



Programme Project Report (PPR)

Master of Commerce (M.Com.- 21)

- (a) **Programme's Mission & Objectives :** The main objective of this programme is to equip the learners with the latest developments and techniques in the field of banking, insurance, securities market, accounting, finance, taxation, marketing and human resources. The programme also aims at to prepare students to exploit newly created opportunities in their respective accounting field. The programme also provides an avenue for the learners for employment in enhances the academics and also to benefit Industry by providing them with suitably trained persons in the field of accounting & finance. The courses are designed in such a way that they help in meet the growing demand for qualified professionals in the field of accounting and finance. Therefore, the programmes also provide adequate exposure to the learners to the operational environment in the field of accounting and finance and equip them with necessary conceptual, entrepreneurial and analytical skills required for handling the business operation.
- (b) **Relevance of the program with HEI.s Mission and Goals:** The basic objective of the open and distance education is to provides an opportunity to students for acquiring new knowledge and skills that are needed to function in the society. On the successful completion of this programme graduates will acquire the skills and knowledge to pursue high-level positions in industry or government, in areas relevant to their specializations. The degree can prepare the learner for positions in accounting, marketing or other specialist fields. It also gives learners a thorough understanding of commerce for use in many business fields.
- (c) **Nature of Prospective target group of Learners:** The students who wish to join M.Com. program is required to have a bachelors degree in commerce stream from a recognized institution/university. Those who are interested in Banks, Industrial houses, Educational Institutes and Public Accounting firms etc. can join this programme. It also serves as a basis for further higher studies and research in the field such as M.Phil and Ph.D.


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(d) **Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence :** Uttarakhand Open University has been contributing to the development and training of qualified human resource capital for the state. The salient features of this programme are focus on operational areas of business activities and provide opportunity to interact with the leading experts through the special counseling session and also organizing workshops and seminars specially based on the programmes. The course is designed and prepared with the help of learned academia in the field of Commerce. The programme aim to train manpower required for teaching, research, and industry requirements. The programme has been developed for enhancement of the ability of the students in commerce stream by covering accountancy, economic and business laws, business economics, and international business etc.

(e) **Instructional Design :** Open and Distance learning (ODL) is an innovative approach of providing opportunity of learning through Self Instructional Learning Material (SLM) and certain other strategies in a flexible manner at the pace of learners. In this mode, the learner is also provided academic support in the form of counseling and audio/video material in addition to SILM. The University follows the Credit System for its programmes.

The Master of Commerce is of 72 credits and each credit is worth 30 hours of student study time, comprising all the learning activities. Thus, a six-credit course involves 180 study hours. This helps the student to understand the academic effort one has to put into successfully complete a course.

The minimum duration of the programme is 2 years and maximum is 6 years. There are 12 courses, spread across 2 years accumulating 72 credits (Details attached in Appendix I).

One professor, one associate professor, assistant professor and one academic consultant are required for the smooth operation of programme.

The University follows strong students support services by way of providing them Contact classes and special counselling sessions shall take place in week-ends/holidays at regional as well as study centres of the university. The printed materials will comprise of printed course modules/blocks, and printed assignments. Course-specific essential audio and video programmes shall also be developed. These

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video programmes in DVD format shall be provided to the students along with printed material by postal despatch/ by hand from the learning centres.

- (f) **Procedure for admissions, curriculum transaction and evaluation:** Graduates in B. Com from a recognised university are eligible for admission to the M.Com. Programme. Direct admission to M.Com. programme will be offered to the interested students. This programme has been designed with an annual approach in mind. The total numbers of courses in this M.Com programme are 12 and the total number of credits is 72.

Fee structure: Rs. 4000 per annum

Evaluation for each course covers following aspects:

- Self assessment: Self assessment shall take place in each unit with the help of self assessment questions and activities.
- Continuous evaluation through Assignment with a weightage of 30%.
- Term-end examination with a weightage of 70%.

To fulfill the requirements for acquiring the M. Com, a student may clear all the courses in a minimum of 2 years and a maximum of 6 years. Completion of the programme requires successful completion of both assignment component and the Term-end Examination component for each course in the programme.

