

PROGRAMME PROJECT REPORT (PPR)

Name of the Programme: **MASTER OF COMMERCE**

Duration: Minimum 2 years
 Maximum 4 years

Recognition: This Programme was recognized DEC-IGNOU and now by the UGC-DEB

A. PROGRAMME'S MISSION & VISION

Mission: M.com. is a postgraduate course focuses on commerce, accounting, management and economics-related subjects. In other words, it is a Banking course. Banking and Finance is the study of the concepts of Banking, Banking Law, Finance and Financial Management. In other words, M.Com. (Banking & Finance) is a degree programme in which, apart from a general course study in Commerce, the primary focus is on the systematic study of the concepts in the specialised subjects and topics related to Banking and Finance circles. It is an important one that provides many career scopes to the applicants after its successful completion.

Vision:

- Students can have very strong mathematical ability skills which necessary for investment banking.
- Based on specialization, Candidates having M.Com. degree can find employment in financial services, marketing, project management. They also often work in general management and business consulting firms.
- Students get good communication skills and completion abilities and teamwork skills that is must and necessary for banking and finance lines.
- M.Com. graduate can become a Company Secretary who is responsible for efficient running of the company's administration in regard with the compliance with legal and regulatory requirement and for ensuring the decisions made my board of directors are implemented.

B. RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

Kuvempu University is an affiliating State University in Karnataka. Established in 1987, it is a University with a distinctive academic profile, blending in itself commitment to rural ethos and a modern spirit. It has 37 Post-Graduate departments of studies in the faculties of Arts, Science, Commerce, Education and Law. It also has 4 constituent colleges at Shankaraghatta and Shimoga, and two outlying regional Post-Graduate Centres at Kadur and Chikkamagalur.

The Vision and Mission of the University are:

Vision:

Kuvempu University shall strive to become an international centre of excellence in teaching and research to provide high quality value based education to all through various modes to meet the global challenges.

Mission:

Foster creativity in teaching, learning and research to build a knowledge base and promote quality initiative.

Provide access to education to all.

Develop human resources to meet the societal needs.

The Distance Education Programmes are a part of the University's outreach programmes for the rural masses and also to foster University-Society relationship with the motto of "**Education for All**", to provide quality education at the doorsteps of desirous individuals who want to take up higher education, for the discontinued who could not take up formal education, housewives and employees who want to improve and enhance their knowledge. The University firmly believes that education and seeking knowledge is a **Lifelong Learning** concept.

Offering higher education through Distance Mode is an important step taken by Kuvempu University so as to help the student community in their zeal to pursue higher education at UG and PG Level. The University felt the necessity of this when a large number of students, who wanted seats for PG. Studies, could not be accommodated in our regular P.G. Programmes. The University believes that Distance Education Mode is an equally good avenue to be made available to interested students. With these view, Kuvempu University started offering courses through distance mode since 2002-2003. At present it is offering 31 Programmes (earlier called Courses) in various faculties at the U.G., P.G. and PG Diploma levels. These courses were approved by the erstwhile DEC-IGNOU, and now by the UGC-DEB.

Goals & Objectives of Distance Mode Programmes

- Reach out to larger sections of society seeking non-formal education.
- Capacity Building using the non-formal mode platform.
- Concentrate on planning & constant upgrading of facilities to meet new challenges in education through Distance Mode.
- Provide counseling & consultancy to students.
- Offer area/ region wise educational requirements.
- Skill Development and Enhancement.
- To impart quality training through interactive learning module.
- Interactive Pedagogy of teaching-learning and flexible learning environment.
- Provide supportive academic environment and effective teaching.

C. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS:

This course is especially meant for college students who are presently at the entry level and want to expand their knowledge and career. In M.Com., students are given a choice to major in any of the given specializations. Students who want to go for further studies or courses like in research or doctorate level can get a bonus with this course. Many Companies and organizations in today's life are looking for specialized and expert marketers to get higher profit in a smarter way. Here are some Courses in marketing that you can pursue to start a career in marketing.

- Students of M.Com. can even apply for jobs within the Govt. sector. UPSC is a major recruiter of M.Com. students providing a good post and package.
- After completing M.Com., candidates can go for various courses. Some of the best available courses include: Doctorate Degree.
- The Doctorate of Philosophy can be done in many majors like Financial Studies, Commerce, Statistics etc.
- A M.Com. graduate can seek jobs include: Auditing/ Banking and finance/ Electronic marketing/ Funds management/ Management consulting/ Stock Broking.

D. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The program is generally focused on different disciplines like accounting, actuarial science, business management, corporate governance, human resource management, economics, statistics, finance, marketing or supply chain management. There are many more career options present for you in the field of finance as well. Here is the list of finance course that you can pursue for a better career.

On successful completion of Master's degree in Commerce, a student can apply for the UGC-NET or JRF exam; the success in these exams makes teaching or research as good options. M.Com. degree serves as a basis for further higher studies and research in this field such as Ph.D. and M.Phil. Degree in Banking & Finance.

M.com graduates are also eligible for all the certificate courses in Banking, Stock Market, Derivatives, Income Tax etc. This will also give them a specialized skill which will be of greater advantage as compared to other graduates. M.Com. presents a lot of career opportunities to the candidates. Banks and Financial organizations/companies are the major employers of these candidates. In India, Government organizations are the major employers of M.Com Graduates. Central Government companies offer numerous opportunities.

E. INSTRUCTIONAL DESIGN:

(i) Programme Formulation:

Proposal from the concerned PG department to commence the programme was placed before Monitoring Committee of the DDE/Syndicate. Then it will be referred to the BOS concerned for formulation and approval of the syllabus scheme pattern, time allotment for each paper, marks allotment, scheme of examination etc., then it was placed in the Faculty meeting and then Academic Council (the highest body) of the University for its approval.

After approval by both the bodies, the programme was introduced. The academic advisory body of DDE refers the matter to the concerned subject/parent department council for preparation of study material. The concern subject faculty will coordinate with the DDE and the department council, as he/she is on the member in it. Workshops for preparing study material in SLM mode are regularly conducted (with the help of IGNOU experts).

- (ii) **Curriculum design:** The Programme is 2 of years duration with annual examinations. The maximum period allowed is 4 years (double the duration). The Programme structure is as below.

Year	Papers	Marks		
		Term End Exams	Continuous Evaluation/IA	Total
First Year	Course 1: Principles and Practice of Management	80	20	100
	Course 2: Marketing Management	80	20	100
	Course 3: Financial Management	80	20	100
	Course 4: Human Resource Management	80	20	100
	Course 5: International Business	80	20	100
	Total marks	400	100	500
Second Year	Course 6: Organisational Behaviour	80	20	100
	Course 7: Entrepreneurship Development	80	20	100
	Course 8: Retailing and Franchising	80	20	100
	Course 9: Capital Market Operations	80	20	100
	Course 10: Banking and Insurance	80	20	100
	Total marks	400	100	500
Total Marks - I Year & II Year		800	200	1000

- (iii) **Medium of Instruction:**

The medium of instruction shall be English. However, if the candidate prefers provisions are made to write assignments and examination in the regional language i.e., Kannada. Hence, the candidates can opt either in English or Kannada.

- (iv) **Detailed syllabi:** Given as Appendix-01

- (v) **Faculty and Supporting Staff Requirement**

Full time faculty in regular department will be involved in orientation counseling, and face to face programmes. Such programmes are scheduled during the vacation time of the regular department, which will meet the faculty availability and infrastructure need of ODL Programme. Coordinator of the programme, who is a regular faculty member and the Research and Teaching Assistant (RTA) will be in-charge of the Programme, who will address the day to day academic and learner/student support aspects of the Programme.

Regarding supporting staff, DDE has a separate and well equipped wing/office to take care of all the administration and delivery aspects of ODL Programmes.

There is a separate DDE wing in the Office of the Registrar (Evaluation) for all the evaluation and certification aspects headed by a Deputy/Assistant Registrar.

The DDE and Evaluation wings are fully computerized and technical staff assist in all the activities.

(vi) Instructional Delivery Mechanism

Instructional delivery mechanism is through study materials prepared by the experts in the subjects concerned. Study materials (SLM) are prepared in-house by the faculty of the department and the faculty from sister universities.

The study material provided is the general guide and covers the course content in order the learner understand core content of the course concerned. Learner are advised to make use of the reference books in the list of books provided along with the syllabus.

Contact Programme: There will be a contact programme for a minimum duration of 12 days normally. A minimum of 12 days for instruction by experienced and scholarly faculty will be arranged for each paper. There shall be interaction built around lectures, discussions, individual and group activities. A test will be conducted for the candidates in each paper at the end of the contact programme.

