

MBA (Financial Management) I Semester

Sl. No.	Course Title	<u>Course Code</u>
1.	Managerial Economics	MFC1001
2.	Financial and Cost Accounting	MFC1002
3.	Financial Management	MFC1003
4.	Statistical Analysis	MFC1004
5.	Management Concept and Organizational Behaviour	MFC1005
Optional:		
6.	Business environment	MFC1011
6.	E-Commerce	MFC1012

MBA (Financial Management) II Semester

Sl. No.	Course Title	<u>Course Code</u>
1.	Accounting for Managerial Decision Making	MFC2001
2.	Security Market Operations	MFC2002
3.	Financial Institution and Markets	MFC2003
4.	Investment Management	MFC2004
5.	Management Information System	MFC2005
Optional:		
6.	Fund Management in Banking and Insurance	MFC2011
6.	Marketing Management	MFC2012

MBA (Financial Management) III Semester

Sl. No.	Course Title	<u>Course Code</u>
1.	Marketing of Financial Services	MFC3001
2.	Corporate Tax Planning	MFC3006
3.	Portfolio Management	MFC3003
4.	Corporate Legal Framework	MFC3004
5.	Summer Training Report	MFC3005
Elective:		
6.	Operations Research	MFC3091
6.	International Finance	MFC3092

MBA (Financial Management) IV Semester

Sl. No.	Course Title	<u>Course Code</u>
1.	Project Planning and Control	MFC4001
2.	Strategic Management	MFC4002
3.	Derivatives & Risk Management	MFC4003
4.	Dissertation & Viva-Voce	MFC4071
5.	Business Communication & Presentation	MFC4072
Optional:		
6.	Multinational Financial Management	MFC4011
6.	Corporate Governance and Social Responsibility	MFC4012

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGERIAL ECONOMICS (MFC1001)
MBA (Financial Management) I Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course develops managerial perspective to economic fundamentals as aids to decisions making under given environmental constraints

Course Outcomes

At the end of the course students are able to:

1. Analyze real-world business problems supported by economic principles and best business practices.
2. Learn about the underlying economic theory that applies to issues of demand, supply, production, costs, market structure, pricing and regulation.
3. Analyze the causes and consequences of different market conditions under varying competitive conditions.

UNIT-I Conceptual Framework: Objectives of a firm economic and non-economic; Managerial Economists' role and responsibilities; Fundamental economic principles- incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
Business cycles: Nature and phases of business cycle.

UNIT-II Demand Analysis : Law of demand , determinants of demand; elasticity of demand – its meaning and importance; Price elasticity, Income elasticity and cross elasticity and their use in managerial decisions, Demand estimation and its methods , Demand forecasting techniques

UNIT-III Production theory : Production function – its significance and role; Stages of production; Economics of scale; Estimation of production function; Economic value analysis ; Short and long run cost function – their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

UNIT-IV Price determination under different market Conditions: Pure and Perfect characteristics of different market structures; Price determination and firm's equilibrium in short-run and long run under perfect competition , monopolistic competition, oligopoly and monopoly.
Methods of price determination in practice; International price determination and dumping; Transfer pricing.

References:

1. Mavker V.G., Business Economics; Macmillian India Ltd.
2. Peterson & Lewis, Managerial Economics, Prentice Hall of India
3. Keveri & Menakshi, Managerial Economics, S, chand & Co mpany
4. Shrivastava A., Managerial Economics & Quantitative Analysis, Kitab Mahal.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
FINANCIAL AND COST ACCOUNTING (MFC1002)
MBA (Financial Management) I Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course is to enable students to understand accounting concepts, tools and techniques used for taking managerial decisions.

Course Outcomes

At the end of the course students are able to:

1. Recognize commonly used financial statements, their components, and how information from business transactions flows into these statements.
2. Prepare Company Final Accounts and understand accounting treatment of corporate undertakings.
3. Impart knowledge regarding the ascertainment of the profitability for each product and advise the management to maximize its profits.

UNIT-I Introduction: Nature, scope and importance of financial accounting; Basic accounting concepts and conventions; Recognition of revenues and expenses; Accounting cycle and accounting equation; GAAP and accounting standards- Indian and international.

UNIT-II Accounting Books and Final Accounts: Journal, Ledger cash book, sales book, purchase book etc.; Preparation of Trial Balance Profit and Loss Account and Balance Sheet; Bank reconciliation statement

UNIT-III Cost Accounting: Meaning, importance and scope accounting; Elements of cost-material, labour and overhead costs, Methods and types of costing; Cost classification; Cost sheet, Concept of Marginal & Absorption Costing.

UNIT-IV Cost Ascertainment: Unit costing; Process costing; Job Costing; Contract costing; Reconciliation of cost and financial accounts.

References:

1. Beams. F.A. Advanced Accounting Prentice Hall. New Jersey.
2. Dearden. J. and S.K. Bhattacharya: Accounting for Management. Vikas Publishing House. New Delhi.
3. Engler. C., L.A Bernstein and K.R. Lambert: Advanced Accounting. Irwin. Chicago
4. Fisher, P.M., W.J. Taylor and J.A Leer: Advanced Accounting , South-Western, Ohio.
5. Gupta, R.L: Advanced Financial Accounting, S. Chand & Co. New Delhi.
6. Horegren, Charles, T., George Foster and Srikant M. Datar: Cost Accounting. A managerial emphasis, Prentice Hall India, Delhi.
7. Keiso D.E. and J.J. Weygandt: intermediate Accounting , John Wiley and Sons, NY.
8. Moga, J.R: Advanced Financial Accounting , Mayoor Paperbacks, Noida.
9. Narayanaswamy, R: Financial Accounting: A Managerial Perspective, Prentice Hall, Delhi
10. Shukla, M.C. and T.S. Grewal: Advanced Accountancy, S.Chand & Co., New Delhi.
11. Warren, C.S. and P.E. Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.
12. Jain, S.P. and K.L. Narang. Cost Accounting , Kalyani Publishers, Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH

FINANCIAL MANAGEMENT (MFC1003)

MBA (Financial Management) I Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course helps the students to understand the conceptual framework of financial management and its applications under various environmental constraints.

Course Outcomes

At the end of the course students are able to:

1. Apply financial management concepts and tools to the decisions faced by a manager in investment decisions.
2. Apply financial management concepts and tools to the financing decisions and dividend decisions faced by the firm.
3. Appraise the risk profile of firms; specifically, estimate the costs of capital, including debt.

UNIT - I Financial Management: Meaning, nature, scope and importance of finance, Financial goal - profit vs. wealth maximization; Finance functions - investment, financing and dividend decisions.

Operating and financial Leverage: Measurement of Leverages; effects of operating and financial leverage on profit; Analysing alternate financial plans; combined financial and operating leverage.

UNIT - II Cost of capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; combined cost of capital (weighted); cost of equity and CAPM.

Capital Structure: Concept, Determinants, Approaches of Capital Structure: Net Income (NI), Net Operating Income (NOI), Traditional and M.M. hypothesis - without taxes and with taxes,

UNIT - III Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return.

Dividend Policies: Types of dividend policy, Determinants of Dividend Policy, issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis.