- (g) **Requirement of the laboratory support and Library Resources:** The practical sessions are not required for this programme. However, the learners will have the facility to use the computer and software packages relevant to the syllabus. Uttarakhand Open University has its own a library at Headquarters, Haldwani, and Dehradun campus which can be utilized by the learners. Further, library resources are also available at Study Centres which can also be utilized by the students. The SLM, supplementary text audio and video material of the various courses of the program will also be available through the e-repository of the University. The University also has a subscription of National Digital Library to provide the learners' with the ability to enhance access to information and knowledge of various courses of the programme.

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- (h) **Cost estimate of the programme and the provisions:** It is proposed to develop the course material with the help of subject experts and academicians across the country. Therefore the cost of writing and editing the course is as follows

S. No.	Item		Total Cost(Rs.)
1	Writing of the Units (Rs. 6000 per unit and Typing Charges Rs. 20 per page)	$288*6000+(3600*20)$ $1728000+72000$	18,00,000 (Appr.)
2	Editing of the Units	$288*3000$	8,64,000 (Appr.)
3	Printing Charges		
Total			

- (i) **Quality assurance mechanism and expected programme outcomes :** The program structure is developed under the guidance of the Expert Committee and Board of Studies of the School followed by Academic Council and Executive Council. The program structure and syllabus is approved by the Academic Council of the University. The course structure and syllabus will be reviewed and revised according to the requirements of the target groups and also as per the needs of the state. The Programme and SILM developed will be continuously upgraded and necessarily be revised after a period of 5 years.
- On the successful completion of the programme, learners will have the skills and knowledge to:

1. Exercise independent judgement to evaluate business problems in complex contexts using social, ethical, economic, regulatory and global perspectives.
2. Integrate advanced theoretical and technical knowledge in business which includes a selection of issues in accounting, auditing and assurance, finance, economics, quantitative methods, information systems, commercial law, corporation law, taxation law and research methods in business related disciplines.


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Course Objective: The objective of the course is to acquaint students with the concepts of macro-economics and the macro environment in which a business organization operates and make them capable of analyzing and understanding the macro-economic policies of the government implemented from time to time and assess their impact on business.

Block-1 Concepts and Dimensions

- Unit-1 Contemporary Global and Indian Environment
- Unit-2 Business and Society
- Unit-3 Social Responsibility of Business
- Unit-4 Consumerism and Business

Block-2 Macro Economic Concepts and Macro Environment

- Unit-5 Macro Economic Environment and Modern Theories of Economic Growth
- Unit-6 Aggregate Demand and Supply
- Unit-7 Inflation
- Unit-8 Unemployment

Block-3 Economic Reforms, Economic Planning and Economic Policy

- Unit-9 Economic Planning in India
- Unit-10 New Economic Policy
- Unit-11 Economic Reforms in India-I
- Unit-12 Economic Reforms in India-II

Block-4 Industrial Policy & Industrial Financial Institutions

- Unit-13 Industrial Policy and Industry Licensing
- Unit-14 Public Sector Enterprises and Small and Medium Enterprises
- Unit-15 Micro-Finance
- Unit-16 Financial Institutions (IDBI, IFCI, ICICI, UTI and SIDBI)

Block-5 Foreign Trade, Foreign Capital and Forex Management

- Unit-17 Foreign Trade: Theories, Issues and Modern Context
- Unit-18 FDI and FII
- Unit-19 Foreign Exchange Rates and Foreign Exchange Markets
- Unit-20 IS-LM-BOP Curve Analysis

Block-6 Globalization and World Trading System

- Unit-21 Globalization, Liberalization and Privatization

Unit-22	Regional Trading Blocks
Unit-23	World Trade and Emerging Environment
Unit-24	Multilateral Trading System

Suggested Readings:

1. Economic Environment of Business, S K Mishra, Puri.
2. Business Environment, C B Gupta, Sultan Chand & Sons.
3. Business Environment, Raj Agrawal, Excel Books.
4. Economic Environment of Business, Adhikari M, Sultan Chand.
5. Economic Environment of Business, Ghosh, Vikash Publishing House.
6. The International Business Environment, Morrison J, Palgrave, 2003

MCM-502 STATISTICAL ANALYSIS AND RESEARCH METHODOLOGY

Course Objective: The objective of the course is to acquaint students with important statistical techniques and quantitative models for managerial decision making and conduct research and process data.

