



Master of Commerce

SEMESTER I

1. Accounting Theory
2. Corporate Governance
3. Financial Management
4. Marketing Management
5. Business Policy and Environment

Semester I

ACCOUNTING THEORY

Module 1: The Meaning of Accounting Theory: The meaning of accounting theory; relationship with accounting research and practice. Syntactical, semantical and behavioural accounting theories. Approaches to formulation accounting theory. Ownership theories - proprietary, entity and fund theories. Case Study Analysis.

Module 2: The IASB Framework for the Preparation and Presentation of Financial Statements: Preface, purpose and scope; Users and their information needs; Objectives of financial statements; Underlying concepts and assumptions; Qualitative characteristics of financial statements; Constraints on relevant and reliable information; Structure and format of financial statements. Physical and financial capital maintenance concepts. Case Study Analysis.

Module 3: Definition, Recognition, Measurement and Disclosure of Elements Financial Statements: The concept of revenue and expense; their recognition principles and processes, measurement methods and disclosure issues. Gains and losses from extraordinary items, discontinued operations, effects of changes in accounting principles, and prior period items. Definition of asset, liability and owners' equity; their types and characteristics; their recognition principles, measurement methods and disclosure issues. Problems and Case Study Analysis.

Module 4: The Framework of Accounting Regulation and Policy: Need for and evolution of accounting regulation in India. Regulatory provisions of accounting in Indian Companies Act. Role of MCA, NFRA, NACAAS, ICAI, SEBI and RBI in framing and enforcing accounting regulation in India. Meaning and objectives of accounting policy. Economic and social consequences of accounting regulation and policies. Analysis of Significant Accounting Policy Statements disclosed by the companies in their annual reports.

References:

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, McGraw Hill, 1999
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting Theory and Analysis: Text Readings and Cases*, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm Books, 2000.
4. Jawahar Lal, *Accounting Theory and Practice*, Himalaya Publishing House, 2008.
5. L.S. Porwal, *Accounting Theory*, TMH, 2000.
6. Thomas R.Dyckman, Charles J Davis, Roland E.Dukes, *Intermidate Accounting*, Irwin McGraw-Hill.
7. Eldon S. Hendriksen, *Accounting Theory*.
8. www.iasb.org.
9. www.icai.org.
10. www.dca.gov.in

SC01: BUSINESS POLICY AND ENVIRONMENT

Course Contents:

- Module 1: Introduction:** Business in a social system; business and economic system; Business objectives; internal environment and external environment.
- Module 2: Business Ethics:** Principles of Business Ethics; Doctrine of trusteeship; unethical practices; good ethics and good business. Social responsibility of business; Doctrine of social responsibility: Rationale of social responsibility; control of monopoly and restrictive and unfair trade practices.
- Module 3: Business Environment:** Business in a social system-internal environment or business-external environment-Economic-political-socio-cultural-technological environment – case studies.
- Module 4: Business Policy:** Importance of business policy-essentials of business policy-classification or business policy-Production policy-personnel policy- Financial policy-Marketing Policy-case studies.

References:

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao.

HC02: CORPORATE GOVERNANCE

Course Contents:

- Module 1: Concept of Corporate Governance:** Its importance-corporate governance and Agency theory-benefits of good corporate governance-present scenario-case studies.
- Module 2: Corporate Ethics:** Concept and Importance –benefits of corporate ethics-corporate philosophy and culture-managing ethics and legal compliance-case analysis.
- Module 3: Corporate Social Responsibility:** Corporate crimes-company and society relations-corporate social challenges-corporate accountability-business and ecology-case analysis.
- Module 4: Corporate Governance in India:** Reforming BOD- Birla Committee-Naresh Chandra Committee-Narayana murthy committee-Audit committee-Corporate governance code-The future scenario-case studies.

