

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGERIAL ECONOMICS (CMM1001)
M.Com. – First 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 Inputs

UNIT - I Nature and Scope of Managerial Economics : Objective of a firm; Economic Theory and Managerial economist's role and responsibilities; fundamental economic principle – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

UNIT - II Demand Analysis : Law of demand, determinants of demand; Elasticity of demand - its meaning, type and importance; Demand estimation and its methods, Demand forecasting techniques.
Forms of Market and Price Determination: 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.

UNIT - III Production Theory : Production function – its significance and role, Stages of production; Economies 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 Business Cycles: Nature and phases of business cycle; Theories of business cycles – psychological, profit, monetary, innovation, cobweb, Samuelsson and Hicks theories.
Inflation: Definition, characteristics and types; inflation in terms of demand-pull and cost-push factors; Effect of inflation on the society.

References :

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|----|-------------------|---|--|
| 1. | Mavker V.G. | : | Business Economics; Macmillan India Ltd. |
| 2. | Peterson & Lewis | : | Managerial Economics, Prentice Hall of India. |
| 3. | Keveri & Menakshi | : | Managerial Economics, S. Chand & Company |
| 4. | Shrivastava A. | : | Managerial Economics & Quantitative Analysis, Kitab Mahal. |

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGEMENT CONCEPT (CMM1002)
M.Com. (I Semester) (CBCS)

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

Objective: The objective of this course is to provide knowledge and basic understanding about the different concepts of management. Students will also get the idea about new developments of management.

UNIT - I Introduction, Features, Objectives, Nature of Management, Schools of Management Thought, Scientific, Human behaviour and Social System School, Decision theory school, Quantitative and System School; Contingency theory of Management, Role of a manager.

UNIT - II **Managerial Functions:** Planning, Concept, Significance, Types; Organizing -concept, Principles, Types of organizations, Authority, Responsibility, Power, Delegation, Centralization & Decentralization; Staffing, Directing; Coordinating, Controlling, Process, Determinants & and Techniques of Controlling.

UNIT - III **Motivation:** Meaning, Characteristics, Aims & Objectives, Factors affecting motivation, Theories of motivation – Need hierarchy theory, theory X and theory Y, Two factor theory, Alderfer's ERG theory, Victor Vroom's expectancy theory, Likert's theory of motivation.

UNIT - IV **Organizational Conflict:** Meaning, Approach, Types of conflict, Functional and Dysfunctional conflicts; Measures to avoid conflict, Recent trends in Management, Social responsibility in Management, Management of change, Management of crisis, International management.

References :

1. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising ii Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol 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: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: Organizational Behavior, Prentice Hall, New Delhi.
9. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York.
10. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

QUANTITATIVE METHODS (CMM1003)

M.Com. (I Semester) (CBCS)

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

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

Course inputs

UNIT - I Probability and analysis of Variance: Probability: Concepts and Basic Theorems of probability and their applications, Binomial Distribution; Poisson Distribution and Normal distribution. Mathematical Expectations. Analysis of Variance: its assumptions, computation of ANOVA of One way and two way classifications.

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, Testing of Hypothesis its errors.

UNIT - III Index Numbers: Introduction, Uses of Index Number, Construction of Index Numbers: Weighted and Unweighted Index Numbers, Value Index Numbers, Index Number of Industrial Production, Test of adequacy: Unit Test, Circular test, Time reversal test and factor reversal test.

Vital Statistics: Introduction, Definition, Applications of Vital Statistics in Business, Measurement of Fertility and Mortality, Uses of Life Table.

UNIT - IV Association of Attributes: Definition, Applications of Association of Attributes, Difference between Correlation and Association, Notations and Terminology, Association and Disassociation, Consistency of Data, Order of Classes and Class Frequency, Comparison of Observed and Expected Frequencies Method, Proportion Method, Yule's Coefficient of association, Coefficient of Colligation, Coefficient of Contingency. Simple and Multiple Regression Analysis.

References :

1. Hooda R.P.: Statistics for Business and Economics. Macmillan, New Delhi.
2. Croxtan & Cowden: Allied General Statistics, Prentice-Hall, Inc., New York.
3. Elhance, DN: Theory & Practice of Statistics, Kitab Mahal, Allahabad.
4. Shaghil & Mushtaque: Quantitative Tools of Analysis & Management, Printwell Publishers, Jaipur.
5. Heinz. Kohler: Statistics for Business & Economics. Harper Collins. New York.
6. Hien, L.W: Quantitative Approach to Managerial Decisions, Prentice Hall. New Jersey. Lawrence 8.

Revised - 08.09.2018

FINANCIAL MANAGEMENT (CMM1004)

M.Com. – First 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.

UNIT - I Financial Management: Meaning, nature and scope 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. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi..
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van Horne, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
7. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
8. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
9. Sudhindra Bhatt – Financial Management – Excell Book, New Delhi

Revised - 24.07.2018

Department of Commerce
ALIGARH MUSLIM UNIVERSITY, ALIGARH
HUMAN RESOURCE MANAGEMENT (CMM1005)
M.Com. (I Semester) (CBCS)

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

Objective

This course is to develop an insight into the nature and significance of Human Resource Management.