Block-1 Sampling and Sample Design

Unit-1	Introduction and Types of Sampling
Unit-2	Sampling Methods
Unit-3	Point Estimation and Interval Estimation
Unit-4	Sampling and Non-Sampling Errors

Block-2 Probability and Theoretical Distribution

Unit-5	Approaches to Probability
Unit-6	Theorems of Probability
Unit-7	Binomial and Poisson Distribution
Unit-8	Exponential, Beta & Normal Distribution

Block-3 Hypothesis Testing and Significance Tests in Attributes & Variables

Unit-9	Procedure of Testing a Hypothesis
Unit-10	Significance Test in Attributes
Unit-11	Significance Test in Variables (Large Samples)
Unit-12	Significance Test in Variables (Small Samples)

Block-4 Regression, Correlation and Statistical Quality Control

Unit-13	Partial & Multiple Correlation
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Unit-14	Multiple Regression Analysis
Unit-15	Types and Techniques of Statistical Quality Control
Unit-16	Control Charts for Attributes and Variables

Block-5 Non Parametric Tests and Analysis of Variance

Unit-17	Chi-Square Test
Unit-18	Sign Test & Median Test
Unit-19	F Test / Multivariate Analysis Technique
Unit-20	Analysis of Variance (ANNOVA)

Block-6 Research Methodology

Unit-21	Concepts, Approaches and Methods
Unit-22	Research Design
Unit-23	Measurement and Scaling Techniques
Unit-24	Interpretation, Report Writing & Computer Applications in Research

Suggested Readings:

1. S. P. Gupta, Statistical Methods, Sultan Chand & Sons.
2. C.R. Kothari, Research Methodology Methods and Techniques, 2/e, Vishwa Prakashan.
3. Bendat and Piersol, Random data: Analysis and Measurement Procedures, Wiley Interscience.
4. D.C. Sancheti, V.K. Kapoor, Statistics, Theory methods and Application, Sultan Chand & Sons.
5. S C Agarwal, S C Khurana, Research Methodology and Statistical Analysis(for M. Com), V K Publications.
6. Kenneth S Bordens, Bruce B Abbott, Research Design and Methods: A Process Approach, Mayfield Pub. Co.

MCM-504 ADVANCED BUSINESS ECONOMICS

Course Objective: The objective of the course is to acquaint students with the key economic concepts and principles and make them capable to apply and use such principles for effective business administration in a modern environment.

Block-1	Introduction and Basic Concepts
Unit-1	Fundamental Concepts of Business Economics
Unit-2	Basic Problems of the Economy
Unit-3	Methodology, Micro and Macro Economics
Unit-4	Laws of Demand and Supply

Block-2 Theory of Consumer Behaviour

Unit-5 Elasticity of Demand and Supply

Unit-6 Indifference Curve Analysis

Unit-7 Revealed Preference Theory and Hicksian Revision

Unit-8 Demand Estimation and Demand Forecasting

Block-3 Production and Cost Function

Unit-9 Production Function, Basic Concepts and Curves, One Variable Input and Returns to Scale

Unit-10 Theory of Costs

Unit-11 Theory of Firms

Unit-12 Profit Maximization and Competitive Firm

Block-4 Pricing and Market Mechanisms

Unit-13 Market Structure and Equilibrium

Unit-14 Price Theory and its Application

Unit-15 Pricing under Perfect and Imperfect Competition

Unit-16 Strategy and Game Theory

Block-5 Macro Economic Framework

Unit-17 Basic Concepts of Aggregate Demand, Supply, Investment, Inflation and Unemployment