UNIT - IV Management of working capital: Concept, Types, significance and Factors Influencing requirement of working Capital; Estimation of working capital requirements, Sources of Financing of Working Capital, Management of Cash, Receivables and Inventory.

References :

1. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Hampton, John: Financial Decision Making, Prentice Hall, Delhi..
4. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
5. Van Horne, J.C. and J.M Wachowicz Jr. Fundamentals of Financial Management, Prentice-Hall, Delhi.
6. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
7. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
STATISTICAL ANALYSIS (MFC1004)
MBA (Financial Management) I Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course is to make the students learn the application of statistical tools and techniques for decision making.

Course Outcomes

At the end of the course students are able to:

1. Identify statistical tools needed to solve various business problems.
2. Recognize basic probability concepts and probability distributions as an aid to business decision-making.
3. Ability to critically evaluate the strengths and weaknesses of study designs appropriate for addressing a specific research question.

UNIT -I Univariate Analysis: An overview of central tendency, dispersion, and skewness, Kurtosis.

Probability Theory: Probability -classical, relative, and subjective probability; Addition and multiplication probability models; Conditional probability and Baye's theorem.

UNIT - II Interpolation and Extrapolation: Introduction, Significance and Limitations of Interpolation and Extrapolation, Assumption, Methods:- Graphic Method, Binomial Expansion Method, Newton's Methods, Language's Method, Parabolic Curve Method,

UNIT - III Sampling theory: superiority of samples over complete enumeration, concept of with and without replacement sampling; Kinds of sampling- Simple Random Sampling, Stratified Sampling and Systematic Sampling, Sampling & Non-sampling errors.

Tests of Significance, Parameters and Statistics, Statistical Hypothesis; Critical Region, Errors of first and second kind, level of significance, statistics and the pattern of their distribution, concept of large and small samples, tests of significance based on normal, student-t, and chi-square distributions.

UNIT - IV Index Numbers: Meaning and types; Weighted aggregative indices - laspeyre's and Paasch's indices; Laspeyre's and, Paasch's indices compared; Indices of weighted .average of (price -quantity) relatives; Tests of adequacy; Special problems -shifting the base; splicing overlapping index series; Uses and problems.

Application of Time Series Analysis, correlation and regression in finance

References:

1. Hooda, RP: Statistics for Business and Economics, Macmillan, New Delhi.
2. Heinz, Kohler: Statistics for Business & Economics, Harper Collins, New York.
3. Hien, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall, New Jersey.
4. Lawrence B. Morse: Statistics for Business & Economics, Harper Collings, New York
5. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
6. Watsnam Terry J. and Keith Parramor: Quantitative methods in Finance, International Thompson Business Press, London.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR (MFC1005)
MBA (Financial Management) I Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course is to help students understand the conceptual framework of Management and organizational behavior.

Course Outcomes

At the end of the course students are able to:

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Analyze the complexities associated with the management of the group behavior in the organization.
3. Identify and apply appropriate management techniques for managing contemporary organizations.

UNIT-I Schools of Management Thought: Scientific, process, human behavior and social System school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.

Managerial Functions: Planning – concept, significance, types, organizing – concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing: Directing; Coordinating; Control-nature, process, and techniques.

UNIT-II Organisational Behaviour: Organizational behavior – concept and significance; Relationship between management and organizational behavior, Emergence and ethical perspective; Attitudes; Perception; Learning ; Personality; Transactional analysis.

Motivation: Process of motivation; Theories of motivation – need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory Victor Vroom's expectancy theory, Stacy Adams equity theory.

UNIT-III Group Dynamics and Team Development: Meaning, Approaches, Aims & Objectives, Types of Group, Theories of Group Formation, Group Development, Role of Team Development, Essentials of Team Development, Qualities of members of an effective time.

Leadership: Meaning, Functions, Qualities and Theories of Leadership – Trait theory, behavioural theory, Fielder's Contingency theory and Likert's four system of leadership.

UNIT-IV Organizational Conflict: Concepts, Approach of Conflict, Functional and Dynamics conflict; Types of Conflict, Measures to avoid conflict.

Organizational Development & Management of Change: Meaning, Objectives, Steps in Organization Development, Organizational Development Intervention, Process of change, Causes of Resistance to change, Factor influencing change, Introduction to organizational effectiveness.

References:

1. Griffin, Ricky E: Organisational behavior, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr. and Richard W. Woodman: Organizational Behaviour, South Western College Publishing, Ohio.
3. Hersey, Paul , Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall , New Delhi.
4. Ivancevich, John and Michael T. Matheson: Organisational Behaviour and Management , Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O' Donnell, and Heinz Weihrich: Essentials of Management , Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill , New York
7. Newstrom, John W. and Keith Davis: Organisational Behaviour: Human Behaviour at Work , Tata McGraw-Hill , New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P : Organizational Behaviour, Prentice Hall, New Delhi.
10. Steers, Richard M. and J. Stewart Black: Organizational Behaviour , Harper Collins College Publishers, New York.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH

BUSINESS ENVIRONMENT (MFC1011)
MBA (Financial Management) I Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course aims at acquainting the students with the emerging environment of business at the national and international level in the light of the policies of liberalization and globalization.

Course Outcomes

At the end of the course students are able to:

1. Familiarize with the nature of the business environment and its components.
2. Gain background knowledge of the institutional, economic, political, cultural and technological environment that constitute today's global business environment.
3. Awareness of various International Trade Institutions and their impact on Economic Growth.

- UNIT - I Conceptual Frame Work of Business Environment:** Introduction- Concept, nature, Objectives and Importance of Business Environmental Studies – Limitations of Environmental Studies – Types of Environment – Micro and Macro and their components – Techniques of environmental scanning and monitoring environmental components.
- UNIT – II Economic Environment of Business:** Importance and components of economic environment; Economic systems and business environment; Economic planning in India; Government policies – Industrial policy; Fiscal Policy; Monetary policy; Export and Import policy; Privatization; Public sector and Economic Development.
- UNIT - III Socio-Cultural Environment:** Components of Socio-Cultural Environment; Social Institutions and systems; Social values and attitudes; Social groups; Emerging rural sector in India; Corporate Governance and social responsibility of business; consumerism in India.
- UNIT – IV International Environment:** Trends in world trade and the problems of developing countries – Foreign trade and economic growth; International Economic Institutions and Associations of different countries – GATT, WTO, UNCTAD, IBRD, IMF, ADB, GSP, GSTP, Counter Trade, EU, OPEC, SARC, ASEAN, NAFTA.

References :

1. Sundaram & Black: The International Business Environment, Prentice Hall, New Delhi.
2. Agarwal AN: Indian Economy; Vikas Publishing House.
3. Dutt R. and Sundaram KPM; Indian Economy; S. Chand, Delhi.
4. Dutt, Ruddar: Economic Reforms in India – A Critics; S. Chand, New Delhi.
5. Adhikary, M: Economic Environment of Business; Sultan Chand & Sons, New Delhi.
6. Aswathappa K: Legal Environment of Business, Himalaya Publication; Delhi.
7. Sengupta N.K.: Government and Business in India, Vikas Publications, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
E-COMMERCE (MFC1012)
MBA (Financial Management) I Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

OBJECTIVES: To create awareness in upcoming managers of e-Commerce, e-Security and e-payment methods and various components of network infrastructure of the organization. Further, give exposure of new trends and technologies adopted in the process of business.