Student support service: Students can interact with the Office/Faculty through e-mails and personal visits. SMS alert facility for the students regarding dissemination of information relating to conduct of PCPs/Orientation Programme and Production file submission deadlines etc. Student Support Service is provided through online mode and grievance handling mechanism is adopted with the help of supporting technical staff. All necessary and relevant information are uploaded in the dedicated website: www.kuvempuuniversitydde.org. Internal Assignments with Guidelines, previous years question papers, notifications timetables and results are available from the website.

F. PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION:

As outlined in Section-B, Kuvempu University has a policy to provide opportunity to maximum number of eligible and desirous candidate from all sections of the Society including a class having of low-level of disposable income, rural dwellers, women unskilled men minorities etc.

(i) Eligibility for the Programme

The basic eligibility criterion for pursuing M.Com. degree is having graduate degree in Commerce. Or

Any candidate who has passed the three year degree examination of this University or any University considered as equivalent there to and has secured not less than 40% of the marks in aggregate in the examination for the declaration of class is eligible for admission to the M.Com. degree. Or

As an alternative criterion, graduation degree in Accountancy, Economics or Business/ Management Studies are eligible to M.Com. degree course.

All the candidates who fulfill eligibility criteria are admitted to the programme. If university decides for maximum number of candidates for Programme, admissions are made first come first basis.

(ii) Admission Process

- Notification issued by the Directorate of Distance Education (DDE) in Regional and National News papers and in the official website.
- Uploading of the Application by the candidate through Online only.
- Payment of fee through online (various options like net banking etc.) or through banks/post offices using printout of the challan.
- Submission of the printout of the application by the candidate to DDE along with original documents for eligibility, date of birth etc., and along with fee paid receipt.
- Verification of applications- for fulfillment of eligibility criteria (marks cards) documents, fee paid details.
- Approval of the admission and issue of self learning material (Study Materials) to the students.

(iii) Fee Structure

Figures in rupees as prescribed for the academic year 2017-18

SN	Fee Component	First Year	Second Year
Admission Orientation and Other Components			
1	Registration	1680	--
2	Admission	600	600
3	Orientation/ Tuition fee	1080	1080
4	Study materials	2160	2160
5	Liaison	120	120
6	IA Books	300	300
7	Postage	360	360
8	UDF (DDE)	250	--
Examination , Certification and Other Components			
9	Examination	1030	1030
10	Project Report/ Dissertation	--	--
11	PPC	--	365
12	Convocation	--	900
13	UDF	120	120
TOTAL (Rupees)		7700	7035

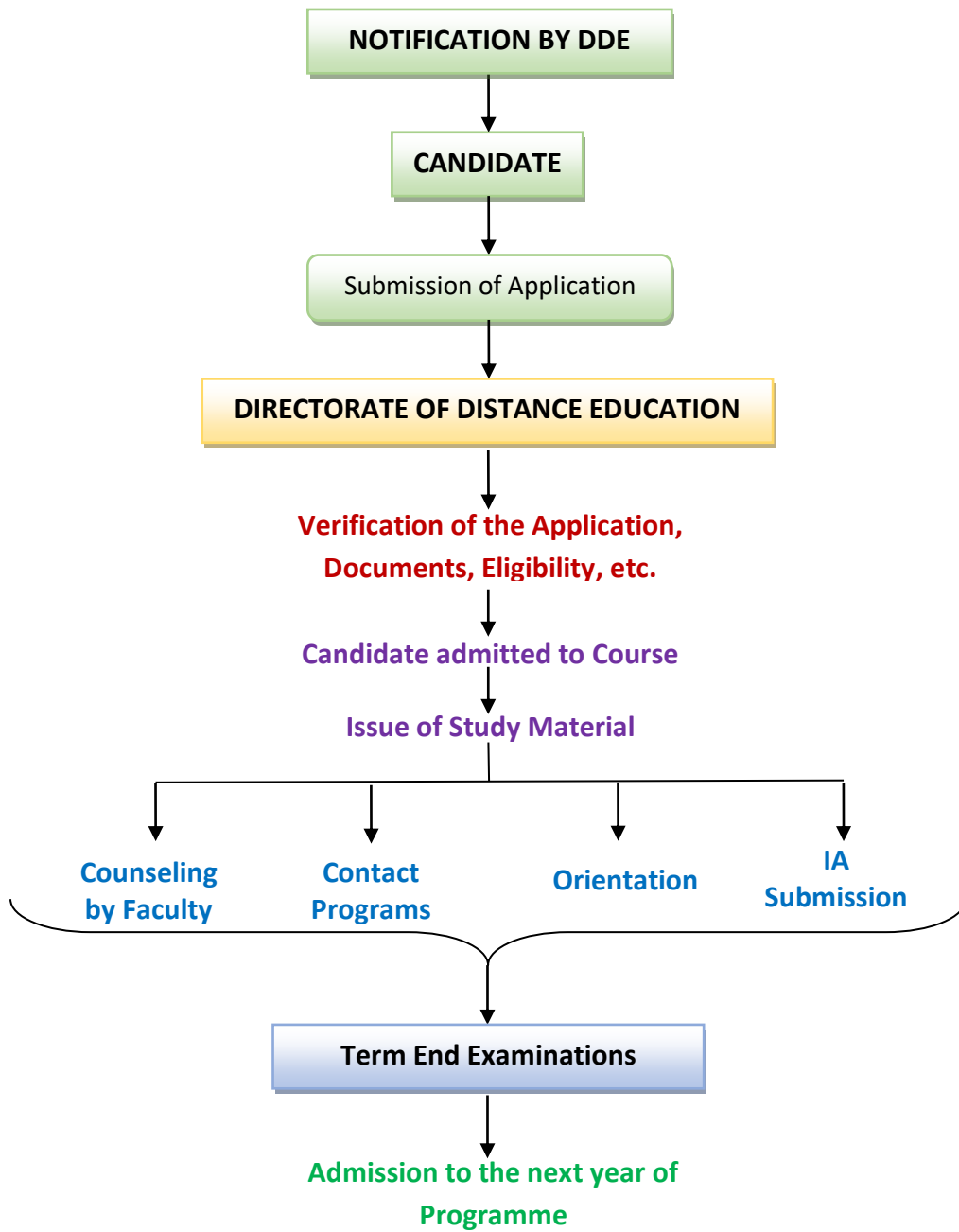
Financial Assistance:

- SC/ST and OBC Students can avail scholarship/fee reimbursement from the concerned State Departments/Agencies
- Fee Concession to Physically Handicap Candidates.
- Fee concession to Employees of the University and their dependents.
- Fee concession to Ex- servicemen.
- Scholarships and education supports extended by various Governmental and Non-Governmental agencies.

