

PROGRAMME PROJECT REPORT

(Includes curriculum and syllabus)



M.Com

Submitted

To

The UGC– DEB

(ODL)- MODE

MADHYA PRADESH BHOJ (OPEN) UNIVERSITY, BHOPAL

Raja Bhoj Marg Kolar Road, BHOPAL (M.P.)

Madhya Pradesh Bhoj Open University, Bhopal
PROGRAMME PROJECT REPORT (PPR)
MASTER OF COMMERCE (M.Com)

a) Programme Mission and Objective: This programme is designed to give Learners the ability to develop their career to its fullest potential in the field of commerce. Following are the broader objectives of the programme:

- i. To provides conceptual knowledge, logical reasoning ability and analytical skills in the domain of commerce.
 - ii. To enable the Learners in practical application of the concepts taught during the course.
 - iii. To develop managerial and entrepreneurial skills necessary to venture into the corporate sector.
- IV. It facilitates an all-round development of the student by sensitizing towards the ethical and social needs of the society.

b) Relevance of the Program with HEI's Mission and Goals: Pandit Sundarlal Sharma (Open) University Chhattisgarh is committed to endow with quality education to the mass where regular form of education cannot reach. This programme with its high bound utility will serve the purpose of knowledge and utility in society and Industries.

c) Nature of Prospective Target Group of Learners: The learners of this programme will be the commerce graduates who aim to get higher education in the field of commerce. Personnel's working in Industry can also take the advantage of this programme.

d) Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence: Post Graduate degree in commerce is one of the most prevalent and suitable programme to be offered through Open and Distance Learning mode. The course curriculum is designed so as to facilitate learners to acquire appropriate skills needful in the present market scenario.

e) Instructional Design:

- i. Duration and Credit: This programme has a duration of two years although student may complete the programme gradually within a maximum period of four years. The programme has weightage of 72 credits. In the first year of this programme the student has to study 4 Courses of 32 credit points and in the second year one has to study 5 courses of 40 credit points. Contact sessions for every course will be arranged at the study centre where the

Learners can solve their difficulties.

ii. Medium: The course material for M.Com programme will be in Hindi language. However, Learners can opt for both English and Hindi language for answering the questions in the examination.

iii. Course Structure:

MASTER OF COMMERCE (M.Com)
DURATION OF THE COURSE: 2 YEARS ELIGIBILITY: B.Com

COURSE
SYLLABUS
PART-1/YEAR 1

S.N.	NAME OF COURSE	COURSE CODE	CREDIT/ MARKS
First Year			
1	Business and Economic Environment	MCM-01	6/100
2	Statistical Analysis and Research Methodology	MCM-02	6/100
3	Advance Business Economics	MCM-03	6/100
4	International Business and Finance Operations	MCM-04	6/100
5	Accounting Theory and Practices	MCM-05	6/100
6	Business and Economic Laws	MCM-06	6/100
Second Year			
1	Advanced Financial Management	MCM-07	6/100
2	Entrepreneurship Development	MCM-08	6/100
3	Business Policy and Strategic Management	MCM-09	6/100
4	Security Analysis and Portfolio Management	MCM-10	6/100
5	Project Management	MCM-11	6/100
6	Financial Markets and Institutions	MCM-12	6/100

Note: All the papers of the first year and second year (Group A and B Both) are compulsory and no alternatives are available.

iv. Dissertation: Dissertation is an optional course which learners have to undertake provided that:

- a. A Learner obtains 62% or above in previous year examination.
- b. The dissertation can only be undertaken at University Head Quarter under the supervision of Full Time Faculty or as decided by department concern.
- c. Dissertation shall be of 100 marks, the evaluation of which is based on 70:30 ratio (70% for Project Submission and 30% for Viva-Voce).

v. Learning Method: The learning method developed by University will comprise of independent form of delivery and will constitute the following components:

a) Self-Instructional text books (Self Learning Materials).

b) Offline/Online counselling and contact sessions at the Head Quarter and Study Centre by the subject experts.

vi. Means of Delivery: The Learners are given the syllabus of the courses and also the Self-learning material. It helps the Learners to study a specific topic. If the student has any difficulty, he or she can make a note of it. They can discuss these noted difficulties with the counsellor during the contact session at the study centre.