Course Outcomes

At the end of the course students are able to:

1. Demonstrate an understanding of the foundations and importance of e-commerce.
2. Familiarize with the issues in the design and development of e-commerce.
3. Discuss the techniques and technologies used to process online payments.

Unit - I: Meaning, Concepts, Features of e-Commerce, Advantages and Limitations of e-Commerce, e-Commerce versus Traditional Commerce, Introduction, Types, Features, Limitations and examples of e-Commerce Models, Mobile e-Commerce. E-marketing, Advantages of E-marketing, Web presence, Various Means of Online Advertisement, e-Finance, Significance and Challenges in India.

Unit-II: Network Infrastructure of e-commerce, I-Way Concept, Network, Data Communication, Network types, Network Topologies, Networking Devices, Wired and Wireless Channels, TCP/IP Protocol Suite, Proxy Server, Internet, Services and Applications, Intranet and Extranet & their Applications, Client Server Model, DNS, Search Engines, Software Agents.

Unit - III: Overview of Electronic Payment System, Limitations of Traditional Payment instruments, Digital Payment Requirements, e-Payment Methods- Card Based (Smart, Debit & Credit Cards), Non Card based (e-Banking, UPI, AEPS, e-Wallets), Digital Currency and its Types. Cyber Security, Security Treats, Network Attacks, Malwares, Security Measures; Cryptography, Authentication, Digital signature, VPN & Firewalls. Secure Electronic Transaction (SET), Cyber Law in India, IT Act 2000 & 2008.

Unit - IV: New Trends & Technology in Business- Data Warehousing and Data Mart, Data Mining and Application in Business, Business Intelligence, Concept of Big Data and Cloud, Features & Applications in Business. Computational Finance, Issues & Challenges, Financial Management and Machine Learning Approaches.
Case Study of Websites: Paytm.com, Flipkart.com, Amazon.com etc.

Suggested Readings:

1. Joseph, P.T and S.J. E-Commerce, An Indian Perspective. PHI, Forth Edition, 2013.
2. Bharat Bhasker, "Electronic Commerce-Framework, Technologies & Applications", THM
3. Behrouz A. Forouzan, Data Communications and Networking, fourth Edition, TMH.
4. Amit Kumar and Abhishek Sharma, Fundamentals of e-commerce, Sahitya bhawan Publications, Agra.
5. O' Malinoy Donalad, M.A. Peirce, Hitesh Tiwari, "electronic Payment Systems for E-Commerce.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
ACCOUNTING FOR MANAGERIAL DECISION MAKING (MFC2001)
MBA (Financial Management) II Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: The objective of this course is to acquaint the students with the accounting concepts, tools and techniques for managerial decisions.

Course Outcomes

At the end of the course students are able to:

1. Understand Management Accounting Concepts related to the management functions of Planning, Control and Decision-Making.
2. Compare the financial statements and financial analysis.
3. Analyze accounting information for managerial control and decision making, related to planning and budgeting, variance analysis and performance evaluation.

Unit – I Management Accounting: Concept, Objectives, Nature, Scope, Functions, Need and Importance of Management Accounting. Management Accounting V/s Financial and Cost Accounting. Role of Management Accounting in Decision Making. Management Accountant: their Position, Role, Duties and Functions.

Unit – II Budgeting and Budgetary Control: Meaning of Budget, Budgeting and Budgetary Control, Objectives of Budget and Budgetary Control, Essentials of successful budgetary control, merits and limitations of budgetary control. Classification of Budget: Operating Budgets, Financial Budgets, Master Budget, Fixed and Flexible Budget, Zero Base Budgeting.

Unit – III Marginal Costing & Break-Even Analysis: Concept, Significance and Limitations of Marginal Costing. Cost-Volume-Profit Analysis: Profit-Volume Ratio, Break-Even Analysis, Assumption and Practical Applications of Break-Even Analysis, Margin of Safety.

Managerial Application of Marginal Costing Technique: Pricing, Profit Planning, Shut Down Decision, Make or Buy Decision, Selection of Profitable Mix and Discontinuation of a Product Line and Exploring New Market.

Unit – IV (a) Analysis of Financial Statements: Meaning, Objectives, Significance and Limitations of Financial Statement Analysis. Types of Financial Analysis. Ratio Analysis: Advantages and Limitations of Ratio Analysis, Classification of Ratios; Profitability, Solvency, Liquidity and Turnover Ratios.

(b) Responsibility Accounting & Transfer Pricing: Concept, Definition, Essentials of Responsibility Accounting, Steps in Responsibility Accounting, Types of Responsibility Centers. Transfer Pricing: Meaning, Objectives and Types.

Suggested Readings:

1. Sharma, R. K. & Gupta, S. K., Management Accounting Kalyani Publishers, Ludhiana.
1. Sikidar, S & Gautam, H. C., Financial Statement Analysis,
2. Khan, M. Y. & Jain, P. K., Management Accounting - Tata Mc Graw Hill Co.
3. Arora M.N., Cost Accounting-Principles and Practices; Vikas, New Delhi.
4. Jain S.P. & Narang K.L., Cost Accounting; Kalyani, New Delhi.
5. Khan M.Y. and Jain P.K., Management Accounting; Tata McGraw Hill, New Delhi.
6. Pillai, R.S.N., Management Accounting, S. Chand & Co. Ltd., New Delhi.
7. Gupta, S.P., Management Accounting, Kalyani Publication, New Delhi.
8. Gupta, K.L., Management Accounting, Sahitya Bhawan Publications, Agra.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
SECURITY MARKET OPERATIONS (MFC2002)
MBA (Financial Management) II Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objectives: This course aims at equipping students with the practical knowledge about the functioning of primary markets and stock exchanges.

Course Outcomes

At the end of the course students are able to:

1. Understand the theoretical and practical background of security markets and stock exchanges.
2. Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in Financial Markets.
3. Understand and analyze futures and options, and critically examine various innovations in the derivatives market.

UNIT- I Security Markets -Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 2013 (various provisions relating to securities), RBI rules and guidelines for Flls.

NSC and OTCEI: National Stock Exchange and Over the Counter Exchange - role, organization and management; Listing rules, procedure including formats, formalities; Accounting records for buying/ selling transactions; Nature of transactions -cash and forward; Settlement of trades.

UNIT- II Security Markets: Primary and secondary market; Primary market -its role and functions; Methods of selling securities in primary market; New financial instruments.

New Issues: SEBI guidelines for public issues -pricing of issue, promoters' contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc; Underwriting of issues; Allotment of shares; Procedures for new issues; e-trading.

Secondary market: Role, importance, organization of stock exchanges; Listing of securities in stock exchanges; Trading mechanism- screen based trading; Insider trading; Take-overs; Internet based trading.

UNIT- III Depository: Role and need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant.

Derivative Trading: Future and options- concept, meaning and importance; Methods of trading; Valuation of options.

UNIT- IV Credit Rating: Meaning and necessity; Credit rating agencies; Methodology of credit rating.

Share Price Indices: Need and importance; Compiling of index numbers and interpretation.