(iv) Academic and Activity Planner

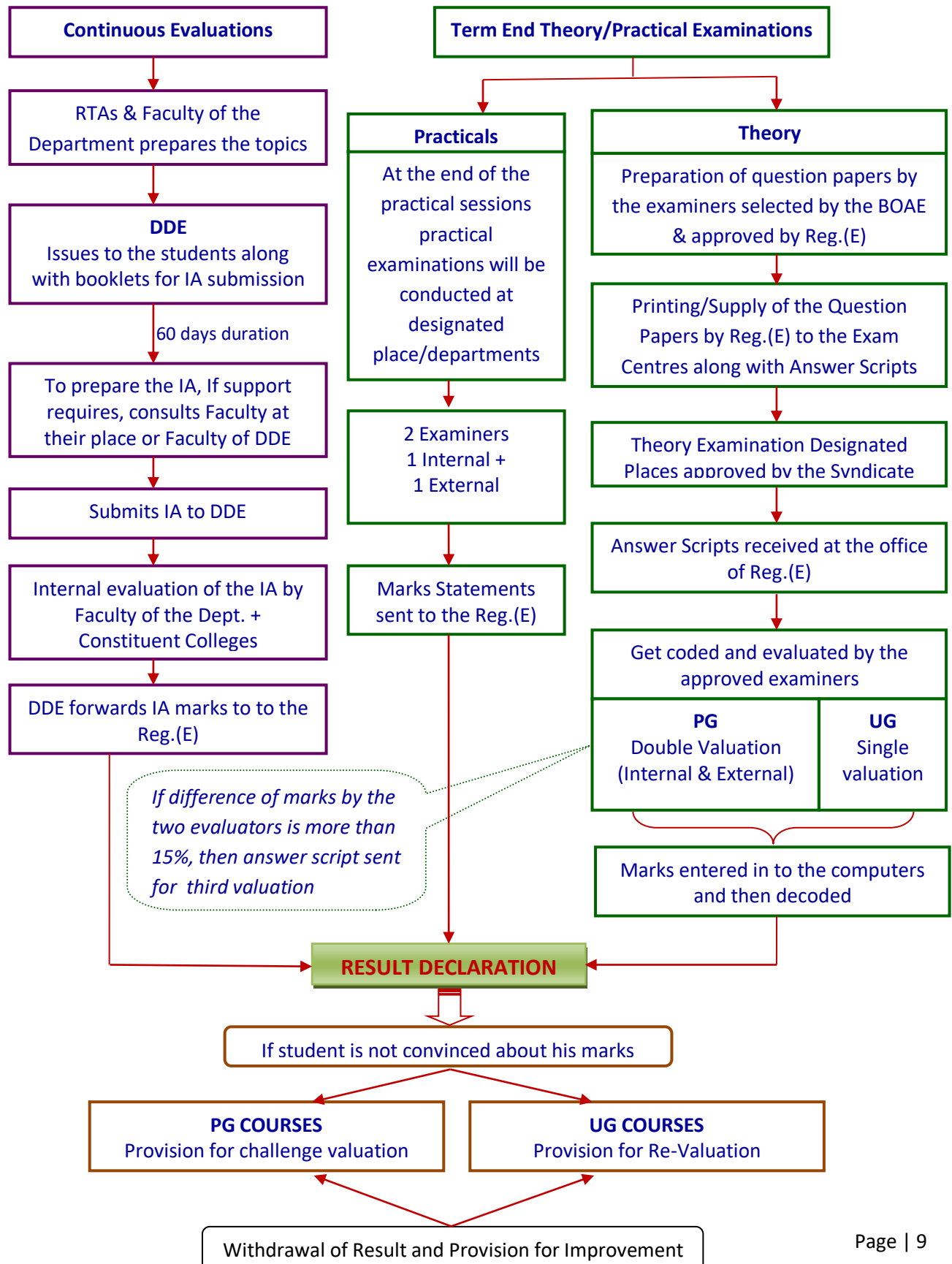
Calendar Year-I		
1	Issue of Notification	July / August
2	Commencement of Online Admissions	July / August
3	Last Date for submission of online applications by the students without Late Fee	October 31
4	Last Date for submission of online applications by the students with late fee	December 31
5	Issue of Study Material and Assignment Books (immediately after verification of the applications)	July to December
Calendar Year-II		
6	Issue of assignment topics Commencement of Counseling sessions	December - January
7	Commencement of Face-to-Face (Orientation) Sessions	February –March
8	Completion of all Orientation Sessions	April 30
9	Last date for Submission of Internal Assignments/ Project Reports	April 30
10	Tentative date for commencement of Examination.	May / June
11	Declaration of Examination Results	August / September

Generalised Academic Flow Chart for the Distance Mode Learners



(v) Evaluation of Learner Progress

Evaluation Process is given here in the form of Flowchart. This Flowchart is common to all Programme at UG, PG and PG Diploma level offered by the University.



Internal Assessments:

- As a part of continuous assessment the candidates will have to complete assignments in the booklets provided by DDE and submit them to the Directorate of Distance Education within the specified date. The Topics & Instructions for I.A. will be notified in the Students Corner section of the website and also issued to the students directly or through Student Counseling Centres.
- It is mandatory to submit the I.A. in the same year of registration. However, if the candidate failed to take up the theory examination, for any reason, such candidate can submit the I.A. in the next year with prior permission from the DDE.
- All students are expected to complete the above assessments before taking the Term end Examination.
- There is no provision for resubmission of I.A.

Provision for class tests and workout exercises: during Counseling and Face-to-Face (Orientation/Contact) programmes.

(vi) Term End (written) Examination:

Duration: Duration: 3 hours, **Maximum marks:** 80

Questions pattern

Section	Type of Questions	Marks	Total
A	Five long answer type with internal choice	14x 5	70
B	Two short answer type questions out of 4	2x 5	10
Total			80

Declaration of class: At the completion of course evaluation (the Programme) the class will be awarded on the basis of the aggregate of marks at both previous and final examinations taken together.

Pass Class : 40% of marks or above but below 50% of marks.
Second class : 50% of marks or above but below 60% of marks.
First Class : 60% of marks or above.

Separate Ranks and Medals are awarded to ODL Learners. Policy for awarding ranks and medals are same as the one followed for the Regular Programme.

Reappearing for Exams: The unsuccessful candidates at the P.G. Examinations of a particular year are required to reappear for those papers/examinations only as per the syllabus of that year. The repeaters are therefore advised to preserve the syllabus and study material until they pass the final year of the course.

Candidates will have to complete all the exams within double the durations of the course (and not the number of attempts). The double the duration is reckoned from the year of registration.

A candidate is permitted to register for the final year examination irrespective of the number of courses failed at the previous theory exams.

(vii) Other Policy/Provisions

Renewal of Registration: Students of II year who have failed to pay the II year programme fee in the respective year are permitted to renew their registration by paying the specified course fee along with registration renewal fee and continue their programme. However they should complete the programme within the maximum permissible period i.e., 4 years.

Bonafide student certificate: Those candidates who require Bonafide Certificate/ Study Certificate can obtain by submitting a written request or a filled in prescribed application form (available from the KUDDE website) along with a fee of Rs. 100/- paid either through Bank Challan or Demand Draft.

Change of Address: Any change in the address of the students should be intimated to the Directorate with a fee of Rs. 100/- paid through a challan of Electronic Transfer. No change of address will be entertained once the students receive their examination hall ticket. The Directorate of Distance Education is not responsible for missing correspondence due to change of address without getting address changed at DDE.

Name Correction: Change of Name, if any required, candidate has to make a written request along with relevant documents as proof of change of name, and by paying specified fee.

Duplicate Registration Card: For issue of duplicate Admission/Registration/ Enrollment card- Rs. 200/- will be charged.

Transfer Certificate: A Transfer Certificate is not required for admission to any of the KUDDE courses. The Directorate will also not issue Transfer Certificate at the time of completion of the course. However, for Lateral Entry admissions a migration and transfer certificate will be required from such students.

Change of Examination Centre: DDE will not entertain any change of exam centre unless there is a proof of change of address and it is permissible.

Discrepancies in Marks cards and certificates: In case of any discrepancies observed in the marks card/ certificates etc., candidates have to bring it to the notice of the Director, DDE through a written request within a period of 3 months from the date of issue of the document.

Miscellaneous: All the original certificates submitted by the candidates in connection with their admission, registration will be returned to them from the Office of the DDE along with the registration certificate. In case any of their certificates are not received back, they must bring the same to the notice of The Director, DDE, Kuvempu University, immediately. The original records will be maintained for a minimum period of three months. If the candidates ask for the originals before three months, their requests will not be entertained.

Preservation of Answer Scripts / IA Scripts: The answer scripts of Theory Exams will be preserved for a maximum duration of 6 months from the date of announcement of results/ revaluation / challenge valuation results. Any query or request for verifications may be submitted, through a written request, within the notified period only.

Similarly, written IA Scripts of the students will be preserved for a period of six months from the date of announcement of the results (First announcement of results). Any discrepancy observed regarding IA marks may be informed to DDE through a written request within three months from the date of issue of results. Later request may not be accepted.

Students are advised to refer the website for notifications regarding preservation of various documents, issued from time to time.

Notwithstanding any conditions mentioned above the University reserves the right to change, alter, and amend any of the above clauses/conditions. In matters of fees for unforeseen issues / certificates/ endorsements the University may fix the amount subject to the existing fee structure or change it from time to time.

Post-Examination Related Issues: For all matters regarding post-examination Certifications - such as, issue of Convocation (Degree) Certificates, Duplicate Marks Cards, Provisional Pass Certificate (PPC), Name Correction, Consolidated Marks Cards, removal of NCL, Academic Transcript, verification of genuineness of Marks Cards and Certificates, and Processing Certificates - enquiries can be made directly at the Office of Registrar (Evaluation). Candidates are informed to contact, for any related information/clarifications, the Helpdesk at the O/o Registrar (Evaluation) by telephone and e-mail ID given the website.

G. LIBRARY RESOURCES

A well established library facility shall be made available with the support of the university library. In the campus we have modern and well equipped building of library in Kuvempu University offers excellent infrastructure facilities in reading, browsing and reference to the students, teachers and research scholars. The library has kept pace with modernisation by introducing CD ROM data base, internet and e-mail facilities. It is also a nodal centre for INFLIBNET, access is available to 10,000 + e-journals online under the UGC- infonet Consortia. There is a well developed digital library and campus network interconnecting all the Post-Graduate departments and offices in the campus.

Further, the DDE will made special effort to upgrade the existing DDE Library exclusively for distance learners with an emphasis on distribution of information and course material online by making use of the state-of-art information and communication technologies.

Library Card: Candidates who are desirous to avail themselves the facilities of Kuvempu University Main Library on the campus will be permitted. They have to obtain a separate Library / ID Card on payment of Rs. 100/- (through Challan of Electronic Transfer). However, no books will be issued to them.

H. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Cost Estimated of the Programme is based on following components
 – calculated for an admission of 100 Students:

SN	Component	Estimate in Rupees
1	Study Material Development – Course Writer honorarium, Review vetting, editing, SLM conversion etc	4.32
2	Printing and Distribution of SLM	2.59
3	Publicity, Awareness Information Decimation Programmes*	0.14
4	Conduction of Counselling, Orientation/Face to Face, etc.	1.62
5	Student Support Services*	0.30
6	TA/DA Meeting Expenses*	0.17
7	Continuous Evaluation / IA	0.18
8	Examination and Certification	2.33
9	Office Automation/ICT/ Communication Related Infrastructure*	0.34
10	Library*	0.22
11	Staff Salaries/ Remunerations/ Other Honorariums – Teaching, Nan-Teaching/Technical/Supporting*	0.96
12	Office Infrastructure*	0.24
13	Laboratory Development and Expenditures	--
13	Learner Centre Expenses*	0.26
14	Others – Office Contingence, Post/Courier, Vehicle Maintenance, Fee reimbursement and such others.*	0.58

Note: * costs that will be incurred collectively for all the Programmes, but given here are the fractions of the total, considering 100 students admission to the Programme.

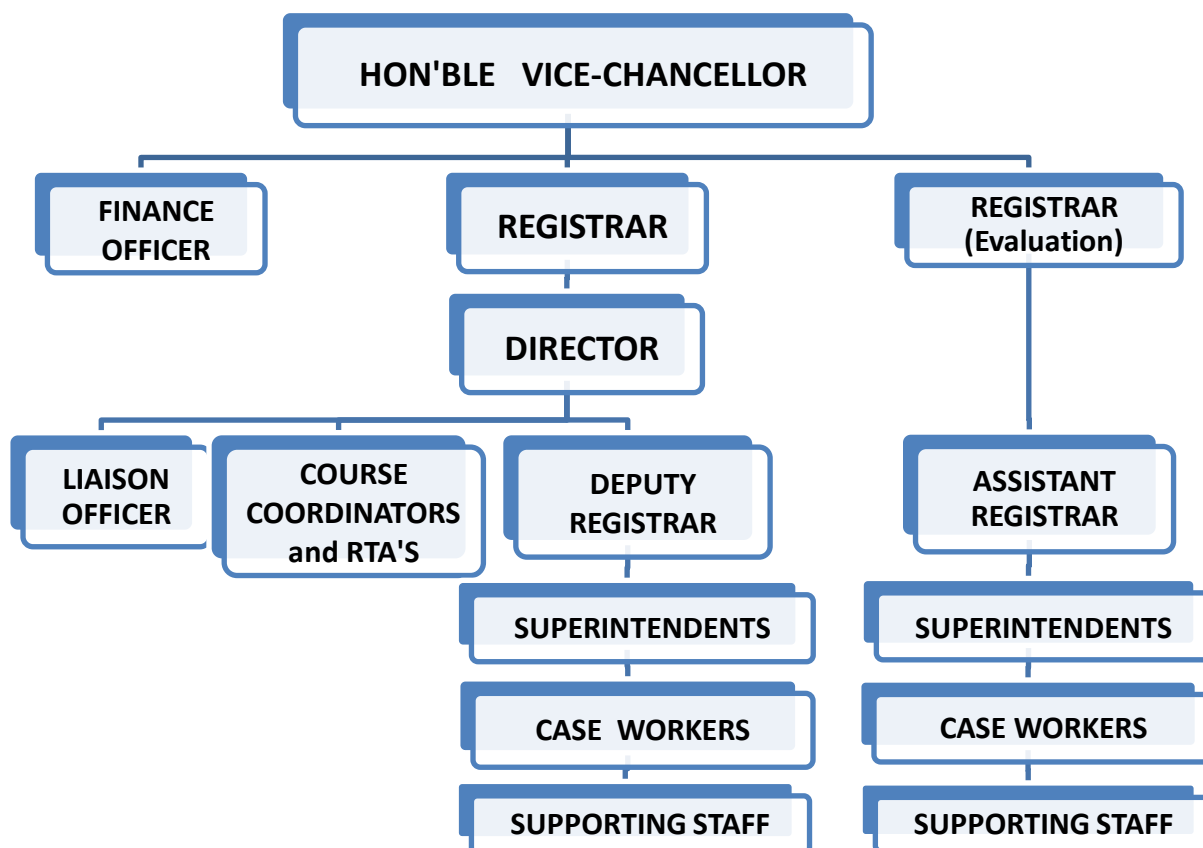
I. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

(a) Organizational Structure, Management and Monitoring Mechanism

The Organizational Structure of the Kuvempu University Directorate of Distance Education (KUDDE) is given below in the form of flowchart.

For the administrative and policy decisions, and reviewing and monitoring of the ODL activities, Kuvempu University has a Monitoring Committee (MC) Chaired by the Honorable Vice-Chancellor. The Registrar, Registrar (Evaluation), Finance Officer, Deans of all the Faculties, Chief Librarian, One Syndicate Member, One Academic Council Member and the Regional Director of the IGNOU, are its members. The Director, DDE is the Organising Member. The operational plans, goals and policies are

decided by the MC, and all the decisions and policy matters are placed before the Monitoring Committee before implementation. The Committee normally meets twice a year to review the ODL Programmes and activities.



Academic Advisory Committee (AAC) of the DDE will review the academic programme performance, content delivery mechanism. Issues regarding course content and syllabi revision of all the Programme offered in ODL mode are discussed and decided in AAC. The Registrar will be the Chairman of the AAC, and Registrar (Evaluation), Chairpersons of all BOSs of the concerned Departments will be the members. The Director/ Deputy Director of the DDE is the Organising Member.

All the major decisions including financial, planning and implementation which are discussed in the MC meeting are placed before the Syndicate of the University and after its approval they will come into force.

The decisions taken by the AAC are placed through the concerned bodies like, BOS/ Examination wing (for evaluation and certification issues) and finally placed before the Academic Council of the University for its approval.

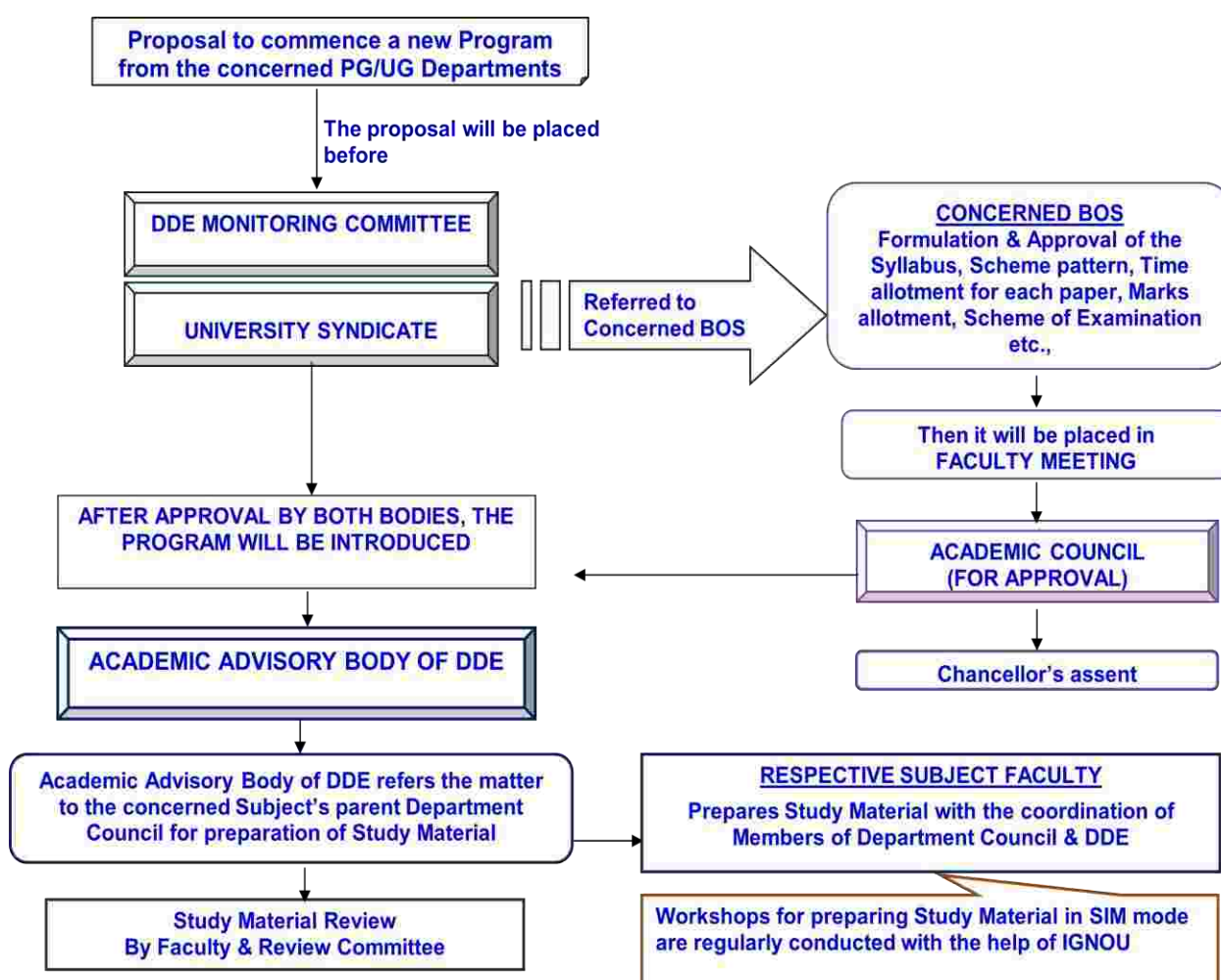
For the internal quality assurance mechanism there is a Internal Quality Assurance Cell of the University.