Course inputs

- UNIT - I Human Resource Management:** Meaning, Concept, Nature, Role and Functions of HRM, Human Resource Planning, Recruitment, & Selection Procedures, Employment Tests & Interview. Human Resource Adjustment; Transfer, Promotion & Demotion. Absenteeism and Turnover & Grievances.
- UNIT - II Human Resource Development:** Concepts, Features of HRD, Training & Development, Executive / Management Development, Job Analysis & Design, Job Evaluation, Performance Appraisal, Personnel Policies, Succession Planning, Knowledge Management.
- UNIT - III Wage & Salary Administration:** Incentives & Fringe benefits, Personnel Audit & Research, Career Planning, Empowerment; Concept elements, Approaches, Importance, Barriers in empowerment.
- UNIT - IV Industrial Relations:** Meaning, Objectives, Approaches in Industrial Relation, Industrial dispute and settlement measures, Trade union – Meaning, objectives, Functions and problems. Collective bargaining, Meaning, Objectives and Importance, Workers participation in management, Objectives & Importance.

References:

1. Memonia C. B. : Personnel Management, Himalya Publishing House, Bombay.
2. Saiyadain & Monappa : Personnel Management, Tata Mac Graw, New Delhi.
3. Creming, M.A. : The Theory & Practice of Personnel.
4. Straurs & Sayers : Personnel, The Human Problem of Management.
5. Kumar Ashok : Human Resource Mgt., Anmol Publications Pvt. Ltd. New Delhi.
6. Chopra Rakesh K. : Mgt. of Human Resource, Ketab Mahal, Allahabad.
7. Dale Yoder : Personnel Management & Industrial Relations.
8. Creming, M.A. : The Theory & Practice of Personnel.
9. Kapoor, T.N. : Personnel Management & Industrial Relations in India.
10. Straurs & Sayers : Personnel, The Human Problem of Management.
11. Shashi K. Gupta : Human Resource Management
12. Patnayak : Human Resource Management
13. N.K. Sahni : Management Concept & Organizational Behaviour

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH

BUSINESS ENVIRONMENT (CMM1011) Optional
M.Com. (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.

- 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; FDI, Development of Micro, Small and Medium Enterprises (MSME).
- UNIT - III Socio-Cultural Environment:** Components of Socio-Cultural Environment; Social Institutions and systems; Social values and attitudes; Social groups; Indian Business System - 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 – WTO, World Bank, IMF, ADB, UNCTAD, EU, OPEC, SARC, ASEAN.

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, Rudrar: 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.

REVISED - 01.08.2018

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
CORPORATE GOVERNANCE (CMM1012) Optional
M.Com. (I Semester) (CBCS)

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

Objective: The aim of this course is to impart knowledge of corporate governance among the students.

- UNIT - I Introduction:** Concept, Definition, Scope Significance of Corporate Governance, Principles of Corporate Governance, Global Perspective of Corporate Governance, Models of Corporate Governance - Indo American, German, Japanese and Indian, Theories of Corporate Governance – Agency theory Steward theory, Stakeholder theory and resource dependency theory.
- UNIT - II Mechanism of Corporate Governance:** Board, Board composition, Chairman and CEO, Board of Directors, Company secretary, Board Committees – Audit Committee Shareholder Grievance Committee, Remuneration Committee, whistle blower – types, Components, Stakeholders, types of stakeholders
- UNIT - III Corporate Governance in India:** Evaluation of Corporate Governance in India, Issues, various Committees on Corporate Governance, Regulatory Framework of Corporate Governance in India, Role of SEBI, Importance of Corporate Governance in Capital Market; Corporate Governance Provisions in Cos. Act 2013, Future of Corporate Governance in India.
- UNIT - IV Corporate Social Responsibility & Business Ethics:** Meaning, Scope, Objectives, Significance to Business, Approaches of CSR, Practices of CSR in Indian Corporations, Corporate Social Reporting in India– Business Ethics – Meaning, Origin & Nature, Objectives and Importance of Business Ethics, Ethics in Functional Areas – Finance, Marketing HR, Corporate Governance ethics.

References :

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

Revised - 01.08.2018

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
COST ACCOUNTING & BUDGETARY CONTROL (CMM3001)
M.Com - III 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 emerging concepts in cost management and budgetary control system.

Unit-I Introduction: Evolution of Cost Accounting, Meaning, Objectives, Scope and Importance of Cost Accounting. Installation of a Costing System, Characteristics of an Ideal Costing System. Costing an Aid to Management. Cost Accountant: their Role and Status.

Unit-II Strategic Cost Management: Concept of Strategy, Concept of Cost Management, Strategic Cost Management, Importance of Strategic Cost Management, Advantages of Strategic Cost Management.
Techniques Involved in Strategic Cost Management: Activity Based Costing, Target Costing, Life Cycle Costing, Value Chain Analysis, Total Quality Management.

Unit-III Standard Costing and Variance Analysis: Meaning and Definition of Standard Cost and Standard Costing, Standard Costs & Estimated Costs, Standard Costing & Budgetary Control, Advantages and Limitations of Standard Costing, Types of Standard Cost. Analysis of Variances: Material Variances, Labour Variances and Overhead Variances.