Unit-18 National Income

Unit-19 Consumption and Investment Function

Unit-20 IS-LM Framework

Block-6 Economics of Information and Technological Change

Unit-21 Economics of Information-Concept, Nature and Classification

Unit-22 Technological Change, Productivity and Global Economy

Unit-23 Industrial Innovation and Technology

Unit-24 Risk Uncertainty and Decision Making

Suggested Readings:

1. Business Economics and Business Environment, S K Misra and Puri.
2. Principles of Business Economics, Joseph Nellis, David Parkar.
3. Business Economics, Brian Atkinson, Robin Miller.
4. Economics for Business, Competition, Macro-Stability and Globalization, Mcaleese, Pearson

5. Business Economics, Brian Atkinson and Robinson, Pearson.

MCM-506 INTERNATIONAL BUSINESS AND FINANCE OPERATIONS

Course Objective: The objective of the course is to acquaint students with the environmental dynamics of international business, latest developments in the area of international finance and their impact on international business operations of a firm.

Block-1	International Business and Theoretical Foundations of International Trade
Unit-1	Importance, Nature, Scope and Modes of Entry into International Business
Unit-2	Gains from Trade, Terms of Trade and Foreign Trade Multiplier
Unit-3	Informational Technology and India's Involvement in International Business
Unit-4	Reasons for International Trade and Theories of International Trade
Block-2	Instruments of Commercial Policy and Balance of Payment Account
Unit-5	Tariffs, Quotas and Other Measures and Their Effects
Unit-6	Current and Capital Account Components and Accounting Systems
Unit-7	Issue in Investment, Technology Transfer and Pricing Regulations
Unit-8	Contemporary Developments and Issues in International Business
Block-3	International Business Environment
Unit-9	National Regulation of International Business
Unit-10	Multilateral Regulation of Trade and Investment
Unit-11	Regional Economic Integration
Unit-12	Political, Legal & Economic Environment
Block-4	International Financial Operations
Unit-13	International Capital Structure and Portfolio Investment Decision
Unit-14	International Money and Capital Markets
Unit-15	Foreign Exchange and Interest Rates- Impact on Trade and Investment Flows
Unit-16	International Accounting and Taxation Issues
Block-5	International Economic Institutions, Agreements and Regional Economic Integration
Unit-17	WTO, IMF, World Bank and UNCTAD
Unit-18	Agreements on Textiles and Clothing, GSP, GSTP and Other International Agreements and Treaties
Unit-19	Theories of Customs Union, Common Market and Free Trade Area
Unit-20	EC, NAFTA and Regional Economic Cooperation

Block-6	International Business Management and Planning
Unit-21	Complexities, Issues and Approaches to International Business Management
Unit-22	Environmental Scanning, Monitoring and International Management Information System
Unit-23	Organization and Control Aspects of International Operations
Unit-24	Process, Skills and Management of International Collaborative Arrangements

Suggested Readings:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan *International Business: Environment and Operations*, 12th ed., Prentice Hall, 2009.
2. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York, 2009.
3. Ball, Donald, Wendall H. McCulloch, Hichael Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, 12th edition, 2009, McGraw Hill Co.
4. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall, 2009.
5. Levi, Maurice, *International Finance*, New York, McGraw Hill Inc., 1996.
6. Apte P.G., *Multinational Financial Management* , New Delhi, Tata McGraw Hill, 1998
7. Seth A.K., *International Financial Management* , New Delhi, Galgotia Publishing Company, 2000.

MCM-505 ACCOUNTING THEORY AND PRACTICES

Course Objective: The objective of the course is to acquaint students with accounting knowledge based on generally accepted accounting principles and provide critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with generally accepted accounting principles, and the reports generated by the accounting system.