(b) Programme Development and Approval Processes.

Proposal from the concerned PG/ UG department to commence a new Programme will be placed before Monitoring Committee of the DDE/ Syndicate. Then it will be referred

to the BOS concerned for formulation and approval of the syllabus, programme structure, time allotment for each paper, marks allotment, scheme of examination etc., then it will be placed in the Faculty meeting and then Academic Council for its approval. After approval by both the bodies, the programme will be introduced. The Academic Advisory Body of DDE refers the matter to the concerned Subject's/ parent Department Council for preparation of Study Material. The concern subject Faculty will coordinate with the DDE and the Department Council, as he/ she is one of the member in it. Workshops for preparing Study Material in SIM mode are regularly conducted (with the help of IGNOU experts) and preparation of course material in SLM mode is in progress.

The various steps involved in programme development, approval and implementation are depicted in the flowchart given below.



(c) Programme Monitoring and Review

As a part of the regular monitoring mechanism, feedback from the Learners is obtained at the end of each of the face-to-face programmes - both through discussion and through written feedback form. Feedback form includes mainly three aspects – about appropriateness/ usefulness of learning (study) materials, effectiveness of orientation/ face-to-face programmes and internal assessments/continuous assessment process.

Learner can give their opinion, suggestions and complaints, if any, through the feedback form. Issues raised in feedback are addressed at appropriate level.

There is also Student Support Service and Grievance Cell in DDE in order to address the day-to-day issues faced by the Learners. The Research and Teaching Assistants at DDE and the Coordinator in the concerned the subjects are available for the learner support services. These apart, regular meetings of concerned faculty are conducted in order to plan the orientation and practical session's activity.

It is the policy of the KUDDE to make available the expert faculty of the PG Departments/ Colleges (for UG) and experts from the sister universities in the state who are regular faculty in the respective subjects for the ODL programmes. The same is followed for the Learner Support Centres (LSC). Programme delivery/academic activities at the LSC are also monitored from the Headquarter.

DDE is organizing Coordinators Meet every year wherein all the issues related to ODL programmes – academic, examination, learners related and administration are discussed and remedial measures are considered under the ODL framework of the university. During the Meet academic activities/learners' issues at the LSC are also reviewed.

Detailed Syllabi of M.Com. Programme.

M.COM (PREVIOUS)

PAPER-101: PRINCIPLES AND PRACTICE OF MANAGEMENT

Objective: To help the students to understand the conceptual frame work and practice of management

Instructional Strategy: A combination of Lectures, Case Analysis, Group discussions, Project Assignments, and Seminars.

* COURSE INPUTS *

Module-I: INTRODUCTION TO MANAGEMENT: Concept of Management, The management Hierarchy, Approach to analysing management (Management Functions, Management Roles and Management Skills), Evolution of Management thought, Management by Objective, Management by Exception, The professional manager, Universality of management, Process approach to management, changing style of management.

Module-2: THE BASICS OF PLANNING: Concept, and significance, The planning horizon, Short range, Intermediate and Long range, segmental steps in planning, myths about planning, Importance of Forecasting in planning, Techniques of Forecasting, Contingency factors in planning, Guidelines for effective planning.

Module-3: ORGANISING: Anatomy of an organisation, Principle of organisation, Organisational hierarchy, Building the vertical Dimension of organisation (Unity of Command, Authority and Responsibility, Span of Control, Centralisation and Decentralisation), Building the Horizontal Dimension of organisation (Division of Labour and Departmentalisation), Variables in organisation.

Module-4: LEADING AND MOTIVATING: Power V/S Authority V/S Leadership styles, Transformational and Transactional Leaders, Concept of Motivation, Approaches to analysing Motivation.

Module-5: DIRECTING AND COMMUNICATION: Elements of Directing, Understanding Communication, Communication process; organisational communication systems; The Grapevine, Business in communication, overcoming the barriers.

Module-6: DECISION MAKING: Decision making Problems, Programmed versus Non-Programmed decisions, Creative elements in decision making, Process of decision making, Conclusions for decision making, Rational approach to decision making.

Module-7: FOUNDATION OF CONTROL: The importance of control, The control process, Types of control methods, essentials of effective control systems.

SUGGESTED READINGS:

1. Drucker, Peter, The Practice of Management, Allied Publishers.
2. Drucker, Peter, J, Managements-Tasks, Responsibility, Practices, Allied publishers.
3. Koontz.H & O.Donnel.C, Essentials of Management, McGraw Hill.
4. Robbins, Stephen.P. & Coulter, Mary, Management-Concept and Practice.
5. Koonz & O. Donnel.C, Management-A System & Contingency Analysis of Management Function, McGraw-Hill.
6. Massie.J.L., Essential of Management, Prentice Hall.
7. Allen.L.A., Management and Organisation., McGraw-Hill.
8. Gluecle.W.J., Management, Illinoux, Oryclen Press.
9. Haynes & Massire, Management-Analysis, Concepts, & Cases, Prentice Hall.

10. Newman, Sumer & Warren, Process of Management, Prentice Hall.

PAPER-102: MARKETING MANAGEMENT

Objective : To facilitate understanding of the conceptual framework of Marketing and its applications in decision making under various environmental constraints.

COURSE INPUTS

Module-1: Introduction of Marketing Discipline and marketing Environment: Need to study Marketing discipline - Approaches to study marketing - Definitions of Marketing Management - Core concepts - New concepts

Module-2: Marketing Environment - Meaning Marketing Environment- Marketing Systems - Micro-operating forces - Macro operating forces.

Module-3: Marketing Research : Meaning and Definitions - Areas of application - who should do marketing research - Types of data - Methods of conducting research - Field investigation - Observation - Experimentation - Desk Research - Procedure for doing research - Limitations.

Module-4: Market segmentation: Meaning and definition of Market Segmentation -Need for segmentation - Guidelines for selecting a target market - Bases of Market segmentation - Non-behaviouristic bases and Behaviouristic or Psychological bases-Segmentation strategies.

Module-5: Consumer Behavior : Buying motives - Input-Output Model - Pre-Purchase behaviour Model - Pre-Purchase behaviour Model - Sigmund Freudian psycho-analytical Models - Maslow's Hierarchy of needs - Pavlovian - Learning Model - Marshallian Economic Model - Veblen's Sociological Model - Post-purchase B.M. Leon Festinger's theory of Cognitive dissonance - Swan and Comb's expectations - Performance theory -Organizational buyer behaviour model - Hobbesian theory.

Module-6: Product : Meaning of a product - Product Expectations - why new products fail - Product classification - Product Life Cycle and related strategies - Product mix and related strategies - New product development and related strategies - product Identification and related strategies.

Module-7: Pricing : Meaning and importance of pricing-Factors influencing pricing decisions-cost factors and non-cost factors- pricing practices, strategies and decisions

Module-8: Place : Meaning of Distribution Channels-Need for utilization of services of middlemen-Major channels - factors influencing channel selection - channel policies.

Module-9: Promotion : Elements of promotion - Motivation and Promotion - How to Motivate the sales force, dealers and consumers - Sales promotion tools techniques - Advertising - Strategy, appeals and budget.

Module-10: Service Marketing : Meaning - Product Marketing v/s Services Marketing - Characteristics of service - Marketing mix strategies for services.

SUGGESTED READINGS:

1. Philip Kotler, Marketing Management - Analysis, Planning and Control.
2. William. J. Stanton, Charles Futrell, Fundamentals of Marketing.
3. Mamoria and Joshi, Principles & Practices of Marketing in India.
4. E. Jerome Mc Carthy, Essentials of Marketing.
5. Edward.W.Cundiff, Richard.R., Still, Norman, A.P. Govani, Fundamentals of Modern Marketing.
6. David. J.Luck, Hugh.G.Wales, Donald. A.Taylor, Ronald.S.Rubin, Marketing Research.
7. Ralph Westfall, Stanley.F. Starch, Marketing Research (Text and cases).
8. Philip Kotler, principles of Marketing.
9. Geoffery. K.Francis, Modern Marketing Management.
- 10 S.A.Sherlekar, Modern Business Organisational and Management.
- 11 S. A. Sherlekar, Marketing Management.

