)

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of human resource management. The course will focus on Indian experiences, approaches and cases on the subject.

Learning Outcome:

1. Understanding the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics.
2. Learning the basic tools and techniques of human resource management systems;
3. Based on case study approach, the students will be able to understand the dynamics of managing people from real-world examples.

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies. Contemporary issues and challenges in managing human resources– globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, Work life balance; HR role in strategy formulation & gaining competitive advantage; HRM issues in Organisations.

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Human Resource Information System (HRIS). Job analysis – Uses, methods; Job description & Job specifications.
Recruitment and Selection: internal & external sources, Process of selection.

Unit III

Training: Concept and Need; Methods of Training. Performance Management System: concept, uses of performance appraisal, performance management methods. Career planning: career life stages. Compensation: factors determining compensation.
Basic concepts of Human Resource Development and Succession Planning.

Unit IV

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems. Industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal mechanism; Collective bargaining- concept and types.

TUTORIAL (2 CREDITS)

- **Case Study: At least one case situation to be discussed from each unit.**
- **Seminar/Presentation/Practical/Project Work/ Assignment based on case component/Theory component**

SUGGESTED READINGS:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.