Unit-IV Budgeting and Budgetary Control: Meaning of Budget, Budgeting and Budgetary Control, Objectives of Budget and Budgetary Control, Requisites & Essentials of Successful Budgetary Control System, Merits and Limitations of Budgetary Control.
Preparation of Budget: Sales Budget, Production Budget, Cost of Production Budget, Material Budget, Selling and Distribution Overhead Budget, Master Budget, Zero Base Budgeting, Performance Budgeting.

Suggested Readings:

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

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
CORPORATE TAX PLANNING (CMM3002)
M.Com. – 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 Inputs

- 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.

REVISED – 01.08.2018

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
IT in BUSINESS (CMM3003)
M.Com. – III Semester (CBCS)

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

Objective: The objectives of this course are to develop the understanding regarding the Information technology and E-Business along with enhancing the presentations and data analysis skills of the students for business activities.

- Unit - I:** Introduction, Concept and Features of IT, Application of IT in Business, Data Communication and its Components, Network, Network Types (LAN, MAN, WAN, PAN, HAN) Network Topologies, Transmission Media (Wired and Wireless), Introduction to TCP/IP Protocol Suite, Internet, Intranet, Extranet. New Trends in IT: Cloud, Big Data, Data Mart, Data Ware House, Data Mining, Business Intelligence and their Application in Business.
- Unit - II:** Meaning and Features of E-Commerce, Tradition VS E-Commerce, Significance of E-Commerce, Resources Required for E-Commerce, Channels and Strategic Issues of E-Commerce. Electronic Data Interchange (EDI), EDI Standards, Significance and Application of EDI. Digital Payment Methods, Digital Currency, Security Threats, Security Measures for Business Transaction. Case Study of E-Commerce website like Amazon.com, ebaby.com, Flipcart.com etc.
- Unit - III:** Data and Information, Quality of Information, Information, Information System (MIS), Types and application of Management Information System in Business. Transaction Processing Systems, Decision Support System, Executive Support System, ERP System. Porter Five Force Model and Competitive Advantages. Database, Database Management System (DBMS), Features and Applications of DBMS, Data base Keys.
- Unit - IV:** Work Processing, Document Formatting, Mail Merge, Slide Preparation/Formatting for Presentation. Applications of Spread Sheets in Business, Formula & Functions, Look Up Functions, Statistical Accounting and Financial Functions, Advance Sorting and Filtering, Data Validation, Preparation of Salary Statement, Invoice and Voucher. Introduction to SPSS, Working with SPSS.

Suggested Readings:

1. Behrouz A. Forouzan, Data Communications and Networking, Data McGraw Hill, 4th Edition, 2006.
2. Sinha, Pradeep K. and Preeti Sinha. Foundation of Computing. BPB Publication.
3. Abraham Silberschatz, S. Sudarshan, Henry F. Korth, Database System Concepts, MacGraw Hill, Fourth Edition, 2002.
4. Laudon, Kenneth C. and Jane P. Laudon (2003). Management Information Systems. PHI.
5. P. T. Joseph, E-commerce, A managerial perspective.
6. TorbenLage Frandsen, Microsoft Office Word.
7. John Walkenbach, Excel 2007 Bible 1st Edition.
8. Conrad Carlberg, Excel for Accountants.

Revised – 01.08.2018

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

ORGANISATIONAL BEHAVIOUR (CMM3004)

M.Com - III Semester (CBCS)

Credit - 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective

The aim of this course is to develop an insight about organisational behaviour among the students at Master's level.

Course Inputs

UNIT-I **Introduction:** Concept, Meaning and Scope of Organisational Behaviour, Key elements, Relationship between Management and Organisational Behaviour, Model of Organisational Behaviour, Challenges and Opportunities of Organisational Behaviour.

Motivation: Meaning and Characteristics of Motivation, Theories of Motivation.

UNIT-II **Introduction to Personality:** Meaning, Characteristics and Determinants of Personality, Development and Stages in Development of Personality, Personality Traits, Perception, Meaning, Nature and Importance of Perception, Perception Process and Inputs.

Attitudes and values: Meaning and Components of Attitude, Attitude and Opinion, Types of Attitude, Functions of Attitude, Measurement of Attitude.

UNIT-III **Group Dynamic & Leadership:** Meaning and Importance, Types of Group, Theories of Group Formation, Group Development.

Leadership: Concept, Leadership style, Qualities, Theories of Leadership, Trait Theory, Behaviour Theory, Fielder Contingency Theory, Managerial grid and likert's, Four system of Leadership.

UNIT-IV **Organisational Communication:** Introduction, Significance of Communication, Types of Communication, Process of Communication, Essentials of Communication, Barriers of Communication.

Organisational Development: Meaning, Objective, Process, Intervention of Organisational Development, Management of Change, Factors for Change, Causes of Resistance to Change, Factors influencing the Change.

References:

1. Griffin, Ricky W: Organisational Behaviour, 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 ii Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol 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: Organizational 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
PROJECT WITH PRESENTATION (CMM3071)
M.Com - III Semester
(CBCS)**

**Credit - 04
Max. Marks -100
Presentation - 30 Marks
Project - 70 Marks**

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
INSURANCE MANAGEMENT (Open Elective - CMM3091)
M.Com - III Semester (CBCS)

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

Objectives

This course aims to enable students to understand the basic concepts and processes of insurance and risk management.