References:

1. Business ethics by L.P. Hartman, Tata Mc Grawhill.
2. Business ethics by W.H.Shaw-(Thomson)
3. Corporate management and Accountability by L.C. Gupta (Mc Millan Institute for FM and Research, Chennai-1974)
4. Strategic Management by Hill, Ireland and Horkisson (Thomson)
5. Business and society by Keith Davis (Mc Graw Hill)

M.COM SYLLABUS

HC03: FINANCIAL MANAGEMENT

Course Contents:

- Module 1: Introduction:** Meaning, Scope, and functions of Financial Management. Corporate Objectives - Profit Maximization and Wealth Maximization, their social implications. Concept of Cash Flow and Time value of money.
- Module 2: Capital Budgeting Decisions:** Appraisal criteria for capital budgeting decisions - NPV Vs IRR.- Multiple IRRs - Capital Rationing – Risk Analysis in Capital Budgeting – Measurement of Risk – Project variance – Expected NPV.
- Module 3: Capital Structure and Dividend Decision:** Capital structure theories-NI, NOI, traditional and M-M theories - Cost of Capital - Computation of cost of equity, retained earnings, preference capital and debt- weighted average cost of capital .
Dividend Decision : Determinants of dividend policy – types of dividends - dividend models – Walter’s model – Gordon’s model – Modigliani and Miller’s model .
- Module 4: Working Capital Management:** Meaning and Objectives of WC Mgt. - Management of cash - Baumol and Miller Orr Models – Mgt. of receivables – Credit Policy variables - Mgt. of Inventory – Optimal investment in Inventory – EOQ Model..

References:

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Kotrappa G. Investment Decision Making, Deep & Deep Publishing House, New Delhi.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Horn, Van; Financial management and Policy, Prentice Hall of India.
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Richard Brealey and Stewart Myers, Principles of Corporate Finance, Tata McGraw Hill, 2000.
8. V K Bhalla, Financial Management and Policy: Text and Cases, Annual Publishers, 2002.

HC04: MARKETING MANAGEMENT

Course Contents:

- Module 1: Marketing Concepts and Tools:** Meaning and definition of marketing –scope of marketing- core marketing concepts –evaluation of marketing concepts and its stages – objectives of marketing – building customer satisfaction, value and retention. Direct marketing vis-à-vis on-line marketing – major channels of direct marketing – marketing in 21st century – e-commerce, advantages and disadvantages of direct marketing and on-line marketing.
- Module 2: Scanning the Marketing Environment:** Analysis of needs and trends in macro-environment –classification of macro environment- classification of macro environmental factors.
- Module 3: Market-oriented Strategic Planning** - corporate and division strategic planning – business strategic planning.
- Module 4: Developing Marketing Strategies** - positioning the product, differentiation tools, developing the positioning strategies, product life cycle, marketing strategies, designing competitive strategies. Product line decisions, brand decisions, pricing decisions, promotion decisions, channel decisions.

References:

1. Philip Kotler, Marketing Management, PHI , New Delhi.
2. Rajan Saxena, Marketing Management, TMH , New Delhi.
3. Stanton, Fundamental s of Marketing, TMH, New Delhi.
4. Gandhi, marketing: A Managerial introduction, TMH, New Delhi.



Master of Commerce

SEMESTER II

1. Capital Market Instruments
2. Human Resource Management
3. Organizational Behaviour
4. Computer Applications in Commerce
5. Elective- Retail Banking

HC01: CAPITAL MARKET INSTRUMENTS

Course Contents:

Module 1: Stocks – Valuation - Dividends Growth Model –Bonds and Debentures-Types-Valuation of Bonds and Debentures - Convertible Debentures –Valuation –ADRs, GDRs –Basic features – Benefits to issuing Company –ETFs- Meaning and Importance

Module 2: Innovations in capital markets-Derivatives - Origin, growth and Types of Derivatives – Benefits of Derivatives Market – Criticism of Derivatives

Module 3: Forwards and Futures – Basic features –Classification of Futures- Role of Futures Market – Newspaper Quotes - Pricing of Futures –Futures Market in India.

Module 4: Options- Types of options contracts – Newspaper Quotes - Options payoff Diagrams-Options Market in India –Swaps –Meaning – Currency swaps –Interest Rate Swaps

References:

1. Risk Management – Insurance and Derivatives – By G.Kotreshwar (HPH)
2. Financial Derivatives – By Gupta (PHI)
3. Introduction to Futures and Options Markets – By John Hull (PHI)
4. Derivatives – By D.A.Dubofsky and T.W.Miller (Oxford)
5. Futures and Options – By Edwards and Ma (Mc Graw Hill)

SC01: COMPUTER APPLICATIONS IN COMMERCE

Course Contents:

- Module 1: Computer Applications in Financial Accounting:** Features of Tally ERP.9. Setting up a new company and creating Masters in Tally.ERP9. Data Management, security levels and controls. Technological advantages of Tally.ERP9. Evolution and features of eXtensible Business Reporting Language (XBRL). XBRL Taxonomy of Ministry of Corporate Affairs. Filing of Financial statements using XBRL Software.
- Module 2: Computer Applications in Financial Management and Taxation:** Using MS Excel to solve financial management problems- Present Value, Future Value, NPV etc. Online Trading of Securities. Online Banking. Filing of Online Application for PAN and TAN. Online submission of Income Tax Returns and TDS Return. E-filing of indirect taxes return.
- Module 3: Computer Applications in Statistical Analysis :** Features of SPSS. Creating files and data entry in SPSS. Preparation of frequency tables and graphs. Computation and interpretation of Mean, Standard Deviation, Standard Error, Simple and multiple correlation, regression. Analysis of variance. t-Test, Chi-Square Test.
- Module 4: Computer Applications in Operations Research:** Mathematical formulation of Linear Programming and Integer Programming problems and solving them using computer software.

References:

1. Tally.ERP 9 Essentials, 2009, Tally Solutions Pvt. Ltd.
2. www.xbrl.org.
3. www.iasb.org.
4. www.spss.org
5. www.rbi.org.
6. www.incometax.india.gov.in.
7. www.xbrl.icai.org.
8. www.mca.gov.in
9. www.icai.org.
10. www.bse.org. www.nse.org. www.sebi.org.

HIC02: HUMAN RESOURCE MANAGEMENT

Course Contents:

Module 1: Environmental Context: New economic policy and changing business-technological – socio-economic and political and legal environment, structural reforms and their implications for HRM in India-Response of the management-worker and unions to structural reforms and their implications for HRM in India-Response of the management –Worker and unions to structural adjustment. Concepts of human resource management-Meaning-Objectives-Scope and functions-Perspective of HRM: linking corporate strategies and policies with HRM Organisation of HRM department.

Module 2: Human Resources Planning and Procurement: Job analysis and evaluation-job description-job specification -job rotation and job enrichment. Human resource planning-importance-objectives and problems. Recruitment-meaning-recruitment policy, sources – factors affecting selection decision-selection procedure. Human resource information system.

Module 3: Human Resource development: Meaning-concepts of HRD-objectives of training-organisation of training programmers-methods-advantages and limitations of training. Evaluation of training programme HRD for total quality management. Transfer policy Promotion policy-Demotion and Discipline- consequences of indiscipline –disciplinary procedure.

Module 4: Compensation/Rewards System: Significance of reward system in business organisation. Compensation system in practice-systems of promoting -factors determining employee compensation and rewards-dearness allowance, employee benefits-bonus-laws on wages, bonus and social security-managerial compensation. Performance Appraisal: concepts, objectives philosophy and process of performance appraisal system- counseling.-career planning and management.

References:

1. Human Resource Management: Strategies and Action -Armstrong
2. Human Resource Management -Dr.Ashwathappa
3. Personnel and Human Resource Management -D.A. Deonz and F.P. Robins
4. Personnel Management - Edwin Phillip

HC03: ORGANISATIONAL BEHAVIOUR

Course Contents

- Module 1:** **Introduction:** Meaning-Definitions and scope of organisational behaviour-people-Organisational structure-technology and environment-OB as a Behavioral science-Contributing Discipline to OB-Psychology-Sociology-social psychology-Anthropology-Political science-OB and Management-Comparative roles in organisation-Case studies.
- Module 2:** **Foundations of Individual Behaviour:** Biological Characteristics-Age-Sex-Marital Status-Number of Dependents-Tenure-Ability-Intellectual Abilities- Physical Abilities-The Ability-Job fit personality-personality determinants-Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-learning – Theories of learning shaping-Values, attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes-case studies.
- Module 3:** **Motivation:** The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others – case studies.
- Module 4:** **Foundation of Group Behaviour:** Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-leadership-nature and importance-functions-styles-communications-nature and types-effective communication-Roles of Formal and informal communication-Conflict management-The process of conflict-types of conflict-functional and dysfunctional conflict-resolution of conflict-case studies.

References:

1. Organisational Behaviour: Concept, Theory and Practice-Nirmal Singh
2. Organisational Behaviour - Fred Luthans
3. Organisation Theory and Behaviour - V S P Rao and PS Narayana
4. Organisational Behaviour - Niraj Kumar
5. Organisational Behaviour – K. Aswathappa
6. Management of organisational change –Harigopal

OE01: RETAIL BANKING

Course Contents:

- Module 1: Functions of Banks:** Functions of Reserve Bank of India, Commercial Banks, Private Sector Banks, and Grameena Banks.
- Module 2: Banker and Customer Relationship:** Know your Customer [KYC] guidelines-Opening of different bank accounts and procedures for their operations.
- Module 3: Bank Deposits and Loans:** Different Deposit and Loan Products of Banks, Rate of Interest- Fixed and Floating, Documentation Procedures.
- Module 4: Banking Technology:** Electronic Banking, Core Banking Technology, Debit and Credit Cards, ATMs.