12. G.B.Giles, Marketing.
13. E.W.Cundiff & R.R.Still, Basic Marketing.
14. J.A. Howard & J.N.Seth, The theory of Buyer Behaviour.
15. Boyd & Westfall, Marketing Research - Text and cases.
16. S.A.Sherlekar, P.N.Reddy & H.R. Appanaiah, Essentials of Marketing Management.
17. M.L.Bhasin, Indian Marketing.
18. Subrato Sengupta, Brand Positioning.
19. Kotler, Swee Hoonang Leong & Tan, Marketing Management - An Asian Perspective.
20. Schiffman & Kanuk, Consumer Behaviour.
21. J.C.Gandhi, Marketing.
22. Chunawala & Sethia, Foundation of Advertising- Theory and practice.
23. Dr.H. S.Anitha, Marketing in 21st Century, Mangal Deep Publications.

PAPER 103 : FINANCIAL MANAGEMENT

Objective: To help the students to understand the conceptual frame work of financial management and its application under various environmental constraints.

Instructional: A combination of lecturers, case analysis, group discussions, project assignments and seminars.

*** COURSE INPUTS ***

Module-1: Corporate objectives: Meaning and types of finance, nature, financial decisions source of finance, evolution of financial management, corporative objectives, various propositions on corporative objectives - Profit maximization V/s Wealth maximization: Derivation of plausible financial objective of corporation.

Module-2: Capital Budgeting Decisions under certainty: Meaning, importance of capital budgeting, investment proposals - mutually exclusive and independent, step in capital budgeting computation of cash flows treatment of depreciation investment allowance, looking capital proceeds from the sole of existing assets.

Module-3: Capital Budgeting evaluation techniques: Traditional techniques - pay back period accounting rate of return; discounted cash flow techniques - NPV, IRR, MIRR terminal value method, profitability index method, discounted pay back method selection capital projects under capital rationing, need for ranking inconsistency.

Module-4: Capital budgeting decisions under uncertainty situation: Meaning of risk and uncertainty incorporation of risk factors - sensitivity analysis, scenario analysis, standard deviation, co-efficient of variations, probability assignment, decision free analysis, risk adjusted discount approaches, expected utility hypothesis, Mean - variance analysis.

Module-5: Cost of crystal: Meaning, computation of specific cost of capital: cost of equity, cost of debt, cost of preference share capital cost of short term borrowings, cost of retained earning computation of overall cost of capital.

Module-6: Capital structure: Definitions assumptions, theories of capital structure Net income approach (NI) Net operating Income approach Modification Miller (MM) approach in, traditional view, MM hypothesis assumptions, propositions, arbitrage process critical evaluation.

Module-7: Dividend and valuation: Meaning factors affecting dividend policy theories - Relevancy dividend decision - walter's model, garden's model, Lin model. Irrelevancy dividend decision: Modification Miller Theory, critical evaluation, forms of dividend payment, corporate dividend practice in India.

Module-8: Working capital Management: An overview, concepts of working capital types working capital, factors affecting working capital requirements estimation of workers capital, operating cycle.

Module-9: Components of working capital management: Management of cash management of receivables, management of inventory.

Module-10: Development Finance Corporations: IDBI, IFCI, ICICI, SFC and other development corporations.

SUGGESTED READINGS:

1. Van Home, Fundamentals of Financial Management, PHI.
2. Soloman, Ezra, The Theory of Financial Management, Columbia University Press.
3. Weston and Brigham, Essentials of Managerial Finance, the Dryden Press.
4. James C. Van Home, Financial Management and Policy, PHI.
5. Khan and Jain, Financial Management, Tata Mcgraw Hill.
6. I.M. Pandey, Financial Management, Vikas.
7. P.M. Srivastava, Financial Decision Making, Sterling Publishers.
8. S.C. Kuchal, Financial Management, Chaitanya Publishers.
9. John Hampton, Financial Decision Making - concepts, Problems and Cases, PHI.
10. Prasanna Chandra, Financial Management Theory and Practice, Tata Mcgraw Hill.

Paper 104: HUMAN RESOURCE MANAGEMENT

Module-1: NATURE AND SCOPE OF HUMAN RESOURCE MANAGEMENT: Meaning and definition, Difference between personnel management and Human Resource Management, Importance of Human Resource Management, objectives of HRM, Scope of HRM, Characteristics and qualities of Human Resource Manager, Process-system Approach to personnel Management, Evolution and Development of HRM.

Module-2: FUNCTION OF HUMAN RESOURCE MANAGEMENT: Introduction, classification of functions Managerial functions, operative functions, Functional areas of HRM, Organisational structure of HR department, Emerging role of HRM.

Module-3: HUMAN RESORCE PLANNING (HRP) HRP: HRP defined, objectives of HRP, Need for and importance of HRP, HRP process, problems/barriers to HRP, How to make HRP effective? Job analysis and Design-Concepts, why job analysis? Process of job analysis, methods of data collection, concept of Job design, factors affecting job design, methods/Techniques of job design, How to enrich job?

Module-4: RECRUITMENT, SELECTION AND INDUCTION: Meaning and definition of recruitment, factors affecting recruitment, sources of recruitment, recruitment process, recruitment practices in India, methods of recruitment, Effectiveness of Recruitment programme. Selection-meaning and definition, Need for scientific selection, selection methods, difference between recruitment and selection. What is placement Induction socialisation.

Module-5 TRAINING AND DEVELOPMENT: Concept of training, Need for training, Importance of training, Steps in training programme. Executive Development-Concept and objectives, importance of ED, process, methods, Evaluation. Organisational Development-meaning, models, Action research model of organizational Development.

Module-6: JOB EVALUATION: Concepts of job evaluation, objectives of job evaluation, procedure of job evaluation. Advantages of job evaluation, Draw-backs of job evaluation, Methods of job evaluation, Methods of job evaluation, Essentials of successful job evaluation.

Module-7: WAGE AND SALAY ADMINISTRATION: Objectives of wage and salary administration, principles of wage and salary administration, components of wage and salary administration, methods of wage payments, theory of wages, wage legislation in India, wage differentials, Executives remuneration, incentives, benefits.

Module-8: INDUSTRIAL RELATIONS (IR) Concept of IR, scope of IR objectives of IR, importance of IR, approaches of IR, parties to IR, causes for poor IR, Developing sound IR, IR in India, new Economic policy and IR, Labour Legislation. Industrial disputes, causes of Industrial disputes, consequences of Industrial disputes.

Module-9: PERFORMANCE AND POTENTIAL APPRAISAL: Concept of performance appraisal, purpose of performance appraisal, approaches to performance appraisal, process of performance appraisal, methods of performance appraisal, problems of performance appraisal, making performance appraisal more effective, potential appraisal.

Module-10: HUMAN RESOURCE RESEARCH AND CONTROL: Human resource research, HR audit, Human resource accounting, Human Resource Information System (HRIS)-need for HRIS, advantages of HRIS, uses of HMS:

SUGGESTED READINGS:

1. P. Subba Rao, Essentials of Human Resources Management and Industrial Relations-test, cases and Games, Himalaya Publishing House.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India 2001.
3. K.Ashwathappa, Human Resource and Personnel Management, Tata-McGraw Hill-1999.
4. Bemardin, H. J. and Russel, JEA, Human Resource Management: An Experiential Approach. Tata-mcGraw Hill-1993
5. Cascio, WF. Managing Human Reswources:Productivity Quality of Life, Profits, Tata-McGraw Hill-1992
6. Heneman III, HG Schwab, D P, Fossum, J A and Dyer, L D, Personnel/Human Resource Management. Fourth Edition, Universal Book Stall, 1999

PAPER-105: INTERNATIONAL BUSINESS

Objectives: To make the students understand the role of International Business in the world economy and spread of Global Competition.

Instructional Strategy: A Combination of Lectures, Case Analysis, Group Discussions, Project Assignments and Seminars.

*** COURSE INPUTS ***

Module-1: Introduction to International Business (IB): Concept of IB, Nature and Importance of IB, Dimensions of IB, Central Actors in IB, Differences between Domestic and IB, Trade in goods and services, State Trading in IB.

Module-2: IB environment: Environment of IB and its Significance, Economic environment, Socio/Cultural environment-Religion, Language, Culture and Organisational Behavior, Demographic environment, Political environment, Regulatory environment, Natural environment, Technological environment-Transfer Technology.

Module-3: IB Theories: Foundations of IB, International Trade Theories - Theory of Mercantilism, Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage, Heckscher-Ohlin Model, and Leontiff Paradox.