Unit I: Introduction to Insurance:

Concept and Nature of insurance, Characteristics of insurance, Principles of insurance, Classification of insurance, Life insurance products, Non-life insurance and its products, Third party insurance medi-claim, Insurance Intermediaries, Retirement planning and annuities, Special characteristics of Insurance contracts, Settlement of Insurance claims and underwritings, Operations of insurance companies, Privatization of insurance business, FDI in insurance sector, Foreign insurers in India

Unit II: Risk Management:

Meaning of risk, Degrees of risk, Types of risk, Meaning and objectives of risk management, Significance of risk management, Principles of risk management, Risk management information system (RMIS), Process of risk management, Methods of risk management, Property loss exposures, Property loss control, Risk financing

Unit III: Legal Framework of Insurance

History of insurance legislation in India; insurance act, 1938; life insurance corporation act, 1956; General insurance business (Nationalization) act, 1972; Consumer protection act, 1986; IRDA ACT, 1999; A brief profile of IRDA and its functioning

Unit IV: Actuarial insurance

Introduction, Appointed actuary in India, Powers of appointed actuary, Duties and obligations of an actuary, Functions of an actuary in life insurance **business**, Functions of an actuary in general insurance business, Role of an actuary in investment policies, Actuarial society of India, Mortality Tables, Premium Valuation, Insurance product development and pricing

Suggested Readings

1. Bernstein, Peter L., (1996), Against the gods, John Wiley and Sons, New York
2. Brenley, Richard A. and Steward C. Myers Corporate Finance; Mcgraw Hill, Int. Ed. New York
3. Hampton, John Financial Decision Making; Prentice- Hall, Delhi
4. Khan MY, Jain PK Financial Management; Tata Mcgraw, New Delhi
5. Bhattacharya, Hrishikas Working Capital Management; Strategies and Techniques
6. Van Horne, J.C and J.M Wachowicz Jr. Fundamentals of Financial Management; Prentice- Hall, Delhi

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
SECURITY MARKET OPERATION (Open Elective – CMM3092)
M.Com. - III Semester (CBCS)

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

Objective: This course aim at giving a comprehensive understanding of stock market operations in terms on structure, trading and settlement procedures, instruments, processes and related components as also emerging challenges in the area.

Course Inputs:

- Unit –I** An overview of Indian Securities Market, Meaning, Functions, Intermediaries, SEBI and its role and functions, Role and recent Developments in the primary market in India – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – SEBI measures for primary market, Methods of Marketing Securities.
- Unit – II** Meaning, Nature, Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India – Defects in working of Indian stock exchanges – SEBI measures for secondary market – Overview of NSE, BSE and OTC, Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, Delisting of securities.
- Unit – III** Depository: Role and need; process of dematerialization and rematerialization, benefits and flaws, The Depositories Act, 1996; Depository Vs Back National Securities Depository Ltd. (NSDL); Central Depository Services India Ltd. (CDSL); Depository participant. Credit Rating: Meaning and necessity; Credit rating agencies: CRISIL, ICRA and CARE; Methodology of credit rating, rating symbols
- Unit – IV** STOCK MARKET INDICES: Meaning, Purpose, and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices of foreign countries (Overview).

Suggested Readings

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
2. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
3. Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw-Hill.
4. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers
5. Amling : Fundamentals of Investment Analysis, Prentice Hall, International Edition.
6. Gupta, L.C. : Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi
7. Sharpe, Willia F. : Portfolio Theory and Capital Markets, McGraw Hill, New York.

Revised - 08.09.2018

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MANAGEMENT OF FINANCIAL INSTITUTIONS
M.Com. (II Semester) (CBCS) (CMM2001)

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.

UNIT - I Introduction: Structure of Indian Financial System, Economic Growth & Financial Institutions, Types of Financial Institutions, Regulation of Indian Financial System, Financial Stability, Recent developments in Indian Financial System: An Overview.

UNIT - II Management of Commercial Banks in India: Evolution and Growth of Banking Systems in India, Recommendations by Narasimham Committee by I & II and action taken, Recent reform measures by RBI.

Reserve Bank of India: Objectives and basics of the RBI, Structure of the RBI, Monetary policy of the RBI.

Development Banks: Operational and promotional activities of IFCI, ICICI, IDBI, SIDBI, NABARD.

UNIT - III Merchant Banking in India: Concepts, Services of Merchant Bankers, History & Growth of Merchant Banking, Role of Merchant Banking in Indian Economy, Regulation of Merchant Banking.

Non-Banking Finance Companies (NBFCs): Nature and Significance of NBFCs, Types of NBFCs, Regulatory norms and Directions for NBFCs, Enforcement of regulatory Measures, Financial performance of NBFCs, Challenges before Indian NBFCs.

UNIT - IV Insurance in India: Concept, Objectives, Growth and development of Insurance, Strategic policies of insurance, Development of fund by insurance, Liberalization and insurance, Insurance and Industrial Financing.