Suggested Readings:

1. Dalton, John M.; How the Stock Market Works, Prentice Hall, New Delhi.
2. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R: Merchant Banking; Wiley Eastern Ltd.; New Delhi.
4. Machi Raju, H.R: Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi. Web site of bseindia.com, nse-india.com.
5. Chandratre KR., et al: Capital Issue, SEBI & Listing; Bharat Publishing _House, New Delhi.
6. Donald E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi.
7. Raghunathan V: Stock Exchanges and Investments; Tata McGraw Hill, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
FINANCIAL INSTITUTIONS AND MARKETS (MFC2003)
MBA (Financial Management) II Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course aims at providing students with an understanding of the structure, organization, and working of financial markets and institutions in India.

Course Outcomes

At the end of the course students are able to:

1. Enlighten the students with the concepts and practical dynamics of Indian financial system, markets, institution and financial services.
2. Analyze the pivotal role of the banking and insurance sector in a financial system and their role in economic development.
3. Understand the organization, role, functioning and need for regulation of different types of financial markets and their implications on the society.

UNIT - I Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system -an overview.

Financial Markets: Money and capital markets; Money market -meaning, constituents, functions of money market; Money market instruments -call money, treasury bills, certificates of deposits, commercial bills, trade bills; Recent trends in Indian money market; Capital market- primary and secondary markets; Depository system; Government securities market; Role of SEBI -an overview.

UNIT - II Reserve Bank of India: Organisation, management and functions; Credit creation and credit control; Monetary policy.

Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading.

Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; State development banks, state financial corporations.

UNIT - III Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development Authority- role and functions.

Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.

UNIT - IV Mutual Funds: Concept, performance appraisal, and regulation of mutual funds. Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India -an overview.

Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.

Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; Future of merchant banking in India.

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. Giddy, I.H: Global Financial Markets, A.I.T.B.S., Delhi.
5. Khan, M. V: Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
7. Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
9. Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma J.C., Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
INVESTMENT MANAGEMENT (MFC2004)
MBA (Financial Management) II Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course exposes the students to the various concepts of investment management and provides an in-depth study of various issues there under.

Course Outcomes

At the end of the course students are able to:

1. Understand the theoretical and practical background of investment and its various types.
2. Critically identify suitable investment avenues for different financial goals.
3. Analyze the pros and cons of investing in fixed and variable income securities for profit maximization.

UNIT - I Investment: Nature and scope of investment analysis; Elements of investment -return, risk and time elements; Objectives of investment; Measurement of return and risk; Approaches to investment analysis.

Types of Investments: Financial investments -securities and derivatives, deposits, tax- sheltered investments; Non-financial investment -real estate, gold and other types and their characteristics; Sources of financial information.

Investment by Individuals: Investment policies of individuals; Tax saving schemes in India.

UNIT - II Fundamental Analysis: Economic analysis, industry analysis and company analysis.

Technical Analysis: Various prices and volume indicators, indices and moving averages; Interpretation of various types of trends and indices.

UNIT - III Efficient Market Hypothesis: Weak, semi-strong market; Testing of different forms of market efficiency and their significance.

UNIT - IV Valuation of Fixed Income Securities: Bonds, debentures, preference shares, and convertible securities.

Valuation of variable Income Securities: Equity shares.

Suggested Readings:

1. Agarwala, K.N. and Deeksha Agarwala: Bulls, Bears and The Mouse, Macmillan, New Delhi.
2. Cheney, J. and E. Muses: Fundamentals of Investments, Paul, New York.
3. Clark, James Francis: Investment- Analysis and Management, McGraw Hill, International Edition.
4. Dalton, John M: How the Stock Markets Works, Prentice Hall, Delhi.
5. Domodran: Investment Valuation, John Wiley, New York
6. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
7. Fischer, Donald, E. and Ronald, J. Jordan: Security Analysis and portfolio Management, Prentice Hall, Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGEMENT INFORMATION SYSTEM (MFC2005)
MBA (Financial Management) II Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: To create awareness in upcoming managers, of different types of information systems with the focus on advanced techniques and tools to support decision making process in an organization. Further, to create understanding of various MIS operating in functional areas and explain its relationship with the various activities of the organization. To understand how MIS is developed, implemented for various levels in an organization. Finally, give exposure of Database management System concepts as an information management tool.

Course Outcomes

At the end of the course students are able to:

1. Understand the role of Management Information Systems in achieving competitive business advantage through informed decision making.
2. Analyze and synthesize business information and systems to facilitate the evaluation of strategic alternatives.
3. Effectively communicate strategic alternatives to facilitate decision-making.

UNIT - I Introduction: Data and Information, Information Types, Dimensions of Information, Information Quality, Management and Information Requirements, Information System, Components of Information Systems, Users of IS, Concept and Characteristics of Management Information System, Types of MIS, (MIS), Roll of MIS In Global Business, Challenges in the Development of MIS, Competitive Advantage with MIS, Porter's, Five Force Model, Strategies for Competitive Forces, Porter's Value Chain Model.

UNIT - II Various MIS in Functional Areas: Transaction Processing System (TPS), Decision Support Systems (DSS), Executive Support System (ESS), Enterprise Resource Planning (ERP) System, Customer Relationship Management (CRM) System, Supply Chain Management (SCM) System, Financial Management System, Introduction to Financial Management Software Packages.

UNIT - III System Development Life Cycle (SDLC): System Development Life Cycle, System Requirements and Analysis, System Analyst, Roll and Attribute of System Analyst, System Design, System Design Tool; Dataflow Diagram (DFD), Decision Table (DT), etc; System Testing and its types, System Implementation, Evaluation and Maintenance, Approaches of System Development, IS Security and Control, Social and Ethical Issues.

UNIT - IV Data Base Management Systems (DBMS): Data Hierarchy, File System, Limitation of File System, Data Base Concept, Types of databases, Database Users, Data Base Management System, DBMS Functions, Advantages of DBMS, Application of DBMS in Business Functions, Database Models; Hierarchical, Network and Relational Models, Features of Object Oriented Database Models, Database Keys, Database Security, Entity and Relationship Modeling, Introduction to Database Design Tool; Structured Query Language (SQL), DDL and DML, SQL Commands.

Suggested Readings:

1. Laudon, Kenneth C and Jane P. Laudon: Management Information Systems: Organisation and Technology, Prentice Hall, ND.
2. Licher, Paul: Managing Information Systems: A Strategic Approach, Dryden Press, Illinois.
3. V: Rajaraman, Analysis and Design of Information Systems, Prentice Hall, New Delhi.
4. Abraham Silberschatz, S. Sudarshan, Henry F. Korth, Database System Concepts, MacGraw Hill, fourth Edition, 2002.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
FUNDS MANAGEMENT IN BANKING AND INSURANCE (Optional) (MFC2011)
MBA (Financial Management) II Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course aims at developing necessary skills for applying the principles of financial analysis to management of funds by commercial banks and the insurance sector .

Course Outcomes

At the end of the course students are able to:

1. Familiarize with the basic concepts of funds management in the Banking and Insurance business.
2. Understand the management process and practice about the management of various liabilities and assets component.
3. Develop learning and analytical skills to manage the funds of the bank judiciously and efficiently to improve the profitability.