Block- 1	Theory and Conceptual Framework
Unit-1	Nature, Scope and Role of Accounting Theory
Unit-2	Accounting Methodology and Accounting as an Information System
Unit-3	Accounting Standards in India and Issues in Accounting Standard Setting
Unit-4	Different Approaches to Theory Construction
Block-2	Depreciation Policy and Analysis and Interpretation of Statements of Changes in Financial Position
Unit-5	Depreciation Policy and Valuation of Asset and Liabilities

Unit-6	Measurement and Reporting- Revenue, Expenses, Gains and Losses
Unit-7	Analysis and Interpretation of Statement of Changes in Financial Position- Cash Working Capital and Total Resource Bases
Unit-8	Adjustments for Changing Prices and Financial Reporting
Block-3	Accounting Information And Disclosure
Unit-9	Published Financial Statements
Unit-10	Accounting and Economic Concepts of Income and Value
Unit-11	Reporting to Investors and Employees and Nature of Ownership Equities
Unit-12	Interpreting and Comparing Financial Reports
Block-4	Financial Accounting and Reporting Standards
Unit-13	Financial Accounting Statements and Concepts
Unit-14	Financial Accounting and The Generation of Financial Accounting Data
Unit-15	International Financial Reporting Standards
Unit-16	Financial Accounting and Reporting: Recent Developments
Block-5	Corporate Reporting and Accounting for Multinational Corporations
Unit-17	Objectives, Disclosure Requirements and Harmonization of Corporate Reports
Unit-18	Financial Reporting for Group of Companies
Unit-19	Understanding Consolidated Financial Statements
Unit-20	Management Control Systems and Responsibility Accounting
Block-6	Contemporary Issues in Accounting
Unit-21	Corporate Social Accounting
Unit-22	Human Resource Measurement
Unit-23	Accounting for Intangibles
Unit-24	Behavioural Aspects of Performance Evaluation

Suggested Readings:

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.

Course Objective: The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India and make them capable to apply the rules of business and economic laws to real world conflicts and management challenges.

Block-1 The Companies Act

Unit-1 Company Act – Rules, Regulation and Fundamental Matter

Unit-2 **Audit and Accounts**

Unit-3 Corporate Governance

Unit-4 Company Management

Block-2 IRDA and Consumer Protection Act

Unit-5 IRDA Act- Duties Powers and Function

Unit-6 IRDA Act Regulations and Provision

Unit-7 Consumer Protection Act Need Scope Features

Unit-8 Consumer Protection Councils and Machinery for Redressal

Block-3 MRTP Act, 1969 and Competition Act

Unit-9 An overview of MRTP Act,

Unit-10 Introduction to Competition Act, Improvements over MRTP Act,1969

Unit-11 Authorities under Competition Act (Competition Commission, Director General,
Appellate Tribunal)

Unit-12 Penalties and other provisions of Compensation Act

Block-4 SEBI Act 1992 and FEMA

Unit-13 SEBI Act 1992- Functions and Powers

Unit-14 Guidelines for Securities Market

Unit-15 FERA

Unit-16 FEMA

Block-5 Cyber Law and Environment Laws

Unit-17 Encryption and Cyber Crimes

Unit-18 E-Governance and IT Act, 2000

Unit-19 Constitutional and Administrative Underpinnings of Environmental Law

Unit-20 Prevention & Control of Pollution Laws

Block-6 IPRs and Patent Laws

Unit-21 Basic Principles and Acquisition of IPRs

Unit-22	Ownership and Enforcement of IPRs
Unit-23	Patents and Trademarks
Unit-24	The Patents (Amendment) Act 2005

Suggested Readings:

1. Brenda Hannigan, *Company Law*, 2009 edn, Lexis Nexis, UK.
2. Ramaiya A, Guide to *Company Law*, 2009 edn, Wadhwa Nagpur.
3. The Institute of Company Secretaries of India, *Company Law, Course Study Material*, 2009
4. Jain D. K, *Company Law Ready Reckoner*, 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
5. V.S. Datey, Students' Guide To Economic Laws - 2006, Taxmann Publications Pvt. Ltd., New Delhi.
6. Avatar Singh, Introduction to Law of Negotiable Instruments, Eastern Book Company, Lucknow.
7. N.D. Kapoor, Mercantile Law, 2005 Sultan Chand & Sons, New Delhi.

MCM-604 ADVANCED FINANCIAL MANAGEMENT

Course Objective: The objective of the course is to acquaint the learners with the basic concepts and advanced knowledge of financial management, its functions, tools and techniques, and process of financial management in the realm of financial decision making and to enable them to understand the conceptual frame work of finance.