References:

1. Machiraju, H.R., Indian Financial System, Vikas, New Delhi.
2. Verma, J.C. Merchant Banking, TMH, New Delhi.
3. Mithani and Gordeon, Banking Theory and Practice, Himalaya, Bombay.
4. Bhole, L.B., Financial Institutions and Markets, TMH, New Delhi.



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SEMESTER III

1. Business Research Methods
2. International Business
3. Statistics for Business Decisions
4. Portfolio Management
5. Elective- Personal Financial Planning

HC05: BUSINESS RESEARCH METHODS

Course Content:

- Module 1: Introduction:** Objectives and Role of Business Research–Distinct Features of Business Research-Theoretical Setting for Business Research–Ethical Issues in Business Research.
- Module 2: Research Process:** Developing a Research Proposal–Exploratory Research and Qualitative Analysis–Sources of Data- Methods of data collection–Techniques of Communicating with Respondents.
- Module 3: Managing Research Assignment:** Questionnaire Design-Sampling and Fieldwork Techniques Measurement and Scaling Concepts-Attitude Measurement.
- Module 4: Analysis and Presentation:** Application of Univariate, Bivariate and Multivariate methods of Statistical Analysis-Methods of Business Research Report Writing– Language- Referencing- Bibliography.

References:

1. Business Research Methods, William G. Zikmund, The Dryden Press
2. Research for Development: A Practical Guide, Sophie Laws, VISTAAR Publications
3. Methodology in Social Research, Partha Nath Mukherjee, Sage Publications

HC06: INTERNATIONAL BUSINESS

Course Contents:

- Module 1: Introduction:** International Marketing-Trends in International Trade-Reasons for Going International-Global Sourcing and Production Sharing-International Orientations-Internationalization Stages and Orientations-Growing Economic Power of Developing Countries-International Business Decision-Case Studies.
- Module 2: International Business Environment:** Trading Environment-Commodity Agreements-Castes-State Trading-Trading Blocks and Growing Intra-Regional Trade-Other Regional Groupings-SAARC-GATT/WTO and Trade Liberalization-The Uruguay Round-Evaluation-UNCTAI.
- Module 3: Multinational Corporations:** Definition-Organizational Structures-Dominance of MNC's-Recent Trends-Code of Conduct-Multinationals in India-Case Studies.
- Module 4: India in the Global Setting:** India an Emerging Market-India in the Global Trade-Liberalization and Integration with Global Economy-Obstacles in Globalization-Factors Favoring Globalization-Globalization Strategies. Trade Policy and Regulation in India: Trade Strategies-Trade Strategy of India-Export-Import Policy-Regulation and Promotion of Foreign Trade in India-Case studies.

References:

1. Chadha.G.K : WTO and Indian Economy
2. G.S.Batra & R.C.Dangwal : International Business : New Trends
3. Jean Pierre & H.David Hennessay : Global Marketing Strategies

OE01: PERSONAL FINANCIAL PLANNING

Course Contents:

- Module 1: Basics of Personal Financial Management:** The Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Personal Income Tax Planning. Case studies on personal financial planning of individuals.
- Module 2: Personal Savings & Investment:** Investment Criteria- liquidity, safety and profitability. Savings instruments of Post Office and Banks. Chit Funds. Investment in Shares, Debentures, Corporate and Government Bonds, Mutual Fund. Investment in Physical Assets – Real Estate, Gold and Silver. Risk and Return associated with these investments. Case studies on risk and return perception of retail investors on various investments.
- Module 3: Computation of Return and Risk of Personal Investment:** Present Value and Future Value of a Single Amount and an Annuity. Computation of interest, dividend and capital gains on personal investments. Impact of leverage on return. Personal tax planning,
- Module 4: Retirement Savings Plans:** Pension Plans- Defined Contribution Plan and Defined Benefit Plan. Provident Fund, Gratuity. Life Insurance Plans. General Insurance Plans. Reverse Mortgage Plans.