References:

1. Financial System, Tata McGraw Hill, Delhi
2. Reserve Bank of India, Various Reports, RBI Publications, Mumbai.
3. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Averlarh, Robert D.: Money Banking and Financial Markets, London.
5. Srivastava R.M.: Management of Indian Financial Institution, Himalaya Publishing House, Mumbai.
6. Veena J.C.: Guide to Mutual Funds and Investment Portfolio, Publishing House, New Delhi

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
MARKETING MANAGEMENT
M.Com. (II Semester) (CMM2002) (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 with various environmental constraints.

Course Inputs

- Unit I: Concept of Marketing:** Marketing management orientations; Customer Relationships; Customer Loyalty & Retention; Strategic Marketing Planning; Marketing Environment – Macro & Micro; Market Segmentation, targeting and positioning; Customer Buying Behaviour – types of buying decision behaviour, process & buying decision process for new products
- Unit II: Marketing Mix :** New Product Development and Product Life Cycle Strategies; Pricing Strategies; Retailing & Wholesaling; Integrated Marketing Communications-developing effective marketing communications; Advertising & Public Relations; Personal selling and promotions.
- Unit III: Marketing Research:** Concept and Need of Marketing Research, data source for marketing research, Process of Research in Marketing, Marketing plan its need and the essential elements of marketing plan.
- Unit IV: Issues & Emerging Marketing Concepts:** Social, ethical and legal aspects of Marketing, Basic concept and features of Green marketing, Concept of cyber marketing and its scope. Rationale of Smart marketing in digital age, Role of the emerging dimension like VR in marketing.

References

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall" New Delhi.
2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi,
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall , New Delhi.
4. Mc Carthy, E. Jenome and William D" Perreault Jr: .Basic Marketing: Managerial Approach, Richard D, Irw'n, Homewood, Illinois,
5. Ramaswamy,V.S and Namakumari,S: Marketing Management, MacMillan India, New Delhi,
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co" New York.
8. Still, Richard R, Edward W, Cundiff and 'Norman A,P. Govo1'11 Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
FINANCIAL ACCOUNTING & REPORTING
M.Com. (II Semester) (CMM2003) (CBCS)

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

Objective

The purpose of this course is to expose students to Financial Reporting & advanced accounting issues and various Financial Reporting practices of companies.

COURSE INPUTS

- UNIT-I** **(A) Valuation of Shares:** Needs, Factors affecting Valuation of Shares, Methods of Valuation – Net Assets Basis, Earning capacity, Dual or Fair Value Method.
- (B) Valuation of Goodwill:** Nature, Features, Types and Classes of Goodwill, Factors relating to Goodwill, Methods of valuing Goodwill – Arbitrary Assessment, Capitalization of expected future net profits, Purchase of Past Average Profits and Super Profit.
- UNIT-II** **Final Accounts of Companies:** Preparation of Financial Statements as per Provisions of Companies Act, 2013.
- Accounting Related to Liquidation of Companies:** Legal aspects-Meaning and types; Preparation of Statement of Affairs and Deficiency/Surplus Account; Liquidator's Final Statement of Account.
- UNIT - III** **Accounting for Holding Companies:** Meaning, Objectives, Merits and Demerits of Holding Companies; Rationale for Holding Companies; Advanced treatment of dividends, bonus shares, fictitious assets, unrealized profit, Contingent liabilities and revaluation of assets; Treatment of Goodwill already appearing in the books of Subsidiary Companies; Elimination of common transactions; Preparation of consolidated balance sheet and profit & loss account as per Accounting Standard-21.
- UNIT – IV** **Financial Reporting:** Concept and objectives of financial reporting, users of financial reporting, General Purpose Financial Reporting and Specific Purpose Report, Qualitative Characteristics of Financial Reporting Benefits of Financial Reporting, Recent Trends in Corporate Reporting in India, **International Financial Reporting Standards (IFRS):** Meaning, Origin, Objectives, Convergence with IFRS, Benefits of convergence, Challenges of convergence, Role of ASB in post convergence Scenario

References :

1. Beams, F.A. : Advanced Accounting, Prentice Hall, New Jersey
2. Engler, C., L.A. Bernstein and K.R. Lambert : Advanced Accounting, Irwin, Chicago
3. Gupta, R.L: Advanced Financial Accounting, S.Chand & Co., New Delhi
4. Maheshwari, S.N. : Advanced Accountancy-Vol. II, Vikas Publishing House, New Delhi
5. Monga, J.R. Corporate Accounting , Mayoor Paper backs, Noida
6. Shukla, M.C. and T.S. Grewal: Advanced Accountancy, Sultan Chand & Co., New Delhi

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
INVESTMENT MANAGEMENT
M.Com. (II Semester) (CMM2004) (CBCS)

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

Objectives: This course aims at providing the general understanding of Investment management and also learns about financial markets and instruments, investment strategies. The course will also apply standard models of financial economics to problems of portfolio optimization, diversification, immunization, and risk management.

UNIT – I Introduction: Concept of Investment, Elements of investment, objectives of investment, Investment Process, Sources of Investment information, Criteria for investment decision, Types of Investments, Investment v/s Speculation and Gambling, Investment Avenues, Factors Influencing selection of Investment alternatives, Investment environment.