Module-4: International Operational Management: Supply Chain and Value Chain Management, Make or Buy, Global Networking of Operations, Location Strategy, International Logistics.

Module-5: International Investment Process and Finance: Introduction; Alternate Methods of Entry-Licensing; Franchising, International Joint ventures, Subsidiaries and Acquisitions, and Strategic Alliances, Models for making entry mode choice, Determinants of International Investment decisions, and Factors influencing Foreign Investment Decision and Transfer pricing.

Module-6: Globalization: The growing Relevance of Globalization, International/Global Marketing, Why Go International? International Orientations, Internationalization stages, Drivers and Restrainers of Globalization, Restraining Forces, IB Decisions.

Module-7: Multinational Corporations: Definition; Distinction among IC, MNC, GC and TNC; Factors Contributed for Growth of MNCs; Advantages and disadvantages of MNCs; Control over MNCs; Organization Design of MNCs; Relationship between Headquarters and Subsidiaries; MNCs in India; The Indianisation of Transnationals.

Module-8: Direct Foreign Investment: The Motivation for Direct Foreign Investment, Reasons for Direct Foreign Investment, Its Strategies, Techniques; FDI Theories-Product Life Cycle Approach, Corporate Life Cycle Theory, Acquisitions, Problems with Acquisitions, Divestment, Cross, Border Mergers and Takeovers, Barriers to Cross Border Takeover activity, New Start ups, Transaction Cost Analysis.

Module-9: International Monetary System and Foreign Exchange Market: The Euro Dollar Market, Foreign Exchange Market, Determination of Exchange Rates, Exchange Control, Exchange Rate Systems, Exchange Rate Classifications, Convertibility of Rupee, Devaluation, Managing Currency Exchange Risk.

Module-10: Negotiations in IB: Introduction, Negotiations and Communication, Cross-cultural Negotiation Process, Planning and preparation for Negotiations, Managing Negotiations, Negotiating skills, Re-negotiation, Arbitration of Disputes, and Comparative (Cross-cultural) Negotiating styles.

SUGGESTED READINGS:

1. Hill, Charles W.L., 2003. International Business. New Delhi: Tata McGraw Hill Publishing Company Ltd. (4th Edn.)
2. John Daniels and Radebaugh, 2000. International Business. Addison Wesley Longman, Delhi (3th edn)
3. Czinkota, Ronakainen, and Moffett. 2002. International Business. Thomson Asia Pvt. Ltd., India.
4. Francis Cherunilam. 2001. International Business. New Delhi; Wheeler Publishing (2nd edn)
5. 2003. International Business Environment. Mumbai: Himalaya Publishing House.
6. Subba Rao P.2002. International Business. Mumbai; Himalaya Publishing House.
7. Roger Nennett. 1999. International Business. Pearson Education Ltd ,
8. V.K.Bhalla and S.Shiva Ramu, 2003. International Business. New Delhi: Anmol Publications Private Ltd.,

M.COM (FINAL)

PAPER - 201: ORGANISATIONAL BEHAVIOUR

Objectives: To help the students to understand the conceptual framework of Organisational behavior.

Instructional Strategy: A combination of Lectures, Case Analysis, Group Discussions, Project Assignments and Seminars.

*** COURSE INPUTS ***

Module-I: Meaning and Definitions of Organisational Behaviour: Nature of O.B.- Fundamental concepts - Scope of O.B. - Contributing Disciplines to the field of O.B. - Approaches to study O.B. - Historical evolution of O.B. discipline - O.B. Model.

Module-2: Foundations of Individual Behaviour: Causes of human behaviour -personality - perception - Learning - Attitudes - Values - Job satisfaction Motivation

Personality: Definitions of Personality - Determinants of personality - theories of personality: Psycho-analysis Theory-Maslow's Self-Actualization Theory Erickson's stages of personality Development - Trait Theory - Self Theory - Types of Traits - Source traits of personality; the Big Five Model - Major Traits and O.B.

Perception: Definitions of perception- Perception and sensation perceptual process - factors influencing selection - Perceptual

Grouping - Major influences on perception- Factors influencing perception. Learning: Definitions of learning-Nature of learning- Learning Vs Maturation-Principles of learning- Learning Theories: classical conditioning-operant conditioning-Cognitive learning Theory-Social Learning Theory.

Attitudes: Definitions of Attitudes- Formation of attitudes-Types of attitudes-Functions of attitudes-Changing attitudes.

Values: Definition of values-Values & attitudes-Types of Values-Formation of Values.

Job-Satisfaction: Definitions-Consequences-Sources-Measuring of job satisfaction - Ways - Benefits of JS study.

Module-3 Foundations of Group Behavior: Determinants of Group Behaviour-Group Structure-Group Process-Group Tasks-Small Groups-Types of Groups-Group Development-Group Norms-Group Cohesiveness-consequences- Decision-Making in Groups-Strategies-Teams-Types, Benefits. Teams Vs Groups.

Module-4 Organisational Change and Development: Organisational culture - work stress - Organisational Change - Organisational Development and Effectiveness.

Organisational Culture: Definition - Cultural Dimensions - Formation - Sustenance - Managing Organisational Culture.

Work Stress: Definitions - Sources of Stress - Stress Model - Strategies for coping stress
Organisational Change: Definitions - Levels of Change - Causes of Change - Resistance to Change - Implementing Change - Methods of Introducing Change.

Organisational Development: Prerequisites for OD - OD Techniques - MBO, Grid Training - survey feed back - Team building - Sensitivity Training - QWL Programmes.

Organisational Effectiveness: Nature and levels of Effectiveness - Approaches - Model of Organisational Effectiveness.

SUGGESTED READINGS:

01. Rosemary Thomson & Christopher Mabey - Developing Human Resources.
02. Gregory Moorhead & Ricky W. Griffin - Organisational Behaviour.
03. L.M. Prasad - Organisational Behaviour.
04. R.A. Sharma - Organisational Behaviour.
05. Fisher, Lyle & James - HRM.
06. M.G. Rao- Human Behaviour at work.
07. R.C. Sastry - Dharmic Values & HRM.

PAPER - 202 : ENTREPRENEURSHIP DEVELOPMENT

Objectives: To make the students understand about the different aspects pertaining to Entrepreneurship Development.

Instructional Strategy: A Combination of Lectures, Case Analysis, Group Discussions, Project Assignments and Seminars.

*** COURSE INPUTS ***

Module-1 Introduction: Concept of Entrepreneur and -Entrepreneurship; Characteristics of Entrepreneurs; Types of Entrepreneurs; and the Role of Entrepreneurship in Economic Development.

Module-2 Intrapreneur and intreprenurship: Intrapreneur Vs Entrepreneur, Manager Vs Entrepreneur; Rural Entrepreneurship.

Module-3 Theories of Entrepreneurship: Rural Entrepreneurship: Definition; Risks faced by Rural Entrepreneurs; Strategies for Development of Rural Entrepreneurship.

Module-4 Women Entrepreneurship: Concept; Problems of Women Entrepreneurs; Development of Women Entrepreneurship; The Role of Women • Entrepreneurs Associations.

Module-5 Conceptual Models of Entrepreneurship Development: Models of John Kao, Udai Pareek and Nadkarni, NISIET

Module-6 Entrepreneurial Development Programmes: Concept; Need for Training and Development; Phases of EDPs

Module-7 Project identification and formulation: Elements of Project Formulation; Feasibility Report.

Module-8 Institutional support system for entrepreneurship: Institutions for Entrepreneurial Development; DICs, SISIs, SIDCOs, NISIET, EDIT, NIESBU, TCOs, and a Broad Overview of Central and State Level Financing Institutions.

SUGGESTED READINGS:

1. Gupta and Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons.
2. Donald L Sexton and Raymond W Smilor, The Art and Science of Entrepreneurship.
3. SIET, Hyderabad, Developing Entrepreneurship - Issues and Problems.
4. Jain and Varshney, Entrepreneurship Development - An Indian Perspective.
5. Peter Kilby, Entrepreneurship and Economic C Development, The Free Press.
6. Jules Backman, Entrepreneurship and the Outlook for America.
7. McClelland. D.C, The Achieving Society, D.Van Nostrand.
8. Venkatehwar Rao and Udai Pareek, Developing Entrepreneurship - A Hand Book, Learning System.
9. Vasanth Desai, Dynamics of Entrepreneurial Development and Management.
10. J.S. Schumpeter, Theory of Economic Development.
11. R.N. Hadimani, Dynamics of Industrial Entrepreneurship.
12. Peter Drucker, Innovation and Entrepreneurship.

PAPER 203: RETAILING AND FRANCHISING

Objectives: To impart knowledge to the students regarding retailing and franchising business.

*** COURSE INPUTS***

Module 1 : Introduction to Retailing: What is retailing-Functions of a retailer-Changing structure of Relating.