Block-1 Introduction

Unit-1	Meaning, Nature and Scope of Finance, Financial Goal- Profit vs. Wealth Maximization, Finance Functions
Unit-2	Time Value of Money
Unit-3	Indian Financial System and Impact of Financial and Economical Environment on Financial Management

Block-2 Capital Structure Cost of Capital

Unit-4	Capital structure and its overview
Unit-5	Theories of Capital Structure
Unit-6	Cost of capital and Leverages

Block-3 Working Capital Management

Unit-7	Working Capital Management: An Overview
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Unit-8 Inventory Management

Unit-9 Receivables Management and Cash Management

Block-4 Capital Budgeting and Dividend Policy

Unit-10 Capital Budgeting: Concept and Process

Unit-11 Capital Budgeting Techniques

Unit-12 Dividend Policy and Dividend Theories

Block-5 Long Term Financing

Unit-13 Sources of Long-term Financing

Unit-14 Lease Financing

Unit-15 Venture Capital Financing

Block-6 Corporate Restructuring

Unit-16 Financial Restructuring

Unit-17 Mergers and Acquisitions

Unit-18 Contemporary Issues in Financial Management

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
2. Sheeba Kapil, Financial Management, Pearson Education, New Delhi.
3. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education, 2008.
4. Chandrabose, Fundamentals of Financial Management, PHI, New Delhi.
5. Khan and Jain, Financial Management, Tata McGraw Hill, New Delhi.
6. Maheswari, S.N., Financial Management, Sultan Chand and Sons, New Delhi.
7. Kulakarni. P.V., Financial Management, Himalaya Publishing House Co. Ltd, Mumbai.
8. Van Horne, Financial Management and Policy, Prentice Hall of India, New Delhi.
9. Prasanna Chandra, Financial Management, Tata Mc Graw Hill, New Delhi.
10. Sheeba Kapil, Financial Management Strategy, Implementation and Control, Pragathi Prakashan Publication, Meerut.
11. Bhalla. V. K. (2009). Financial Management and Policy: Text and Cases, 9th Edition, Anmol Publications Pvt. Ltd.

Course Objective: The objective of the course is to impart knowledge to the learners about entrepreneurship and its importance in socio-economic development of the nation and to create interest among them for starting their own business.

Block-1 An overview of Entrepreneurship

- Unit-1 Entrepreneurship: Need, Scope and Philosophy
- Unit-2 Entrepreneurial traits and Types
- Unit-3 Development of Entrepreneurship

Block-2 Entrepreneurial Process

- Unit-4 Creativity, Idea Generation, Screening and Project Identification
- Unit-5 Social Determinants of Entrepreneurial Growth
- Unit-6 Issues in new enterprise management: Locational, environmental and Managerial

Block-3 Theories and Legal Issues

- Unit-7 Theories of Entrepreneurship
- Unit-8 Legal Issues for the Entrepreneur
- Unit-9 Small and Medium Enterprises

Block-4 Entrepreneurship Planning

- Unit-10 Enterprise Planning Process
- Unit-11 Family and Non-Family Entrepreneur: Professionalism vs Family Entrepreneurs
- Unit-12 Women Entrepreneurs: Challenges and Achievements

Block-5 Entrepreneurship Development in India

- Unit-13 Entrepreneurship Development Programmes
- Unit-14 Role of Various Institutions in Developing Entrepreneurship in India
- Unit-15 Growth and Transition through Entrepreneurship.

Suggested Readings:

1. Anil Kumar, S., Poornima, S.C., Mini, K., Abraham and Jayashree, K. 2003.
2. *Entrepreneurship Development*, New Age International Publishers, New Delhi.
3. Gupta, C.B. 2001. *Management. Theory and Practice*. Sultan Chand and Sons, New Delhi.
4. Indu Grover. 2008. *Handbook on Empowerment and Entrepreneurship*. Agrotech Public Academy, Udaipur.
5. Khanka, S.S. 1. 999. *Entrepreneurial Development*, S. Chand and Co., New Delhi.
6. Mary Coulter. 2008. *Entrepreneurship in Action*. Prentice Hall of India Pvt. Ltd., New Delhi.

