

## Programme Project Report (PPR)

### Master of Commerce

- (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 HEIs 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.

*Handwritten signature*

**CHIEF EXECUTIVE OFFICER**  
BANK OF BARODA  
MUMBAI

*Handwritten signature*

**MANAGING DIRECTOR**  
BANK OF BARODA  
MUMBAI

(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

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. 3000 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 20%.
- Term-end examination with a weightage of 80%.

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.




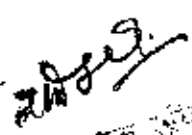
- (h) **Cost estimate of the programme and the provisions:** It is proposed to develop the course material with the help of subject experts and academicians across the country. Therefore the cost of writing and editing the course is as follows

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		
<b>Total</b>			

- (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

  
  
 कुल पंडित  
 उत्तराखण्ड विश्वविद्यालय  
 देहरादून, उत्तराखण्ड

**UTTARAKHAND OPEN UNIVERSITY**  
**SCHOOL OF MANAGEMENT STUDIES & COMMERCE**  
 (DEPARTMENT OF COMMERCE)  
**MASTER OF COMMERCE (M.Com.)**

S.N.	NAME OF COURSE	COURSE CODE	CREDIT/MARKS
<b>First Year</b>			
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
<b>Second Year</b>			
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.**



*(Handwritten Signature)*  
 कुल शिक्षक  
 उत्तराखण्ड मुक्त विश्वविद्यालय  
 काशी (उत्तराखण्ड)



**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

*Handwritten signature*  
20/05/2019  
OFFICE OF THE DEAN  
K. J. Somaiya Institute of  
Management Studies  
Mumbai, India



- 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.

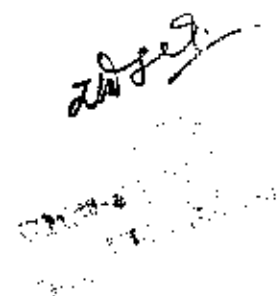
**MCM-03 ADVANCED BUSINESS ECONOMICS**

---

**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

*Handwritten signature*

STATIONER  
 100/1000  
 100/1000

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.

<b>Block-1</b>	<b>International Business and Theoretical Foundations of International Trade</b>
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
<b>Block-2</b>	<b>Instruments of Commercial Policy and Balance of Payment Account</b>
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
<b>Block-3</b>	<b>International Business Environment</b>
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
<b>Block-4</b>	<b>International Financial Operations</b>
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
<b>Block-5</b>	<b>International Economic Institutions, Agreements and Regional Economic Integration</b>
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



*adged*  
STAMPED  
PAPER (A/2000)

<b>Block-6</b>	<b>International Business Management and Planning</b>
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*, 12<sup>th</sup> 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*, 12<sup>th</sup> 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.

<b>Block- 1</b>	<b>Theory and Conceptual Framework</b>
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
<b>Block-2</b>	<b>Depreciation Policy and Analysis and Interpretation of Statements of Changes in Financial Position</b>
Unit-5	Depreciation Policy and Valuation of Asset and Liabilities

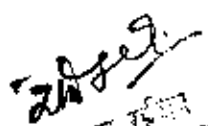
*[Handwritten signature]*  
 [Stamp: MCM-05 ACCOUNTING THEORY AND PRACTICES]  
 [Stamp: UNIVERSITY OF DELHI]

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
<b>Block-3</b>	<b>Accounting Information And Disclosure</b>
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
<b>Block-4</b>	<b>Financial Accounting and Reporting Standards</b>
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
<b>Block-5</b>	<b>Corporate Reporting and Accounting for Multinational Corporations</b>
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
<b>Block-6</b>	<b>Contemporary Issues In Accounting</b>
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.



  
 कुल शिक्षक  
 जयराजराव मुक्त विश्वविद्यालय  
 इंदौर (मिडिया)

**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

*adset*  
 कुल सचिव  
 उत्तराखण्ड मुक्त विश्वविद्यालय  
 हरद्वार (उ.प्र.)

- 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**

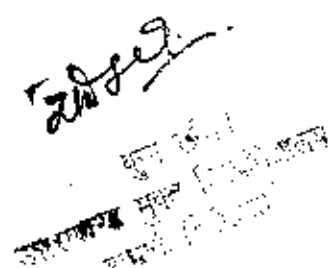
- Unit-1      Meaning, Nature and Scope of Finance, Financial Goal- Profit vs. Wealth Maximization, Finance Functions
- Unit-2      Time Value of Money
- Unit-3      Indian Financial System and Impact of Financial and Economical Environment on Financial Management

**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



Handwritten signature: *Adarsh*

Circular stamp: *STUDY CENTRE FOR FINANCIAL MANAGEMENT*

- 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

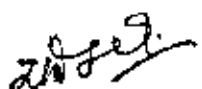
**Suggested Readings:**

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.

MCM-08

ENTREPRENEURSHIP DEVELOPMENT



  
मुद्रांक  
उत्तराखण्ड मुद्रांक विभाग  
शा.सं. 100001



**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.



  
कुल सचिव  
उपराज्य मुख्यालय  
राज्य विद्यापीठ  
राज्य विद्यापीठ

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

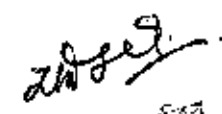
**Block-3 Strategy Formulation**

- 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**

  
 कुल सूचक  
 उत्तराखण्ड मुक्त विश्वविद्यालय  
 हरद्वारी (विशेषांक)

- 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

*adject*

#### 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.

MCM-11

PROJECT MANAGEMENT



शुभ रंजित  
उपप्राध्यापक, मुंबई विश्वविद्यालय  
मुंबई (२०१०)

---

**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.



*Handwritten signature*  
कुल सचिव  
उत्तराखण्ड मुक्त विश्वविद्यालय  
शुभम विद्यापीठ

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**

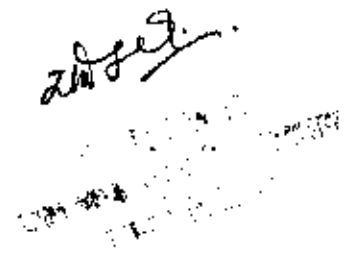
- Unit-10 Commercial Banks
- Unit-11 Insurance Companies
- Unit-12 Mutual Funds and Development Banks

**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.



*adsej*  
उत्तराखण्ड विश्वविद्यालय  
दिल्ली