UNIT - I Liquidity Management in Commercial Funds: Theories of liquidity management; Priorities in the employment of bank funds; Problems in resource allocation in India.
Management of Capital Funds in Commercial Banks: Meaning and functions of capital funds; Necessity of adequate capital funds; Standard to measure capital adequacy; Present position in India with respect to capital adequacy.

UNIT - II Management of Primary Reserves: Nature and purpose of primary reserves; Working reserve-nature and function; Cash management in commercial banks.
Management of Secondary Reserves: Nature and function of secondary reserves; Factors influencing secondary reserves; Management of secondary reserves.

UNIT - III Management of Bank Deposits: Relevance of marketing approach to deposit mobilisation in banks: Concept of bank marketing; Formulating marketing strategies for commercial banks-opportunity analysis, target market, competitive positioning; Implementing marketing strategy.
Management of Bank Loans: Characteristics of commercial loans: Loan policy in a commercial bank; Evaluating loan application; Priority sector lending policies of commercial banks in India.

UNIT - IV Principles and Practice of General Insurance: Meaning, functions and scope of life, fire, engineering, accident, marine and aviation insurance; Insurance Act 1938.
Risk Management Through Insurance: Role of insurance; Benefits and limitations; Risk management policies -fire insurance; Engineering insurance-machinery breakdown insurance; Public liability insurance- compulsory public liability insurance, products liability, professional indemnities, employers' liability insurance; Special features- types of cover - marine insurance, aviation insurance including inland rail/road transit insurance.

Suggested Readings:

1. Bakerwelford, A.W and W W Otter Barry: Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W .A: Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra: Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joel, Bessis: Risk Management in Banking, John Wiley,
4. Kotch, Timothy W: Bank Management, Dryden Press, Chicago.
5. Sharma, R.S: Insurance Principles and Practice, Vora, Delhi.
6. Sinkey, Joseph F. Jr: Commercial Banks Financial Management, Prentice Hall, Delhi.
7. Smith, T .R: Fire Insurance Theory & Practice, Stone & Cox. i Tannan, M.L: Banking Law and Practice, Indian Law House, Delhi.
8. Turner, H.S: Principles of Marine Insurance, Stone and Cox,
9. Khan MY: Indian Financial System -Theory and Practice; Vikas Publishing House, New Delhi.
10. Mishkin Frederics S: The Economics of Money Banking and Financial Markets; Harper Collins, New York.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MARKETING MANAGEMENT (Optional) (MFC2012)
MBA (Financial Management) II Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Outcomes

At the end of the course students are able to:

1. Understand the fundamentals of marketing management in areas of marketing policy; of the market and consumer behavior; of product, distribution, promotion and pricing decisions.
2. Critically analyze an organization's marketing strategies and evaluate marketing implementation strategies.
3. Decipher the current marketing trends to enable them to take proactive measures while taking marketing decisions.

UNIT - I Introduction: Concept, nature, scope and importance of marketing; Marketing mix; Strategic marketing planning- an overview.

Market Analysis and Selection: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.

UNIT - II Product Decisions: Concept of a product; Classification of products; Product line and product mix; Branding; Packaging and labelling; Product life- cycle -strategic implications; New product development and consumer adoption process.

UNIT - III Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

UNIT - IV Promotion Decisions: Communication process; Promotion mix - advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Suggested Readings:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall" New Delhi.
2. Mc Carthy, E. Jenome and William D" Perreault Jr: .Basic Marketing: Managerial Approach, Richard D, Irw'n, Homewood, Illinois,
3. Ramaswamy,V.S and Namakumari,S: Marketing Management, MacMillan India, New Delhi.
4. Srinivasan, R: Case Studies in Marketing: The Indian Context, prentice Hall, New Delhi.
5. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co" New York.
6. Marketing Management by Memona & Joshi.
7. Marketing Management by RSN Pillai & Bagavati; S. Chand Publishing House, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MARKETING OF FINANCIAL SERVICES (MFC3001)
MBA (Financial Management) III Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course acquaints students with the concept and tools and techniques of marketing financial services.

Course Outcomes

At the end of the course students are able to:

1. Define, explain and illustrate the framework and approaches that help in marketing financial services.
2. To enlighten the students with the concept and practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.
3. Apply the financial services knowledge in understanding financial products.

UNIT - I Financial services: Mexi scope concepts, nature and characteristics scope; Financial services marketing versus goods marketing; Services marketing triangles ; Strategic financial services marketing planning - an overview. Marketing retention strategies of some special fund and non-fund based financial services – leasing and hire purchase services, consumer finance, insurance and factoring; Mutual funds and credit cards.

UNIT - II Marketing Environment: Analysis financial services marketing environment - macro and micro components; Understanding financial services customer; Service quality - GAP model and quality dimensions.
Market Segmentation and Positioning: Segmenting financial services markets - need and bases; Market selection; Positioning of financial services - need, process and bases.

UNIT - III Marketing Mix Strategy Development and Project Planning : Need for expanded marketing mix; Concept of financial product; Product levels; Major product decisions-branding and product mix decisions, customer service strategy; Product life cycle and new product development; Innovation, diffusion and adoption.

UNIT - IV Pricing, Promotion and Distribution: Price determination - factors, process and strategies; Promotion of financial products - communication process, promotion mix planning - advertising, personal selling, public relations and sales promotion; Distribution strategies and channel alternatives. Customer Relationship Management (CRM)

Suggested Readings:

1. Auerbach, Robert D: .Money, Banking and Financial Markets, Macmillan Publishing Co. ; New York and Collier MacMillan Publisher; London.
2. Avadhani. V.A: Investment and Securities Market in India, Himalaya Publishing House; Bombay.
3. Gosney, John W. and Thomas P. Boehm: Customer Relationship Essentials, Prentice Hall, New Delhi.
4. Khan, M.Y: Indian Financial System -Theory and Practice; Vikas Publishing House; New Delhi.
5. Mishkin, Frederics, S: The Economics of Money Bankir.g and Financial Markets; Harper Collins Publisher; New York.
6. Payne, Adrian: The Essence of Services Marketing. Prentice Hall, New Delhi.
7. Radebaugh and Pittsburg: Marketing of Banking Services. Prentice Hall, New Jersey.
8. Shankar, Ravi: Services Marketing: The Indian Experience, South Asia Publications, New Delhi.
9. Zeithaml, V .A., and M.J. Bitner: Service Marketing. McGraw Hill, Boston.
10. Shiva Ramu S: Global Financial Services Industry; South Asia Publications, New Delhi.
11. Verma JC: Lease Financing (concept, law and procedure); Bharat Law House, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
PORTFOLIO MANAGEMENT (MFC3003)
MBA (Financial Management) III Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This Course is to enable students learn various methods of building portfolios, evaluation, and revision under various economic environment constraints.

Course Outcomes

At the end of the course students are able to:

1. Understand the concept of portfolio building and various alternatives available for investment.
2. Understand the environment of investment and risk-return framework.
3. Construct, analyze, select and evaluate portfolios along with a deep understanding of capital market theory and associated models.

Unit-I Portfolio Management: Meaning, importance of Portfolio, Asset Allocation and Investment Policy, Estimating rate of return and standard deviation of portfolio returns; Effects of combining securities and Portfolio Diversification, Asset- Liability Management.