vii. Requirement of Faculty and Support Staff: Department of Commerce is headed by one Professor, one Assistant Professor on regular basis, two Coordinators and two full time Guest Faculties. At the level of Learners Support Center Counsellors are deputed for effective delivery of the Programme.

f) Procedure for admissions, curriculum transaction and evaluation :

i. Procedure of Admission: The admission for this programme will be on yearly basis (or as decided by the University from time to time). All the admissions for the course will be done through online mode. Applications will be invited by the University within stipulated time period where Learners have to apply for the same with all their testimonials and required fees. The minimum eligibility for admission into this programme for the candidates is having passed B.Com or BBA examination recognized by Pandit Sundarlal Sharma (open) University Chhattisgarh.

ii. Curriculum Transaction: For successful completion of the proposed programme, a candidate has to obtain minimum pass marks in each of the course. Degree will be awarded on the basis of aggregate marks obtained in 1st and 2nd year. Passing in all years will be an essential criteria for the award of degree.

iii. Evaluation Pattern: The pattern of evaluation for each course of M.Com programme will have following components: (a) Continuous Assessment through TMA (b) Term End Examination (TEE)

a) Continuous Assessment through Tutor Mark Assignment: For each course in every year the Learners performance will be continuously evaluated. Continuous assessment schedule and evaluation will be done by the Study Centre which will be monitored by the department concern. The Learners have to submit Tutor Mark Assignment (TMA) carrying 30 marks before the Term end examination (TEE) which will be the base of evaluation.

b) Term End Examination (TEE): Term End Examination (TEE) will be conducted at

the end of the learning period through an examination as like other universities. Term End examination (TEE) of each course will be of 70 marks and will be on subjective mode. The questions in the examination will comprise of very short type answer, brief answers and long type answers. The structure of the examination is as under:

Section	Total No. Of Questions	Type of Questions	Marks
A	8 (All Compulsory Questions)	Objective Type	1X8=8
B	6 (4 Should be answered)	Very Short Type	2.5X 4=10
C	4 (3 Should be answered)	Short Type	5X3=15
D	4 (2 Should be answered)	Semi Long Type	10X2=20
E	2 (1 Should be answered)	Long Type	17X1=17
TOTAL	24 (18 Should be answered)		70 Marks

c) University Fee Structure: The fee structure of the M.Com programme is as under:

Details of University Fees (In Rupees)

Particulars	Year I	Year II	Total
Yearly Fees	7100	7100	14200

g) Requirement of the laboratory support and Library Resources: Laboratory is not required as a part of this Curriculum. Resources in the form of reference books and Journals will be made available to the Learners in the University Central library, which they can access for gaining knowledge.

h) Cost estimate of the programme and the provisions: For .the design, development delivery and maintenance of the programme the fund will be as per the budget allocated by the University in its Annual Budget session.

i) Quality assurance mechanism and expected programme outcomes: The monitoring of the programme will be done on continuous basis by the department concern. Updating of the curriculum and syllabus will be checked by the concerned board of studies and regular monitoring will be done by Centre for Internal Quality Assurance (CIQA) of the University on periodic basis. Learners will be asked to provide their feedback on continuous basis to develop suitable action plans for the programme and will be duly incorporated into the teaching and delivery system.

MASTER OF COMMERCE (M.Com.)

S.N.	NAME OF COURSE	COURSE CODE	CREDIT/MARKS
First Year			
1	Business and Economic Environment	MCM-01	6/100
2	Statistical Analysis and Research Methodology	MCM-02	6/100
3	Advance Business Economics	MCM-03	6/100
4	International Business and Finance Operations	MCM-04	6/100
5	Accounting Theory and Practices	MCM-05	6/100
6	Business and Economic Laws	MCM-06	6/100
Second Year			
1	Advanced Financial Management	MCM-07	6/100
2	Entrepreneurship Development	MCM-08	6/100
3	Business Policy and Strategic Management	MCM-09	6/100
4	Security Analysis and Portfolio Management	MCM-10	6/100
5	Project Management	MCM-11	6/100
6	Financial Markets and Institutions	MCM-12	6/100

Note: All the papers of the first year and second year (Group A and B Both) are compulsory and no alternatives are available.

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-02 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-03 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-04 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, Michael 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-05 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-07 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

- 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*. Agritech 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*. ICAI 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-09 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-10 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-12 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

- 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

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

Block-3 Regulatory and Promotional Institutions

- 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

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

Block-5 Financial Instruments

- 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. Siddalah 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.