References:

1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw-Hill Publishing Company Ltd. New Delhi.
2. Financial Education by Reserve Bank of India – rbi.org.
3. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers.
4. Information Broachers of Post Offices, Banks, Mutual Funds, Insurance Companies
5. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc.

SC04: PORTFOLIO MANAGEMENT

Course contents:

- Module 1:** **Efficient Market Hypothesis** - Random walk, Levels of efficiency – Weak, semi-strong and strong, Techniques for measuring efficiency, Empirical tests. Portfolio analysis, Markowitz risks return optimization
- Module 2:** **Economic Analysis** - Economic and industry analysis - Economic forecasting and stock investment decisions - Industry analysis - Industry lifecycle - Company analysis- Forecasting company earnings - Valuation of companies - Regression and correlation analysis in forecasting revenues and expenses - Applied stock valuation –Bond analysis and valuation.
- Module 3:** **Portfolio Analysis** – Theory and Practices – Risk Analysis – Types of Risks – Risk Management –Diversification of risk – Analysis of risk – Building a balanced portfolio. Characteristics of portfolio – Principles and Practices – Characteristics of Portfolio Analysis – Liquidity Vs. Safety – Income Vs. growth – Short Term and Long Term – Risk Vs. Return – Need for insuring risk to attract stable investors.
- Module 4:** **Portfolio Performance Evaluation** - Mutual funds - Geometric mean return - Sharpe, Treynor and Jensen's performance measures - Optimal portfolio selection – importance of computer data analysis of security analysis and portfolio analysis

References:

1. Portfolio Analysis and Management – Ballad
2. Modern Portfolio Theory and Investment Analysis – Edwin J. Elton and Martin J. Grubor.
3. Security Analysis and Portfolio Management – Fisher and Gordon
4. Security Analysis and Portfolio Management – V. A. Avdhani
5. Financial Engineering: A complete guide to financial innovation – Marshal / Bansal

SC02: STATISTICS FOR BUSINESS DECISIONS

Course Contents:

- Module 1: Probability:** Meaning, terminology, types and rules. Random variables and use of expected value in decision making. Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.
- Module 2: Sampling:** Meaning of sample and population. Probability and non-probability methods of sampling. Use of random digits to choose random samples. Sampling from normal and non-normal populations. The Central limit theorem. Use of sampling in business decisions
- Module 3: Time Series Analysis :** Variations in time series. Cyclical, seasonal and irregular variations. Trend analysis. Application of time series analysis in forecasting.
- Module 4: Multivariate Analysis:** Multiple regression and correlation analysis. Analysis of Variance. Application of multivariate analysis in business decisions. Using Statistical Package for Social Sciences (SPSS) to solve problems.

References:

1. Wonnacott and Wonnacott: "Statistics for Business and Economics" Wiley Publications
2. Wonnacott and Wonnacott: "Econometrics" Wiley Publications
3. Sanchetti and Kapoor: "Statistics"
4. Morris Hamber: "Statistical Analysis for Decision Making"
5. Richard Livin and David Robin: "Statistics for Management"



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SEMESTER IV

1. International Accounting
2. Operations Research
3. Strategic Management
4. International Financial Management

HC04: INTERNATIONAL ACCOUNTING

Course Contents:

- Module 1: International Financial Reporting:** Definition and scope of international accounting. Main causes of diversity in international financial reporting. International Accounting Harmonization and Standardization. Role of IASB, IFAC, IOSCO, and U.N. International Financial Reporting Standards. IFRS adoption or convergence in countries around the world. Case study analysis.
- Module 2: Accounting for Foreign Exchange Rate Fluctuations:** An overview of foreign currency markets and exchange rates. Accounting for spot and forward foreign currency transactions. Foreign currency translation methods- current rate method, current/non-current method, monetary/non-monetary method and temporal method. IFRS on foreign currency exchange accounting. Problems and Case study analysis.
- Module 3: International Transfer Pricing:** Evolution, meaning and objectives of transfer pricing. Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Problems and Case study analysis.
- Module 4: XBRL for International Financial Reporting:** Framework of eXtensible Business Reporting Language (XBRL). IFRS Taxonomy. Role of XBRL International in adoption of XBRL in different countries around the world. XBRL adoption in India. Case study analysis.