7. Mohanty, S.K. 2009. *Fundamentals of Entrepreneurship*. Prentice Hall of India Pvt. Ltd., New Delhi.
8. Prasad, R. 2003. *Entrepreneurship - Concepts and Cases*. ICFAI Publications, Hyderabad.
9. Sagar Mondal and Ray, G.L. 2009.- *Text Book of Entrepreneurship and Rural Development*. Kalyani publishers, Ludhiana.
10. Singh, D.1995. *Effective Managerial Leadership*. Deep and Deep Publications, New Delhi.
11. Vasanta Desai. 1997 *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House, New Delhi.
12. Vasanta Desai. 2000. *Dynamics of Entrepreneurial Development and Management*.Himalaya Publishing House, New Delhi.

MCM-603 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Objective: The objective of the course is to develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Block-1 Business Policy and Overview

- Unit-1 Business Policy — Nature, Objective and importance
- Unit-2 Business and Society
- Unit-3 Business Policy and Corporate Strategy

Block-2 Strategic Management and Planning

- Unit-4 Strategic Management: Objectives and Policies
- Unit-5 Basic Model of Strategic Management and Strategic Decision Making
- Unit-6 Tools and Process of Strategic Management

Block-3 Strategy Formulation

- Unit-7 Environment Appraisal
- Unit-8 Organisational Appraisal
- Unit-9 Corporate Level Strategies

Block-4 Strategic Analysis and Implementation

- Unit-10 Strategic Analysis and Decision Making
- Unit-11 Strategy Implementation
- Unit-12 Functional and Operational Implementation

Block-5 Strategy Evaluation and Control

Unit-13	Strategy Evaluation and Control
Unit-14	Strategy and Technology Management
Unit-15	New Approaches in Strategic Management

Suggested Readings:

1. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy-The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. A Kazmi, Business Policy & Strategic Management, Tata McGraw Hill.
4. V S P Rao & V. Hari Krishna, Strategic Management, Excel Books.
5. Lomash, Business Policy & Strategic Mgmt, Vikas Publishing House
6. Ranjan Das, Crafting the Strategy, Tata McGraw Hill.
7. P. K. Gupta, Corporate Strategic Management, EPH.

MCM-605 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: The objective of this course is to acquaint learners with the investment decisions related to financial assets, the risks and the returns involved, and to make them aware of the functioning of securities markets and to provide exposure relating to investment management as well as the optimum decisions in addressing the managerial problems.

Block-1 Introduction

Unit-1	Investment : alternatives and attributes
Unit-2	Security: Concept and Types
Unit-3	Risk-Return trade off: Types of risks and measures

Block-2 Security Analysis

Unit-4	Economic and industry analysis
Unit-5	Company Analysis
Unit-6	Technical analysis and efficient market theory

Block-3 Valuation and Securities

Unit-7	Bond Returns and Valuation
Unit-8	Stock Returns and Valuation
Unit-9	Options and Futures

Block-4 Portfolio Analysis

Unit-10	Portfolio; Meaning and need
Unit-11	Portfolio Selection: Study of different Models
Unit-12	Capital Market Theory

Block-5 Managed Portfolio

Unit-13	Mutual Funds
Unit-14	Investment Company
Unit-15	Performance Evaluation and Managed Portfolio Analysis

Suggested Readings:

1. Prasanna Chandra, Analysis and Portfolio Management, Tata Mc Graw Hill Co. Ltd., New Delhi.
2. Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Pearsons Education (Singapore) Pvt., Ltd., New Delhi.
3. Ranganatham, Security Analysis & Portfolio Management. Pearsons Education (Singapore) Pvt, Ltd., New Delhi
4. Kevin, Security Analysis and Portfolio Management, PHI, New Delhi.
5. Avadani V.A. Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi, 2009.
6. Prethi Singh, Investment Management, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi, 2005.
7. Dhamodharan, Investment Valuation, Johnweely and sons, New York.
8. Sulochana M. Investment Management, Kalyani Publishers, New Delhi,
9. Rustagi. R. P. (2008). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
10. Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
11. Ranganatham, (2004). Investment Analysis and Portfolio Management, 1st edition, Pearson Education.