Module 2 : Retailing in India: Evolution of Retailing in India-Size of retailing in India-Challenges to retailing in India.

Module 3 : Retail Models and theories of retail development: Evolution of retail formats-theories of retail development-concept of life cycle in retailing-Business & other models.

Module 4 : Understanding the retail consumer: Need for studying consumer behaviour-factors influencing retail shopper-customer decision making process-market research for understanding consumer.

Module 5 : Retail strategy: What is strategy-retail perspective-concept of branding-retail value chain.

Module 6 : Retail Franchising: Concept of franchising - Evolution of franchising-types of franchising-advantages & disadvantages of franchising-franchising in India.

Module 7 : Retail store locations: Types of retail locations-Steps involved in choosing a retail location-Methods of evaluating a trading area.

Module 8 : Managing retailing: Organization structure-Creating structures for small stores-single stores-independent retailers; Human resource management in retailing-identifying various roles in organisation-recruitment-training-motivation-performance evaluation.

Module 9: Retail store operations: Key roles in a store environment-Elements/components of retail operations.

Module 10 : Financial aspects of retailing & Ethics in retailing: Retail economics-measures of performance-performance evaluation-Ethics in retailing-customers-community and general public-employees-business partners-shareholders.

REFERNCES :

1. Retail strategy: Planning and control-David Walters, Jack Hanrahan.
2. The Art of Retailing-A.J. Lamba.
3. Site Selection: New Advances in Methods and Technology-R.W. Buckner.
4. Retailing Management-Michel Levy.

5. Retailing-Mason, Mayer and Ezell. Beyond Marketing: A furthering concept-Philip Kotler, Sidney Levy.
6. Handbook of supply chain management-J.B. Ayers.

PAPER - 204: CAPITAL MARKET OPERATIONS

Objectives: To impart knowledge to the students regarding Capital market operations.

*** COURSE INPUTS***

Module-1: Investment Management: Meaning, nature and Scope of investment. Investment process, investment attributes, investment avenues; component of investment risk, Measurement of risk and return of investment.

Module-2: Meaning and Importance of Capital Market: Introduction, Indian Capital market participants, transaction costs in capital market, structure and institutions, financial institutions, Development institutions and investment institutions, Recent trends and developments in Capital markets.

Module-3: Primary Market: Meaning, functions, kinds of capital issues, eligibility norms for public issue, Green shoe option, book-building-process, benefits and limitations. Free pricing of issues, lock-in-period, e-IPO. Rights issue-procedure for right issue, Private placement and preferential offer, Bought out deal. Parties involved in the new issue market, pricing of new issue and SEBI guidelines. SEBI and investors' protection and education fund. Employee stock option plans.

Module-4: Secondary Market: Meaning and importance, organization of stock exchanges, listing of securities - legal provisions, conditions, advantages, delisting of securities-SEBI guidelines, Trading mechanism-open outcry system, scrip less trading, screen based trading system, on-line trading, Internet trading and WAP Trading, process of buying and selling of shares, types of orders, share groups, risk management in secondary market, Demutualization of stock exchanges, insider trading.

Module-5: BSE, NSE, ISE, OTCEI and Stock Markets Abroad:

BSE: The trading system, securities traded, surveillance system, BOLT, protection against default.

NSE: Beginning, promoters, membership, capital market segmentation, types of order, volume conditions, advantages of NSE, recent trends.

ISE: Beginning, participants, membership, mode of functioning, risk management and surveillance.

OTCEI: Beginning, Promoters, players in the market, scripts to be traded, listing norms, trading system, settlement system, market making, and present situation.

STOCK MARKET ABROAD: Stock market in the US the New York stock exchange, NASDAQ, stock market in the U.K.

Module-6: Stock Market Indices: Individual stock quotations, stock market indices-usefulness, The BSE sensitive index-methodology in calculating stock index, S&P, CNX, Nifty Junior, S & P CNX 500.

Module-7: Options: How options work, types of option contracts, call options, put options, option trading- trading activity, most active options, trading on exchanges, commissions. Margin, factors determining option value.

Module-8: Futures: Features of a futures contract, mechanics of trading, futures contract; the Global Scene, financial futures, equity futures in India, pricing of future contracts, uses of future contract.

Module-9: Depositories: Meaning, definition, objectives, depository process, trading in depository system, Dematerialization and rematerialisation depository system in India, NSDL, SEBI regulations.

SUGGESTED READINGS:

1. Barua, Reghunathan and Verma: Portfolio Management Tata McGraw Hill, Delhi
2. Clark, James Francis: Investment - Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J : Investment Management, Prentice Hall, International Edition, New York.
4. Fischer, D E and Jordan R J : Security Analysis and Portfolio Management, Prentice Hall, Delhi.
5. Sharpe, William F, Fordon J Alexander and J V Baily: Investments Prentice Hall, Delhi.
6. Strong, Robert: Portfolio Construction: Management and Protection, West Publishing Co.
7. Sharpe, William F: Portfolio Theory and Capital Markets, McGraw Hill, New York.
8. Elton Edwin J, Gumber Martin J : Modern Portfolio Theory and Investment Analysis : John Wiley, New York.

Paper - 205: BANKING AND INSURANCE

Objectives: To provide an understanding of the nature and functioning of banks.

Instructional Strategy: A Combination of Lectures, Case Analysis, Group Discussion, Project, Assignments and Seminars.

*** COURSE INPUTS ***

Module-1: Nature of Banking Business: Banking and other financial institutions in India: Official regulations and control over banks and other financial institutions: Socio-economic environment and socio obligations of banks in India; An overview of monetary system in India Recent development and current issues, problems in bank management in India; Branch location, Policies and decisions.

Module-2: Organizing and Managing Banks: Alternative organizational structure of banks; Forms of banking - unit banking, branch banking, group banking, chain banking, satellite and affiliate banking, and correspondent banking; Organizational structure of banks and relative advantages and disadvantages, Management of Rural branches.

Module-3: Financial Management in Commercial Banks: Management of liabilities; Management of assets; Expenditure control and profitability.

Module-4 Introduction: Need for security against economic difficulties, risk and uncertainty; Individual life insurance-nature and uses of life insurance; Life insurance as a collateral, as a measure of financing business continuation, as protection of property, and as a measure of investment.

Module5 Life Insurance Contract: Distinguishing Characteristics; Utmost good faith; Insurable interest; Caveat emptor; unilateral and allegory nature of contract; Proposal and application form: Warranties; Medial examination; Policy construction and delivery; Policy provision; Lapse; Revival, Surrender value; Paid-up policies; Maturity, Nomination, and assignment; Suicide and payment of insured amount; Loan to policy holders.

Module-6 Life Insurance Risk: Factors governing sum assured; Methods of calculating economic risk in life insurance proposal; Measurement of risk and mortality tables. Calculation of premium; Treatment of substandard risks: Life insurance fund; Valuation and investment of surplus; Payment of bonus.

SUGGESTED READINGS:

1. Desai, Vasant: Principles of Banking Management, Himalaya Publishing House, Delhi.
2. Reed, E W: Commercial Bank Management, Harpet and Row Publishers, New York.
3. Ghotgalkiar, R K : Service Condition of Bank Employees, Himalaya Publishing House, Delhi.
4. Fhitgalkar R K Disciplinary Actiuon in Banks, Himalays Publishing House, Delhi.
5. Shubha Rao, P : Principles and Practice of Bank Management, Himalaya Publishing House, Delhi.

6. Srivastava, R M : Management of India Financial Institutions, Himalaya Publishing House, Delhi.
7. Sundaram, K P M, Banking Theory, Law and Practice, Sultan Chand, New Delhi.
8. Merrill: Financial Planning in the Bank, Mc Millan India, New Delhi.
9. Joshi, Vasant, C: Managing Indian Banks - The Challenges Ahead, Response Books (A Division of Sage Publications) New Delhi,
10. Raut K C and Dass S K: Commercial Banks in India: Profitability, Growth and Development, Kanishka Publishing Distributors, New Delhi.
11. Agrawal H N: A Portrait of Nationalized Banks - A Study With Reference to Their Social Obligations, Inter India Publications, New Delhi.
12. Mishra, M N Insurance-Principles and Practice, S Chand & Co., Ltd., New Delhi.
13. Life Insurance Corporation Act, 1956, G.O.I.
14. Gupta, O S. : Life Insurance, Frank Brothers, New Delhi.
15. Balachandran S: Customer Driven Services Managements, Response Books (A Division of Sage Publications), New Delhi.
16. Vinayakam, N M Radhaswamy and S V Vasudevan: Insurance-Principles and Practice S Chand & Co., Ltd., New Delhi.
17. Mishra, M N : Life Insurance Corporation of India, I, II, III Vol., Raj Books & Subscription, Jaipur.