UNIT – II Risk and return analysis: Investment risk Concept, Classification of risk: Systematic and Unsystematic risk, Measurement of Risks, Concept of Beta, Standard Deviation and Variance, Measurement of risk, Investment return: Concept, Profitability ratios, Measurement of return, Concept of Time Value of money in return analysis, Equity valuation models, Zero growth model constant growth model, variable growth model, Green Span model.

UNIT – III Approaches of Investment Analysis: Fundamental Approach: Economic analysis, Industry analysis and company analysis Technical approach. Concept, Basic terms of Technical analysis, Trends – Dow Theory – Chart Patterns, Technical indicators, Fundamental analysis v/s Technical analysis.

UNIT – IV Investment Planning: Concept and process, Tax planning for individual, Investment avenues – Tax sheltered investment, Financial and non-financial form of Investment, Golden rules of investments, Market efficiency: concept, weak, Semi-strong and strong form; Methods of measurement of market efficiency.

Suggested:

1. Denald H, Fisher and Ronald J. Security Analysis and Portfolio Management, Prentice Hall, India
2. Avadhani, V.A. Investment Management, Himalaya Publishing House.
3. Kevin, S., Portfolio Management, Prentice Hall of India Ltd.
4. Preeti Singh, Investment Management Himalaya Publishing House.
5. Avdhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishing House.

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
INDIAN FINANCIAL SYSTEM (Optional)
M.Com. (II Semester) (CMM2011) (CBCS)

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

Objectives: The objective of this paper is to acquaint students with the working of the system and the recent changes that have taken place. The operations of both the monetary policy and commercial banks in an open economy had to be reassessed. The opening of the financial services and the different types of financial services are also an important constituent of the paper.

UNIT – I Overview of the Indian Financial System: Definition and Meaning of the Financial System – Components of the financial system institutions, Instruments, Markets and services: Functions and Role of Financial system, Indicators of Financial Development.

UNIT – II Financial Sector Reforms & RBI Monetary Policy: Financial Sector Reforms, Narasimham Committee Report 1991 and 1998 – Monetary Policy of the RBI, Recent Developments in the Monetary Policy – Monetary Policy Targeting – Interest rate, exchange rate.

UNIT – III Banking & Non-Banking Financial Institutions: Commercial Banking: Developments in Commercial Banking Sector since 1991s, Management of Non-Performing Assets (NPAs); Capital Adequacy, Norms, Overview of Development Banking and Non Bank Finance Companies (NBFCs) in India.

UNIT – IV Financial Services & Regulation: Financial Services – Importance of financial services, Insurance, Mutual Funds, Lease Finance, Merchant Banking and Credit Rating, Micro Finance and Self Help Groups, Financial Inclusion Programmes in India, Regulation of the Financial System; RBI, SEBI and IRDA.

Suggested:

1. Pathak Bhanu: The Indian Financial System – Markets Institutions and Services, Pearson Education, New Delhi.
2. Bhole L.M.: Financial Institutions and Markets, Growth and Innovation, Tata McGraw Hill, New Delhi.
3. Hull J.: Introduction to Futures and Capital Market, Prentice Hall of India, Delhi.
4. Khan, M.Y.: Financial Services, Tata McGraw Hill, New Delhi.
5. Paul J. and P. Suresh.: Management of Banking and Financial Services, Pearson Education, Delhi.

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY, ALIGARH
Research Methodology (Optional)
M.Com. (II Semester) (CMM2012) (CBCS)

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

Objectives: This course aims at providing the general understanding of business research and the methods of business research. The course will impart learning and understanding about how to collection, analyze data & information.

UNIT – I Introduction: Meaning and Nature of Research, Significance of Research in Business Decision Making, Identification and Formulation of Research problem. Setting Objectives and Formulation of Hypotheses, Research Designs, Exploratory Descriptive, Diagnostic and Experimental.

UNIT – II Process of Research: Primary Stage, Secondary Stage, Tertiary stage. Types of Research, Sources of Information, Data collection, Report preparation steps in Report Writing, Citations, Bibliography and Annexure.

UNIT – III Sampling theory: Meaning, Kind of Sampling, Simple Random Sampling, Stratified Random Sampling, Systematic sampling, Sampling and non sampling error> Probability, Distribution: Bionomial, Poission and Normal Distribution, their characteristics and applications.

UNIT – IV Hypothesis Testing: Meaning, Procedure of hypothesis testing, Test of hypothesis, Important parametric tests, Z – test, t – test, F – test (one way analysis of variance and Two way Analysis of variance) Chi Square Test.

Suggested:

1. J.S. Chandan, Statistics for Business and Economics, Vikas Publishing House, New Delhi.
2. Research Methodology in Survey by Anil Kumar, Alfa Publication, New Delhi.
3. Alexibook of Research Methodology in Social Science by P.C. Tripathi, Sultan Chand & Sons, New Delhi.
4. Research Methodology in Commerce by S. Mohan & R. Elangovan, Deep & Deep Publication, New Delhi.
5. Statistical Research Methodology by Anil Kumar, Alfa Publication, New Delhi.
6. Research Methodology in Management by Arvindrani Desai, Ashish Pub. House, New Delhi.

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

SEMINAR

**M.Com - II Semester (CMM2071)
(CBCS)**

**Credit - 04
Max. Marks -100
30 Marks
70 Marks**

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
STRATEGIC MANAGEMENT
M.Com. – IV Semester (CMM4001) (CBCS)

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

Objective

This course is to enhance the decision making abilities of students in situation of uncertainty in a dynamic environment.