Unit-II Capital Market Theory: Capital market line, security market line; Risk free lending and borrowing; recent developments, Market efficiency theory. **Models for portfolio optimization:** Sharpe's optimization, Markowitz risk-return optimization solution. Arbitrage pricing theory, principle of arbitrage, arbitrage portfolios; Two factor and multi factor models.

Unit-III Fixed Income Securities Portfolio: Bond Portfolio Management Strategies, Active and Passive portfolio management strategies of debt portfolio, sources of income from income instruments. Investing in a foreign bond markets, Techniques of Debt portfolio construction and portfolio revision. Use of Derivatives in Portfolio Management.
Equity Portfolio: Active and passive management of a portfolio of stock, Equity Indices portfolio, Tools for passive investing, investment styles. Analysis of investment styles based on portfolio and income, a market neutral investment.

Unit-IV Portfolio performance evaluation and revision: Marketing timing, evaluation criteria and procedures. Performance evaluation techniques. Portfolio revision. Portfolio measurement ratios and Eugene Fame Model.

Suggested Readings:

1. Barua, Raghunathan 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, Gordon J Alexander and J. V Bailly: 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.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
CORPORATE LEGAL FRAMEWORK (MFC3004)
MBA (Financial Management) III Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course is to familiarize students with the relevant provisions of various laws influences business.

Course Outcomes

At the end of the course students are able to:

1. Identify the fundamental legal principles behind contractual agreements.
2. Identify the relevance of business law to individuals and businesses and its role in an economic, political and social context.
3. Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

Unit – I The Indian Contract Act, 1872: Definitions, Essentials of a valid contract, Discharge of contract, Remedies. The Sale of Good Act, 1930; Definitions, Essentials of contract of sale, conditions and warranties, Transfer of Property, Rights of unpaid seller.
The Consumer Protection Act, 2019; Features, Definitions, Consumer Redressal Agencies.

Unit – II The Negotiable Instrument Act, 1881: Definitions, Promissory Note, Bill of Exchange, Cheque, Crossing of Cheque, Dishonour and discharge of cheque.
The Foreign Exchange Management Act, 1999 Features, Definitions.
The Information Technology Act, 2000: Definitions, Important Provisions, Courts.

Unit – III The Companies Act, 2013: Definitions, Types of companies, Formation of Company, Prospectus, Memorandum of Association, Article of Association, Shares, Shareholders and Members, Officers of the company and duties, Meetings and Resolutions, Winding up, Corporate Social Responsibility.
The Security Exchange Board of Indian Act, 1992.

Unit – IV WTO: Basic Principles and Charter of WTO, Trade, Dispute Settlement, TRIPs and TRIMs.
The Competitions Act, 2002: Features, Definitions, Punishment, Courts.

Suggested Readings:

1. Avtar Singh, Merchantile Law
2. M C Kuchhal and, Business Law Vivek Kuchhal
3. Paranjapee, Company Law
4. PPS Gogna, Company Law
5. ND Kapoor, Business Law
6. P C Tulsian, Business and Corporate Laws
7. Gower, Company Law
8. P K Gupta, Principles of WTO
9. Bare Acts, The Indian Contract Act, The Sale of Good Act, The Consumer Protection Act, The Negotiable Instrument Act, The Foreign Exchange Management Act, The Information Technology Act, The Competition Act, The Security Exchange Board of India Act, The Companies Act.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH

SUMMER TRAINING REPORT (MFC3005)

MBA (Financial Management) III Semester (CBCS)

Credits – 04
Max. Marks - 100

Course Objective:

Summer Training Report majorly aims to review the knowledge and skills acquired by the candidate during six weeks of industrial training. Also it will act as a platform for sharing of information regarding first hand experience of students in various organizations of the industry.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
CORPORATE TAX PLANNING (MFC3006)
MBA (Financial Management) III Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course aims at making students conversant with the concept and implications of Corporate Tax Management.

Course Outcomes

At the end of the course students are able to:

1. Recognize how the provisions in the Corporate Tax laws can be used for tax planning in India.
2. Learn different types of incomes, their computation and taxability.
3. Understand the use of deductions of expenses to reduce the taxable income.

UNIT - I Types of companies, Residential status of companies and tax incidence. Computation of Income under the head House Property, Profit & Gain from Business or Profession, Capital Gain and other sources. Carry forward and set off of losses. Computation of taxable income, tax liability and calculation of MAT, Deduction under chapter VIA. Meaning of Tax planning, tax evasion, tax avoidance and tax management.

UNIT - II Implications of tax concessions and incentives for corporate decisions in respect of setting up a new business, location and nature of business. Tax planning with reference to capital structure decisions, dividend policy, bonus, shares, owning or leasing of an asset, purchase of asset out of own or borrowed fund, manufacturing or buying; Repairing, replacing, renewing or renovating of an asset; Sale of assets used for scientific research, shutting down or continuing operations.

UNIT - III Business Re-organization: Tax issues relating to Amalgamations, Demerger, Slump sale of companies. Conversion of sole proprietary concern/partnership firm into company, Conversion of company into LLP, Transfer of assets between holding and subsidiary companies.

UNIT - IV Tax deduction (TDS) and collection of tax at source (TCS), Advance payment of tax, Interest payable by assessee/ Government and recovery of tax, Filing of Return, Assessment, Re-assessment, Rectification of mistakes, Appeals and revisions, Search and Seizure, Penalties and Prosecutions, Settlement Commission. Income Tax Authorities and powers of CBDT.

References:

1. Singhanian, V.K. : Direct Taxes, Law and Practice, Taxmann Publications, Delhi.
2. Singhanian, V.K. : Direct Tax Planning and Management, Taxmann Publications, Delhi.
3. Ahuja, G.K. and Ravi Gupta : Corporate Tax Planning and Management, Bharat Law House, New Delhi.
4. Gaur, V.P., D.B. Narang and Rajvee Puri, : Corporate Tax Planning & Management, Kalyani Publication, New Delhi.
5. Goyal, S.P. : Direct Tax Planning and Management, Sahitya Bhawan Publication, Agra.
6. Lakhotia, R.N. : Corporate Tax Planning, Vision Publications, Delhi.
7. H.C. Mehrotra. : Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra.
8. Income Tax Rules, 1962.
9. Circulars issued by C.B.D.T. Income Tax Act, 1961.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
OPERATIONS RESEARCH (ELECTIVE) (MFC3091)
MBA (Financial Management) III Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course aims at developing an understanding of the applications of operations research techniques to business and industry.

Course Outcomes

At the end of the course students are able to:

1. Inculcate and develop logical reasoning and aptitude to work on complex issues.
2. Apply comprehensive knowledge of advanced theoretical fundamentals in operational research.
3. Equip with crucial state-of-the-art research and development in operational research.

UNIT - I Operations Research: Concept and significance of operations research; Evolution of operations research; Nature, feature and application of OR; Steps in designing operations research studies; Operations research models.

UNIT - II Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem, sequencing problems.

Introduction to Other Types of Programming: Goal programming; Integer programming; Dynamic programming; Non-linear programming (introductory only). Probability, Markov analysis, Decision analysis.

UNIT - III Waiting Line Models : Waiters and services; Mathematical distribution of queues; Basic models of queuing theory and applications.

Inventory Control: Deterministic models and probabilistic models.

UNIT - IV Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies.