References:

1. International Accounting by Shirin Rathore, Prentice-Hall of India, New Delhi
2. Comparative International Accounting by Christopher Nubs and Robert Parker, Pearson Education Asia, New Delhi.
3. International Accounting: A User Perspective by Shahrokh M. Saudagaran, South-Western Thomson Learning, Australia.
4. International Accounting by A.K.Das Mohapatra, Prentice-Hall of India, New Delhi
5. The Analysis and use of Financial Statements by Gerlad I.White, Ashwinipaul C.Sondhi and Dov Fried, John Wiley, New York.

SC04: INTERNATIONAL FINANCIAL MANAGEMENT

Course Contents:

- Module-1: Environment of International Financial Management:** Introduction- Multinational Enterprise and MNC financial management- Foreign Exchange Market- Determination of Exchange Rates – International Monetary System- Balance of Payments and International Economic Linkages- Parity Conditions.
- Module-2: Financing foreign operations-** International financing and International Financial Markets- Special Financing Vehicles- Designing a global financing strategy.
- Module- 3: MNC Investment-** Analysis- International Portfolio Investment- foreign Direct Investment- Capital budgeting for the MNC- The cost of capital for the foreign investments- management of political risk- International Tax Planning
- Module- 4: Foreign Exchange Risk Management:** Principles of Exposure Management- Working capital management- internal and external techniques

References:

1. Shapir, Multinational Financial Management, Prentice-Hall of India
2. Weston and Brigham, Managerial Finances
3. Buckley, International Capital Budgeting- Prentice- Hall, India
4. Buckley, International Finance- Prentice - Hall, India
5. Adrian Buckley, International Capital Budgeting

HC05 OPERATIONS RESEARCH

Course Contents:

- Module 1: Introduction to Operations Research:** Origin and definitions of operations Research. Characteristics of Operations Research- approach. Models and modeling in Operations Research. Applications of Operations Research in solving business problems.
- Module-2: Linear Programming:** Meaning and mathematical formulation of linear programming problems and their solution using graphic and simplex methods. Duality and dual simplex method. Sensitivity analysis Application areas of Linear Programming. Graphic method. Simplex method. Problems and Case Study Analysis.
- Module- 3: Integer Programming:** Meaning and mathematical formulation of integer programming problems and their solution using the Branch and Bound method for solving pure and mixed integer programming problems. Application areas of Integer Programming. Problems and Case Study Analysis.
- Module- 4: Transportation and Assignment Problems:** Meaning and mathematical formulation of transportation and assignment problems and their solution using models. Problems and Case Study Analysis.

References:

1. Operations Research by Frederick S Hillier and Gerald J Lieberman, Tata McGraw- Hill Publishing Company Limited, New Delhi.
2. Operations Research- Theory and Applications by J.K.Sharma, Macmillian India Ltd. New Delhi.1997.
3. Operations Research – Applications and Algorithms by Wayne L. Winston, Thomson Learning, New Delhi.
4. Operations Reserch by Panneeraselvam, Prentice Hall of India, New Delhi.
5. Practical Problems in Operations Research by Chawla, Gupta and Sharma, Kalyani Publisers. New Delhi.

SC02: STRATEGIC MANAGEMENT

Course Contents:

- Module 1: Strategic Management - An Introduction** - Concept of strategic management - Characteristics of strategic management - Defining strategy, Strategy formulation - Stakeholders in business - Vision, mission and purpose - Business definition, objectives and goals - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies, Tailoring strategy to fit specific industry
- Module 2: Strategic Analysis and Choice** - Environmental Threat and Opportunity Profile(ETOP) - Organizational Capability Profile - Strategic Advantage Profile – Corporate Portfolio Analysis - SWOT Analysis - Synergy and Dysergy - GAP Analysis - Porter's Five Forces Model of competition - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix
- Module 3: Strategy Implementation:** issues in implementation - Project implementation – Procedural implementation - Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioural issues - Leadership style - Corporate culture - Values - Power - Social responsibilities – Ethics.
- Module 4: Strategy Evaluation** - Importance - Symptoms of malfunctioning of strategy - Organization anarchies - Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation,. New Business Models and strategies for Internet Economy - Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce

References:

1. A concept of corporate planning-, Russel Ackoff, Newyork wiley
2. Business policy and strategic management- Tokyo, McGraw hill
3. Strategic Management-Text and Cases- V.S.P. Rao and V. Harikrishna
4. Strategic Management-Azar Kazmi
5. Strategic Management-Francis Cherunillam
6. Strategic Management-Subba Rao
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and A.J.Strickland
9. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M.Shrivastava
10. Strategic Management – Pearce
11. Strategy & Business Landscape - Pankaj Ghemawat