Course inputs

- UNIT - I Strategic Management:** Introduction, Concept of Strategy, Strategic Management, Importance of Strategic Management, Strategic Management Process, Levels of Strategic Management, Approaches to Strategic Management, Mission, Objectives and goals.
- UNIT - II Business Environment:** Concept, General Environment - Industry Environment, General Environmental Factors - Economic, Technical, Demographic, Political & Legal Environment - Industry Environment - Risk of Entry by Potential Competitors, Degree of rivalry, Bargaining power, Institutions, SWOT Analysis.
- UNIT - III Formulation of Strategy:** Business Strategies- Cost leadership, Differential, Focus Corporate Strategies - Stability, Growth, Diversified, Retrenchment, Mechanism of Strategies - Internal Development, Joint Venture, Merger & acquisition.
- UNIT - IV Strategy Implementation:** Introduction, Difference between strategy formulation and strategy implementation, Project and structural implementation, Functional implementation - Financial, Marketing and Human Resource, Leadership Implementation, Strategic Evaluation and Control.

References:

1. Levin, H.J., Business Organisation and Public Policy: A Book of Reading, Holt, New York, 1958.
2. Cline, W.R. (ED), Policy Alternatives for New International Economic Order, Praeger Published, New York, 1979.
3. Ham Christopher, The Policy Process in the Modern Capitalist State, Wheatsheet Books, Sussex, 1984.
4. Schellenberger, R., Policy Formulation and Strategy Management: Text and Cases, John Willey & Sons, New York, 1982.
5. Business Policy and Strategic Management by Frances Cherinilam - Himalaya Publishing House, New Delhi.
6. Strategic Management - VSP Rao - Excel Books New Delhi.
7. Strategic Management - L.M. Prasad - S. Chand & Co., New Delhi.
8. Strategic Management - Rosy & Joshi, Kalyani Publisher, Ludhiana

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
M.Com. – IV Semester (CMM4002) (CBCS)

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

Course Objectives:

To gain an understanding of the processes, styles and philosophies followed and tools used in the valuation of publicly traded securities including investment objectives, risk and return; analysis and selection of investment securities, timing, portfolio theory and applications, and evaluation of portfolio performance.

COURSE INPUTS

- UNIT - I Portfolio Management:** Meaning, importance, objectives and various issues in portfolio Analysis. Process of Portfolio Management, Nature and scope of investment analysis, elements of investment, avenues of investment, Classification of Investments, Concept of Security returns and risk analysis.
- UNIT - II Portfolio Models:** Markowitz risk-return optimization model: Risk and Return analysis, Assumptions of Markowitz's Model, Parameters of Markowitz's, Diversifications co-efficient of co-relation, Effect of holding two securities on Portfolio risk, Change in portfolio Proportions, Effects of combining securities; Arbitrage pricing theory – Deriving the Arbitrage Pricing Theory and Practical applications of APT.
- UNIT- III Theories of Portfolio analysis: Capital Market theory-** Capital market line, security market line; Risk free lending and borrowing; recent developments. Single Index Model: Portfolio total risk, portfolio market risk unique risk; Sharpe's optimisation solution, Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation.
- UNI - IV Portfolio risk management:** Concepts, Use of Derivatives, Hedging, Benefits and Objectives of Derivative Instruments, Present position of Derivatives Market in India. Derivative Segments: Stock, currency, commodity etc. Derivative Financial Instruments: Forward Contracts; Options Contracts- call and put, mechanism; Future Contract: concept, application, mechanism; Swaps: Interest rate swaps.

REFERENCES:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative Financing, Probus.
4. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi. Kolb, Robert:
6. Financial Derivatives, New York Institute of Finance, New York.
7. Marshall, John F and V. K. Bansal: Financial Engineering- A Complete Guide to Financial Innovation, Prentice Hc Inc., New Delhi.
8. Report of Prof. L.C.Gupta: Committee on Derivatives Trading.

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
Aligarh Muslim University, Aligarh
MANAGEMENT ACCOUNTING
M.Com. – IV Semester (CMM4003) (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 INPUTS

- Unit-I Management Accounting:** Meaning, Definition, Objectives, Nature, Need & Importance, Limitations, Scope & Functions of Management Accounting. Role of Management Accounting in Decision Making, Management Accounting V/S Financial and Cost Accounting. Installation of Management Accounting System. Management Accountant: Their Position, Role, Duties & Functions.
- Unit-II Analysis & Interpretation of Financial Statements:** Meaning, Objectives, Significance and Limitations of Financial Statement Analysis. Techniques of Analysis of Financial Statements: Comparative Statement Analysis, Trend Analysis, Common-Size Statement Analysis and Ratio Analysis. Advantages and limitations of Ratio Analysis, Classification of Ratios: Profitability, Solvency, Liquidity and Turnover Ratios.
- Unit-III Marginal Costing & Break-Even Analysis:** Concept, Significance and Limitations of Marginal Costing. Cost-Volume-Profit Analysis: Profit-Volume Ratio, Break-Even Analysis, Assumptions 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 Responsibility Accounting & Management Information System (MIS) and Reporting:** Concept, Definition, Essentials of Responsibility Accounting, Steps in Responsibility Accounting, Advantages of Responsibility Accounting, Major Difficulties Encountered in Introducing Responsibility Accounting, Types of Responsibility Centers. Transfer Pricing: Meaning, Objectives and Methods.
Management Information System (MIS) & Reporting: Elements, Types and Installing MIS. Meaning, Definitions, Objectives & Methods of Reporting, Requirements of a Good Report and Kinds of Reports.