Net-Work Analysis : Introduction to PERT and CPM; Application areas of PERT and CPM. Resources analysis in network scheduling.

Suggested Readings:

1. Sharma J.K.: Operations Research - Theory and Applications, Macmillan India Ltd., New Delhi
2. Agarwal, J. D. and Sagarika Ghosh : Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett: Introduction to Operations Research - A computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
4. Lucey, T: Quantitative Techniques, D.P. Publications, London.
5. Sharma, K.R. Quantitative Techniques and Operations Research : Kalyani Publication, Ludhiyana,
6. Taha, Hamdy A : Operations Research - An Introduction, Prentice Hall, Delhi.
7. Wagner, H.M. : Principles of Operations Research, Prentice Hall, Delhi
8. Watsman, Terry J. and Parramor Keith : Quantitative Methods in Finance, International Thompson Business Press.
9. Sharma SC, Seenoy GV, Srivastava VK : Quantitative Techniques for Managerial Decision Making : Willey Western Ltd. New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
INTERNATIONAL FINANCE (ELECTIVE) (MFC3092)
MBA (Financial Management) III Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course helps students understand the conceptual framework of international finance and use thereof in making financial decisions.

Course Outcomes

At the end of the course students are able to:

1. Understand Foreign Exchange markets and their functions and needs.
2. Familiarize students with the evolution and functions of International Financial and Monetary Markets.
3. Ability to analyze Foreign Exchange Risks and Risk Management Strategies.

UNIT - I International Monetary and Financial System: Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Fiscal and current account deficit and their remedies.

UNIT - II International Financial Markets and Instruments : International capital and money markets: Salient features, role and current scenario; Money and capital market instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.; Arbitrage opportunities; Integration of markets; Role of financial intermediaries. Forward Rates Agreements (FRA), Hedging with FRAs. Foreign exchange trades.

UNIT - III Foreign Exchange Markets : Forex Markets; spot market, direct and indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. Use of currency derivatives for managing exposure. International money markets, international credit markets, international bond markets and international stock markets

UNIT - IV Foreign Exchange Risk : Transaction exposure, translation exposure and economic exposure; Management of exposures - internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and other techniques. Hedging of exchange rate risk using derivatives. Risk management softwares an overview.

Current Developments: International indebtedness; Capital account convertibility - pros and cons; Innovations in international capital flows and liquidity.

References

1. Apte, P .G: International Financial Management, Tata McGraw Hill, New Delhi
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, International Edition.
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Yadav, SurendraS., P.K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
9. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.
10. O Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.
11. Pilbeam Keith: International Finance; MacMillan Press, Hong Kong.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
PROJECT PLANNING AND CONTROL (MFC4001)
MBA (Financial Management) IV Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course is to enable students learn the process and issues relating to preparation, appraisal, review, and monitoring of projects.

Course Outcomes

At the end of the course students are able to:

1. Work on project scheduling and controlling problems using PERT and CPM techniques.
2. Understand different decision-making situations in business and the role of various quantitative approaches in solving them.
3. Apply quantitative methods to problem solving in business situations constrained by the availability of resources or alternatives.

UNIT - I Identification of Investment Opportunities: Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.

Market and Demand Analysis: Information required for market and demand analysis; Sources of information- primary and secondary; Demand forecasting.

UNIT - II Technical Analysis Cost of Project: Major cost components; Means of financing; Planning capital structure; Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.

UNIT - III Profitability AND Financial Projections: Cost of production; Break even analysis; Project balance sheet, Profit and loss accounts and cash flows statement.

Social Cost Benefit Analysis: Rational for social benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach;

UNIT - IV Network Techniques for Project Implementation, Monitoring and Control : PERT and CPM techniques; critical path, event slacks and activity floats; Project implementation practices in India.

PREFERENCES:

1. Bryce, M.C : Industrial Development, McGraw Hill (Int. ED.) New York.
2. Chandra, Prasana : Project Preparation, Appraisal and implementation, Tata McGraw Hill, Delhi.
3. IDBI : Manual of Industrial Project Analysis in Developing Countries.
4. O.E.C.D: (i) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to Practical Project Appraisal.
5. Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.
6. Planning Commission: Manual for Preparation of Feasibility Report.
7. Timothy, D.R. and W.R Sewell: Project Appraisal and Review, Macmillan, India.
8. Chaudhary, S.: Project Management, Tata McGraw Hill, New Delhi.
9. Little I.M.D. and Mirrless JA: Project Appraisal and Planning for Developing Countries, Heinemann Education Books, London.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
STRATEGIC MANAGEMENT (MFC4002)
MBA (Financial Management) IV Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The objective of this course is to enhance the decision making abilities of students in situations of uncertainty in a dynamic environment.

Course Outcomes

At the end of the course students are able to:

1. Understand the basic concepts and principles of strategic management and analyze the internal and external environment of business.
2. Develop and prepare organizational strategies effective for the current business environment to achieve valuable outcomes.
3. Devise strategic approaches to managing a business successfully at various levels.

UNIT - I Introduction: Concept of Strategy and Policy, Strategic Management, Importance of Strategic Management, Process of Strategic Management, McKinsey's 7-S framework, Level of Strategy, Modes of Strategy making-entrepreneurial, Adaptive and Planning mode.

UNIT - II Environmental Analysis: Concept of Environment, Need and Characteristics of Environment Analysis, Environmental factors – Economic, Social, Technological Political and International, Industry Analyses by Michael Porter, Internal Analyses – Resources, Competences, Strength & Weakness, SWOT analyses.

UNIT - III Strategic Alternatives: Basis of Strategy – Cost leadership, Differentiation and focus, Direction of strategy – Stability, Expansion, Diversification and Retrenchment, Mechanism of Strategy – Internal Development, Joint Venture, Merger and acquisition.

UNIT - IV Strategy Implementation and Control: Project implementation, Resource Allocation Structural implementation, Functional implementation – Production, Marketing, Finance and Human Resource, Role of Leadership in Strategy implementation, Strategic and operational control.

REFERENCES :

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
5. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
6. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw-Hill, International Edition.
7. H. Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi
8. Michael, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.
9. Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.
10. Newman, William H. and James P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
11. Sharma, R.A: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
DERIVATIVES AND RISK MANAGEMENT (MFC4003)
MBA (Financial Management) IV-Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This course introduces students to the application of various tools and techniques of financial risk management.

Course Outcomes

At the end of the course students are able to:

1. Analyze diverse derivatives products to generate an optimal risk management strategy.
2. Demonstrate critical thinking, analytical and problem-solving skills in the context of derivatives pricing and hedging practice.
3. Demonstrate an understanding of pricing forwards, futures and options contracts.

UNIT - I Introduction: Concept and purpose of derivatives; Classification and types of derivatives; Properties and Mechanics of Equity-linked, Fixed Income and Commodity Derivatives.

Derivatives Markets: An overview of global derivative markets, Derivative markets in India- present scenario, their regulation, working and trading activity, Types of traders and orders.

UNIT - II Futures: Mechanics and properties of future contracts; Future trading, Forward v/s Futures, Margin trading and concept of M2M. Pricing of Future, future positions and taxation in India; Future prices and spot prices; Forward prices v/s future prices; Futures v/s options. Hedging exposure-using derivatives.