Course Objective: The objective of the course is to impart knowledge about various aspects of project management and to enable the learners to understand the preparation, appraisal, monitoring & control, and hedging of the risk of industrial projects.

Block-1 Introduction

- Unit-1 Concept and Project Development Cycle
- Unit-2 Project Management: Tools & Techniques
- Unit-3 Project Implementation

Block-2 Project Feasibility Study

- Unit-4 Market Feasibility Study
- Unit-5 Technical Feasibility Study
- Unit-6 Financial Feasibility Study

Block-3 Project Financing

- Unit-7 Means and Sources of Financing
- Unit-8 Financial Evaluation of Projects under Certainty and uncertainty
- Unit-9 Project Approval and Financing Institutions

Block-4 Project Appraisal

- Unit-10 Appraisal Process
- Unit-11 Environment Appraisal
- Unit-12 Social Cost benefit Analysis

Block-5 Project Implementation and Control

- Unit-13 Planning, Implementation and Control
- Unit-14 Network Analysis
- Unit-15 Project Review and Project Monitoring

Suggested Readings:

1. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata McGraw-Hill Publishing Co Ltd.
2. Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach" John Wiley and Sons.
3. John M Nicholas "Project Management For Business And Technology" Prentice Hall of India Pvt. Ltd/

4. James P Lewis "Project Planning, Scheduling And Control" Tata McGraw-Hill Publishing Co Ltd.
5. P Chandra, Projects: Planning Analysis: Selection Implementation & Review, Tata McGraw Hill.
6. P Gopalkrishnan & V E Ramamoorthy, Text Book of Project Management, McMillan.
7. B M Patel, Project Management, Vikas Publishing House.
8. N Singh, Project Management & Control, Himalaya Publishing House.

MCM-606 FINANCIAL MARKETS AND INSTITUTIONS

Course Objective: The objective of the course is to enable the learners to understand various financial services and familiarizing them with the Indian capital market, its operations, instruments, regulations etc.

Block-1 Introduction

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| Unit-1 | Indian Financial System – An Overview |
| Unit-2 | Evolution of Financial System in India |
| Unit-3 | Financial System and Economic Development |

Block-2 Financial Markets

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| Unit-4 | Introduction |
| Unit-5 | Money Markets |
| Unit-6 | Capital Markets |

Block-3 Regulatory and Promotional Institutions

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| Unit-7 | The Reserve Bank of India |
| Unit-8 | The Securities and Exchange Board of India |
| Unit-9 | Stock Exchanges in India: Objectives, Functions and Significance and its Working |

Block-4 Financial Intermediaries

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| Unit-10 | Commercial Banks |
| Unit-11 | Insurance Companies |
| Unit-12 | Mutual Funds and Development Banks |

Block-5 Financial Instruments

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| Unit-13 | Money Market Instruments |
| Unit-14 | Financial Market Instruments |
| Unit-15 | Foreign Exchange Markets and its Instruments |

Suggested Readings:

1. Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi

2. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi
3. Ghosh D: Banking Policy in India, Allied Publications, Delhi
4. Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi
5. Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi
6. Srivastava R. M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai
7. Machirjee, H.R. Indian Financial System, Vikas Publishing, New Delhi.
8. Siddaiah T, Financial Services, Pearson Education, New Delhi.
9. Gordon, E., and Natarajan, K., Financial Markets and Services, Himalaya Publications, Mumbai.
10. Bhatia, B.S., and Gupta G.S., Management of Financial Services, Deep and Deep, New Delhi.
11. Ghosh, P.K., and Gupta, G.S., Fundamentals of Lease Financing, Vision Publishers, New Delhi.
12. Gupta, S.K., and Nisha Aggarwal, Financial Services, Kalyani Publishers, New Delhi.
13. Nalini Prava Tripathy, Financial Services, Prentice Hall of India Pvt. Ltd., New Delhi.
14. Guruswamy, S., Financial Services and Markets, Thomson Learning, Singapore.