Suggested Books:

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

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
PROJECT PLANNING AND CONTROL
M.Com. – IV Semester (CMM4004) (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

Unit - I Investment opportunities and demand analysis:

Project ideas; screening of ideas; environment scanning and opportunity analysis; market and demand analysis, sources of information-primary and secondary, demand forecasting

Unit – II Technical analysis and cost of project:

Production technology, Selection of plant and equipments, materials and inputs, product mix, plant location and layout, major cost components; means of financing; planning capital structure

Unit – III Financial and social benefits analysis:

Projected financial statements: cost of production; profit and loss account; balance sheet; break even analysis; cash flow statements; Meaning and Rational for social cost benefits analysis (SCBA); methodology of SCBA; L&M approach and UNIDO approach

UNIT -IV Network techniques for project implementation, Monitoring and Control:

PERT and CPM techniques; seven slacks and activity floats; project implementation practices in India; Probability of completion time, Crashing of network (time cost relationship), CPM updating a project

Suggested Books:

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. Pitale, R.L: PROJECT APPRAISAL TECHNIQUES, Oxford and IBH
5. Planning Commission: Manual for preparation of Feasibility Report
6. Chaudhary, S: Project management, Tata McGraw Hill, New Delhi
7. Timothy, D.R and W.R Sewell: Project Appraisal and Review, Macmillan, India

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
GLOBAL BUSINESS

M.Com. – IV Semester (Optional -CMM4011) (CBCS)

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

The main objectives of the syllabus is to equip the students with the understanding of the impact of globalization and to develop the ability to think strategically about global business issues and to make them aware of the various facets of globalization, the economic underpinnings of globalization, and the major trends and institutions shaping the global economy and the future of international management.

UNIT - I FOUNDATIONS FOR GLOBALECONOMY:

Globalisation, Determinants of Globalisation, Political, Economic and Legal Forces, Ethics in International Business, Major Economic Crisis – Financial Crisis of 2007-2008 – Subprime; 2000 IT Bubble, 2009; European Debt Crisis 2015-2016 and Chinese Stock Market Crash, Indian Eco Crisis of 1991.

UNIT – II GLOBAL MARKETS:

International Trade Theories – Absolute Advantage, Comparative Advantage, Factor Pro-portion theory & Neo-factor proportion theory.
Balance of payment, WTO, Regional Integration through BRICS, ADB, BIMSTEC.

UNIT – III GLOBAL MONEY:

Global Money System, Exchange Rate determination and Forecasting, World Major Currency – SDR basket, Digital Monetary Unit (Bit Coin) and its rise as a global currency, Convertibility of Currencies.

UNIT – IV GLOBAL ATTRIBUTES AND FINANCIAL REPORTING:

Cultural Issues in Workplace, Global Human Resource Management Complexities and Staffing Policy - Ethnocentrism, Regioncentrism, Geocentricism, Polycentrism and Process of Recruitment & Training; IFRS Convergence in India and its global significance.

Suggested Books:

1. International Business P. Subba Rao, Himalaya publishing house
2. International Business environment; Anant Sundaram & J Stewart Black
3. International Business : competing in the Global market place : Charles W.I. Hills, Tata MCGRAW Hill
4. Ghemawat, Economic Evidence on the Globalization of Markets.

Revised – 24.01.2019

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
SUPPLY CHAIN MANAGEMENT
M.Com. – IV Semester (Optional - CMM4012) (CBCS)

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

Course Objectives

- Learn the basic elements of supply chain management.
- Develop ability to analyze and solve supply chain related problems.
- Learn how to use mathematical models and IT tools in supply chain management.

Unit - I Introduction to supply chain management:

Meaning, objectives, significance of SCM; Four drivers of supply chain: Facilities, inventory, transportation, information; Supply chain strategies; SC Performance measurement

Unit - II Warehousing and Distribution:

Meaning, Functions, importance and organization of stores, Stores layout; Stores procedure: Documentation; Inventory control and cost reduction techniques; Inventory management principles and approaches; Inventory categories-EOQ, LT, ICC; Materials management systems and techniques- JIT Purchasing; Packaging and Marking; Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Third party logistics(3PL); Outsourcing

Unit – III Supply Chain Designing and Supply Chain Integration:

Network design, factors affecting network design, phases of network design; Service level requirements; Integrating inventory positioning and network design; Use of IT in SC; E-business and its impact on supply chain's responsiveness and costs, Technology in logistics-EDI, bar coding, RFID; Re-engineering the supply chain

UNIT – IV Marketing Relationship Management:

Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii, 2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.

**DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
BUSINESS COMMUNICATION AND PRESENTATION (CMM4072)
M.Com. – 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.

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

Revised – 24.01.2019