UNIT - III Options: properties and mechanics of stock option. Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Schedules model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles. Strategies in option trading.

UNIT - IV Swaps: Mechanics of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; credit default swaps, Credit risk and swaps. Mechanics of Interest rate derivatives.

Managing Market Risk: Financial and Non-Financial Risk; Systematic and non-systematic risk. Hedging schemes-delta hedging, theta, gamma, Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.

REFERENCES :

1. [Don Chance, Roberts Brooks](#): Introduction to Derivatives and Risk Management, Cengage Learning, (2012).
2. [Richard R. Flavell](#): Swaps and Other Derivatives, John Wiley & Sons, (2012).
3. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi, (2012).
4. [Robert Kolb, James A. Overdahl](#): Understanding Futures Markets, Wiley, (2006).
5. Robert Kolb, James A. Overdahl: Financial Derivatives: Pricing and Risk Management, John Wiley and Sons, (2009).
6. [Russell Rhoads](#): Trading VIX Derivatives: Trading and Hedging Strategies Using VIX Futures, Options, and Exchange Traded Notes, John Wiley and Sons, (2011).
7. Das, Satyajit: Swap & Derivative Financing, Probus.
8. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
9. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi. Kolb, Robert:
10. Financial Derivatives, New York Institute of Finance, New York.
11. Marshall, John F and V. K. Bansal: Financial Engineering- A Complete Guide to Financial Innovation, Prentice Hc Inc., New Delhi.
12. Report of Prof. L.C.Gupta: Committee on Derivatives Trading.
13. Report of Prof. J.C Verma: Committee Report on Derivatives Trading.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MULTINATIONAL FINANCIAL MANAGEMENT (OPTIONAL) (MFC4011)
MBA (Financial Management) IV-Semester (CBCS)

Credit - 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

Course Outcomes

At the end of the course students are able to:

1. Understand the basic concepts of an environment of multinational firms and international financial management.
2. Understand the financial viability of capital expenditure plans and risk in financial decision-making.
3. Analyze issues related to various finance functions of MNCs.

UNIT - I Multinational Financial Management: Growth and importance of international finance; Types of risk in international finance; Measurement & management of political risk, Rewards in international finance, Short-term overseas financing sources; International management of cash, Accounts receivables.

UNIT - II Multinational Investment Decisions: Capital Budgeting for multinational corporations. Cost of capital for foreign investment and designing financial structure.

UNIT - III Portfolio Investment: Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification. Corporate taxes, Value Added Tax (VAT), Withholding Taxes duties and tariffs; Branch verses subsidiary taxes; Tax havens.

UNIT - IV International Accounting and Reporting: Foreign currency transitions; Multinational transfer pricing and performance measurement; Consolidated financial reporting; International accounting standards.

REFERENCES :

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, Int. Ed., New York.
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY (OPTIONAL) (MFC4012)
MBA (Financial Management) IV Semester) (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: Corporate Governance is concerned with direction and control of corporate bodies. These activities are far more basic as compared to profitability and performance of companies. The aim of this course is to impart knowledge of corporate governance among the students.

Course Outcomes

At the end of the course students are able to:

1. Understand the framework for effective Corporate Governance by understanding the role and responsibility of different stakeholders in corporates.
2. Critically apply Corporate Governance theories and framework to the various Corporate Governance structures.
3. Comprehend the implications of the nature and scope of social and environmental accountability for Corporate Governance practices.

UNIT - I Introduction: Concept, Definition, Significance of Corporate Governance, Requirement of Corporate Governance, Principal of Corporate Governance, Models of Corporate Governance, Anglo American, German, Japanese, and Indian.

UNIT - II Theory and Institutions in Corporate Governance: Theoretical basis – Agency theory, steward theory, Stakeholder theory, Rights and privileges of shareholders, Investor's protection, Stakeholders, Role of Board of Directors, Auditors.

UNIT - III Corporate Governance in India: Historical perspective, Various committees on Corporate governance - Naresh Chandra Committee 2002, Narayan Murthy Committee 2005, and J.J. Irani Committee 2005. Role of SEBI, Corporate Governance Provisions in Companies Act 2013. Future of Corporate governance in India.

UNIT - IV Corporate Social Responsibility and Business Ethics: Meaning, Scope, Objectives and Significance to Business, Practices of CSR in Indian corporations, Corporate Social Reporting & Audit – Business Ethics – Meaning Importance & Need for Business ethics, Corporate Governance Ethics, Ethics in Functional areas – Finance, Marketing and Human Resource.

REFERENCES :

1. A.C. Fernando, Corporate Governance Principles Policies & Practice, Pearson, New Delhi.
2. Kesho Prasad, Corporate Governance, PHI, New Delhi.
3. Jayati Sarkar, Corporate Governance in India.
4. N. Gopalsamy, A Guide to Corporate Governance, New Age International Publisher, N. Delhi.
5. Stephen Baenbridge, The New Corporate Governance in Theory & Practice, Oxford University Press, London.
6. Marc Goergen, International Corporate Governance, Prentice Hall, N. York.
7. Randall K. Marck, A History of C.G. Around the World, University of Chicago Press Chicago, USA.

DATE OF BOARD OF STUDIES: 29.01.2020

**DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH**

DISSERTATION & VIVA VOCE (MFC4071)

MBA (Financial Management) IV-Semester (CBCS)

**Credit - 04
Max. Marks -100
40 Marks
60 Marks**

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH

BUSINESS COMMUNICATION AND PRESENTATION (MFC4072)
MBA (Financial Management) IV Semester (CBCS)

Credit – 04

Maximum Marks - 100

Sessional - 30 Marks

(300– 400 words assignment (e.g., memos, emails, letters, summaries, email valuation etc.) And One business research report or proposal (Presentation)

Examination - 70 Marks

(40 Marks Theory + 30 Marks Group Presentation/Discussion)

Objective: This subject aims to make students aware about the nuances of business communication and to learn key elements of verbal and non verbal communication important for them in their professional life.

Course Outcomes

At the end of the course students are able to:

1. Acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2. Distinguish among various levels of organizational communication and communication barriers while developing an understanding of communication as a process in an organization.
3. Utilize analytical and problem-solving skills appropriate to business communication.

Unit-I Introduction: Nature, Process and Importance of Communication, Types of Communication (Verbal & Non Verbal), and Different forms of Communication. Barriers to Communication: Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

Unit-II Business Writing Skills: Writing an effective report, Five Ws and One H or report writing, essentials of a good report and classification of reports, Deductive, Inductive and AIDA approach to writing business letters. Resume Writing and recommendation letters, Electronic mail and handling a mail

Unit-III Business presentation: Making effective Presentations, Business Presentation, Interview Presentations, Importance of Time Management in Presentation, Handling Queries and Questions after Presentation, Presentation Plan, Power Point Presentation, Visual aids and animation.

Unit-IV Legal Aspects of Business Communication: Copyrights, Government papers, Fraud, Invasion of Privacy and Defamation. Corporate Communication: Global Business Etiquette and Cross- cultural communication

Suggestive Readings:

1. Lesikar, R.V. & Flatley, M.E.; Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Bovee, and Thill, Business Communication Today, Pearson Education
3. Shirley, Taylor, Communication for Business, Pearson Education
4. Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH