

B.Com -IFA
(International Finance
& Accounting)
Syllabus for 5th & 6th
Semester

COURSE STRUCTURE FOR B.COM International Finance and Accounting				
Code	Subject Title	Hours	Credits	Marks
SEMESTER 1				
BCIFA1119	Financial Accounting	4	4	100
BCIFA1219	Principles of Management	4	4	100
BCIFA1319	Business Economics	4	4	100
BCIFA1419	Organisation Management	4	4	100
SEMESTER 2				
BCIFA2119	Cost Accounting	4	4	100
BCIFA2219	Financial Reporting I	4	4	100
BCIFA2319	Business Law	4	4	100
BCIFA2419	Income Tax I	4	4	100
SEMESTER 3				
BCIFA3119	Income Tax II	4	4	100
BCIFA3219	Financial Management I	4	4	100
BCIFA3319	Marketing Management	4	4	100
BCIFA3419	Business Statistics	4	4	100
BCIFA3519	Performance Management I	4	4	100
BCIFA3619	Corporate Law & Administration	4	4	100
SEMESTER 4				
BCIFA4119	Taxation – GST	4	4	100
BCIFA4219	Financial Reporting II	4	4	100
BCIFA4319	Principles of Audit	4	4	100
BCIFA4419	Financial Management II	4	4	100
BCIFA4519	Performance Management II	4	4	100
	CBCS	2	2	50
	CBCS	2	2	50
SEMESTER 5				
BCIFA5119	Corporate Reporting I	4	4	100
BCIFA5219	Governance, Ethics & Professional skills	4	4	100
BCIFA5319	Business Strategy & Analysis I	4	4	100
BCIFA5419	Advanced Financial Management I	4	4	100
BCIFA5519	Entrepreneurial Development	4	4	100
	Electives (Any one to be opted)	4	4	100
BCIFADEA5619 BCIFADEB5619	Advanced Performance Management I or Advanced Audit & Assurance I – (ELECTIVE)			
BCIFAI5719	Internship	6 weeks	2	Graded
SEMESTER 6				
BCIFA6119	Corporate Reporting II	4	4	100
BCIFA6219	Business Strategy & Analysis II	4	4	100
BCIFA6319	Advanced Financial Management II	4	4	100
BCIFA6419	Financial Modelling	4	4	100

BCIFA6519	International Business	4	4	100
	Electives (Any one to be opted)	4	4	100
BCIFADEA6619	Advanced Performance Management II			
BCIFADEB6619	Advanced Audit & Assurance II – (ELECTIVE)			

V Semester			
Course Code	CORPORATE REPORTING I	Credits	Hours
BCIFA5119		4	60
Objectives			
<ul style="list-style-type: none"> To understand the perspective of professional behavior & compliance with accounting standards. To interpret financial performance for different stakeholders. 			
Course Contents			
Unit 1	Conceptual Framework & Ethics	8 Hours	
Conceptual Framework – Qualitative characteristics, concept of Prudence, Definition of elements of financial statements & Recognition and Derecognition - Ethical & professional issues in financial reporting – relevance & importance of ethical & professional issues while complying with accounting standards – potential ethical implications of professional & management decisions in preparation of corporate reports – consequences of not upholding ethical principles – implications of related party relationships in preparing corporate reports			
Unit 2	Reporting of financial performance	16 Hours	
Recognition of revenue for goods & services, contracts, sale with right of return, agency, warranties – Non-current tangible & intangible assets recognition & derecognition, measurement bases –income taxes including deferred taxes – Events after the reporting period, provisions & contingencies – share based payments – fair value measurement.			
Unit 3	Interpretation of financial statements	10 Hours	
Analysis & interpretation of financial information and measurement of performance – financial & non-financial performance measures – concept of integrated reporting including objectives, concepts, guiding principles and contents thereof.			
Unit 4	Changes in Accounting regulations	10 Hours	
Current issues in financial reporting including criticisms on accounting standards – accounting implications of first-time adoption of new accounting standards – potential implications of the relevant exposure drafts issued – IFRS for SMEs.			
Unit 5	Current Issues	8 Hours	
Implications of 1st time adoption – Accounting for crypto currency in Digital age - accounting for the effects of a natural disaster and the resulting environmental liabilities – Management commentary.			
Self-Study		08 hours	
<ul style="list-style-type: none"> Initial recognition and subsequent measurement of IAS 41 and IAS 2 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA Study Material, Financial Accounting ('FA') (earlier known as 'F3') Kaplan Publishing. Anil Kumar, V Rajesh Kumar & B Mariyappa: Himalaya Publishing House. B S Raman, Advance Financial Accounting, United Publishers. R L Gupta, M Radhaswamy: Sultan Chand & Sons Institute of Cost & Works Accounts of India, Advanced Financial Accounting. 			

V Semester			
Course Code	Governance, Ethics & Professional skills	Credits	Hours
BCIFA5219		4	60
Objectives			
<ul style="list-style-type: none"> To provide the students with the principles of corporate governance applicable to a business entity. To discuss various professional skills that a manager needs to acquire and apply. 			
Course Contents			
Unit 1	Corporate Governance	10 Hours	
<p>Principle-agent relationship in the context of governance – issues connected with separation of ownership and control over organisation activity – stakeholder analysis (power & interest) using Mendelow matrix and applying it to strategy & governance – CSR and organisation as a corporate citizen in the context of governance. Organisation for economic cooperation and development (OECD) Report ii) International corporate governance network (ICGN) Global Governance Principles</p> <p>Describe the objectives, content and limitations of, governance codes intended to apply to multiple national jurisdictions</p>			
Unit 2	Governance approaches & scope	10 Hours	
<p>Role of institutional investors in governance systems – rules v/s principles approach to governance – duties of directors, functions of the Board, composition & balance of the Board – responsibility of the Board for risk management systems & internal control – purposes, roles & responsibilities of non-executive directors</p>			
Unit 3	Public sector governance	08 Hours	
<p>Compare & contrast the principles of governance in private sector, public sector, charitable trusts and NGOs – linking strategic objectives of a public sector organisation with governance systems.</p>			
Unit 4	Professional skills in workplace	12 Hours	
<p>Effective communication (verbal & written, formal & informal, hierarchical) – commercial acumen (using judgement, exhibit awareness) – analytical mind (creating information and using it for the purpose of analysis in diagnosing business problems, strategic performance and evaluate strategic alternatives) – scepticism (challenging the status-quo and innovate) – evaluation (assess & appraise the business scenario)- Advise on the implications of collaborative working and partnering, such as franchising, organization process outsourcing, shared services and global business services.</p>			
Unit 5	Leadership & ethics	12 Hours	
<p>Qualities of leadership – leadership & organisational culture – Analysing the culture of an organisation using the cultural web, recommend suitable changes, ethical codes & leadership in the context of governance – management behaviour & ethics – ethical threats & safeguards against the threats – handling fraud, bribery & corruption, AAA Model and Tucker’s 5 question model- Concepts of entrepreneurship and intrapreneurship to exploit strategic opportunities and innovate successfully. Organisation governance and leadership qualities, the key ethical and professional values underpinning governance.</p>			
Self-Study		08 hours	
<ul style="list-style-type: none"> Difference between entrepreneurship and Intrapreneurship 			
Suggested readings:			
<ul style="list-style-type: none"> "Strategic Management Concepts" by Robert E Hoskisson and Michael A Hitt. Clouttail India. "Strategic Planning and Management in Contemporary Zambia" by James Mulungushi, Lambert Academic Publications. “Strategic Management” Kazmi, McGraw Hill India. Strategic Management - SIE By Pearce, Mcgraw Hill. ACCA Approved learning material by Kaplan Publishing :Strategic Business Leader”. 			

V Semester			
Course Code	BUSINESS STRATEGY & ANALYSIS I	Credits	Hours
BCIFA5319		4	60
Objectives			
<ul style="list-style-type: none"> • This paper underpins the knowledge, skills and expertise required to assess the business strategies and their impact on business performance. • The objective is to equip students with the tools & techniques of assessing strategic position, develop strategic choices and implement the chosen strategy through change management. 			
Course Contents			
Unit 1	Concepts of strategy	12 Hours	
Understand & explain the fundamental nature of strategy & strategic decisions in different types of organisation – use of the Johnson, Scholes and Whittington (JSW) model – strategic position, strategic choices and strategy action – use of models such as PESTEL, Porter’s Diamond in assessing environmental impact – Assessing competitive position using models like Porter’s five forces and Porter’s value chain			
Unit 2	Internal competencies, capabilities and resources	10 Hours	
Identify organisation’s capabilities and competencies in light of the strategic position – assessment of these for sustaining competitive position – use of SWOT model to assess organisation’s abilities to assess its capabilities.			
Unit 3	Strategic choices	14 Hours	
Evaluate the suitability, feasibility & acceptability of different strategic choices – pros & cons of strategic choices for product/market diversification in a globalised environment – pricing strategies including the 7-P model and its impact on competitive position – managing the organisation’s portfolio & strategies related thereto using the Boston Consulting Group (BCG) matrix – use of Ansoff’s matrix for developing generic strategies – evaluate different choices such as mergers, acquisitions, alliances, joint ventures and franchises- Impact of internal development, business combinations, strategic alliances and partnering on business growth.			
Unit 4	Strategic action	8 Hours	
Implementing strategic plan – aspects of the change management process – challenges of change management – organising & enabling success – business change life-cycle – Harmon’s process-strategy matrix – improving processes in organisation.			
Unit 5	Use of technology in developing strategic alternatives	10 Hours	
Use of mobile & cloud technology with their benefits & risks – cloud v/s owned hardware & software – use of big data & data analytics for strategy development – use of data analytics for decisions regarding product development, marketing & pricing – IT systems security & Control.			
Self-Study			08 hours
<ul style="list-style-type: none"> • PESTEL analysis and PORTER’S 5 FORCES for real life companies. • E-Business value chain. 			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Approved learning material by Kaplan Publishing : Strategic Business Leader" • Strategic Management Concepts" by Robert E Hoskisson and Michael A Hitt. Cloutail India • "Strategic Planning and Management in Contemporary Zambia" by James Mulungushi, Lambert Academic Publications • "Strategic Management" Kazmi, McGraw Hill India • Strategic Management - SIE By Pearce, McGraw Hill 			

V Semester			
Course Code	Advanced Financial Management I	Credits	Hours
BCIFA5419		4	60
Objectives			
<ul style="list-style-type: none"> To develop the knowledge and skill expected of a finance manager, in relation to investment, financing, and dividend policy decisions in a globalized environment. The paper also deals with the role of financial manager in financial reconstruction and business reorganization. 			
Course Contents			
Unit 1	Strategic Business Management and Governance	8 Hours	
Role and responsibility of senior financial executives- -Ethical and governance issues- - Ethical Framework - Ethical Financial Policy for Financial Management on Sustainability and Environment Issues -role of treasury in multinationals-strategic business and financial planning for multinationals-Financial strategic formulation for financing, investment and dividend decisions			
Unit 2	Capital structure and dividend policies	10 Hours	
Cost of capital-Approaches to capital structure – capital structure theories and their impact on cost of capital & company valuation – use of MM prepositions in financial management- pecking order-static trade off theory-Agency effects-Dividend -forms-Theories.			
Unit 3	Advanced investment appraisal techniques	16 Hours	
Modified IRR – concept of duration and modified duration – adjusted present value method (APV) (impact of financing on project NPV) – use of options theory in evaluating investment projects having embedded real option (using Black-Scholes model) – Monte Carlo Simulation-Assessing Value at risk (VaR model) – risk adjusted discount rates-multi-period capital rationing (linear programming (only setting up LP problem & interpreting the output) – estimating project specific cost of capital using Beta and CAPM.			
Unit 4	Mergers & acquisitions	10 Hours	
Use of Mergers and Acquisitions for Corporate Expansion - Evaluation of Acquisition Proposals - Developing an Acquisition Strategy - Choosing Appropriate Target - Creating Synergies - Reasons for Failure - Reverse Takeovers - Global Regulatory Framework - Key Aspects of Takeover Regulation - Defensive Tactics for Hostile Takeover-Sources of financing for mergers and acquisitions.			
Unit 5	Business reorganisation & financial reconstruction	8 Hours	
Business Re-Organisation - Meaning and Types - Divestments, Demergers and Spin-Offs, Management Buy-Outs and Buy-Ins, Firm Value - Reconstruction Schemes - Types of Financial Reconstruction - Financial Reconstruction and Firm Value - Leveraged Buy-Outs - Market Response to Financial Reconstruction.			
Self-Study			08 hours
<ul style="list-style-type: none"> Concept of adjusted WACC, Reasons for Mergers and Acquisitions, Synergy and types. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA Strategic Professional - Advanced Financial Management (AFM) Study Text Fundamentals of Financial Management, A.P.Rao (Everest Publishing House) Strategic Financial Management - A.N Sridhar Financial Management - Theory and Practice - Dr. Prasanna Chandra Corporate Valuation - Dr. Prasanna Chandra Financial Management, Ravi Kishore (Taxmann) Advanced Financial management, N.M. Vechalekar 			

V Semester			
Course Code	ENTREPRENEURIAL DEVELOPMENT	Credits	Hours
BCIFA5519		4	60
Objectives			
<ul style="list-style-type: none"> To enable students to understand the basic concepts of entrepreneurship. To help students in preparing a business plan. 			
Course Contents			
Unit 1	Entrepreneurship	10 Hours	
Introduction– Meaning & Definition of Entrepreneurship, Entrepreneur & Enterprise – Functions and role of Entrepreneur in economic development - Factors influencing Entrepreneurship - Pros and Cons of being an Entrepreneur – Qualities of an Entrepreneur – Types of Entrepreneur. Women entrepreneurs- SHGs, new venture management			
Unit 2	Micro Small and Medium Industries (MSMEs)	10 Hours	
Meaning & Definition – Product Range - Capital Investment - Ownership Patterns – Meaning and importance of Tiny Industries, Ancillary Industries, Cottage Industries. Role played by SSI in the development of Indian Economy. Problems faced by SSI's and the steps taken to solve the problems - Policies Governing SSI's.			
Unit 3	Formation of Small Scale Industry	12 Hours	
Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies. Steps involved in the formation of a small business venture: location, clearances and permits required, formalities, licensing and registration procedure. Total quality management.			
Unit 4	Preparing the Business Plan	10 Hours	
Meaning – importance – preparation –BP format: Various dimensions of a Business Plan, business models.			
Unit 5	Project Assistance	10 Hours	
Financial assistance through SFC's, SIDBI, Commercial Banks, IFCI - Non-financial assistance from DIC, SISI, AWAKE, KVIC - PM MUDRA yojana, - procedures for obtaining loan under MUDRA. Crowd Funding, Angel Investor, Venture Capitalist. Financial incentives for SSI's and Tax Concessions - Industrial Estates: Role and Types. Mezzanine financing.			
Self-Study			08 hours
<ul style="list-style-type: none"> Challenges faced by an Entrepreneur and financial assistance schemes available for Women Entrepreneurs, Format of a Business Plan and Aspects of a BP, Problems faced by SSI's In India and reforms to overcome problems, Role and functions of SFC's, IFCL, AWAKE. 			
Suggested readings:			
<ul style="list-style-type: none"> Poornima M (2016) Entrepreneurship Development and Small Business Enterprise, Pearson Education, New Delhi Mark. J. Dollinger, Entrepreneurship - Strategies and Resources, Pearson Edition. Dr. Venkataramana ; Entrepreneurial Development, Sultan Chand Publishing House, Kumar S, (2015) Small Business and Entrepreneurship, I. K. International Pvt Ltd, Bangalore Rekha & Vibha (2014) - Entrepreneurship Development, Vision Book House, New Delhi Sharma S (2016), Developing Entrepreneurship, PHI learning Private Limited, New Delhi. 			

V Semester			
Course Code	Advanced Performance Management I	Credits	Hours
BCIFADEA5619		4	60
Objectives			
<ul style="list-style-type: none"> This paper aims to underpin the knowledge, skills and expertise in applying strategic management accounting techniques to the practice of enterprise performance management in different business contexts. 			
Course Contents			
Unit 1	Strategic planning and control mechanism	10 Hours	
Role of strategic management accounting in strategic planning & control – measuring progress towards achieving strategic objectives – planning & control at strategic & operational levels – managing conflict between strategic long-term objectives & short term decisions – use of models such as SWOT, BCG matrix, Porter’s generic strategies and Porter’s five forces in strategic planning.			
Unit 2	Development and assessment of performance hierarchy	12 Hours	
Purpose, structure & content of mission statement, vision statement and corporate objectives – identify Critical Success Factors (CSF) of an organisation and its linkage with mission/vision & objectives – development of Key Performance Indicators (KPI) for measuring & monitoring performance, Balanced Scorecard-Perspectives, performance measurement models such as balanced scorecard, building blocks, performance pyramid, Social and ethical issues that impact strategy formulation.			
Unit 3	External influences on an organisation	8 Hours	
Impact of risk & uncertainty on performance by applying different risk assessment techniques – use of expected value, decision tree and tools like maximax, maximin and minimax regret – use of PESTEL to assess impact of external influences.			
Unit 4	Changes in business structure and performance management	10 Hours	
Information needs at different hierarchical levels in a manufacturing & service organisation – influence of business process reengineering in improving performance – role of performance management systems in business integration using Mckinsey’s 7-S structure and value chain – impact of organisation structure & culture on performance.			
Unit 5	Designing management information systems	12 Hours	
Role of information system in performance management – integration of management accounting information with the use of Enterprise Resource Planning Systems (ERPS) – lean information systems – internal & external sources of management information – impact of big data analysis – use of technology in recording & processing information such as RFID, unified databases, access controls, data security – use of various management reports evaluating performance, contents & structure of management reports.			
Self-Study		08 hours	
<ul style="list-style-type: none"> Evaluating and Applying Environmental Management Accounting using lifecycle costing. Evaluate different types of budget variances and how these relate to issues in planning and controlling organizations. Discuss the ways in which stakeholder groups operate. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA approved learning material by Kaplan Publishing "Advanced Performance Management" Strategic Performance Management - Bernard Marr and James Creelman - Bernard Marr & Co Managing and delivering performance - Bernard Marr - Bernard Marr & Co Strategic Cost Management - Prof Jawaharlal - HPH Strategic Cost Management - Ravi M Kishore – Taxmann’s 			

V Semester			
Course Code	Advanced Audit and Assurance I	Credits	Hours
BCIFADEB5619		4	60
Objectives			
<ul style="list-style-type: none"> To develop the knowledge and skill expected of an auditor in relation to audit of financial statements. To help Recognize the legal and regulatory environment and its impact on audit and assurance practice. 			
Course Contents			
Unit 1	Regulatory environment	06 Hours	
International regulatory frameworks for audit and assurance services – Current issues and developments. need for laws, regulations, standards and other guidance relating to audit, assurance and related services. - need for the legal and professional framework including: (i) public oversight of audit and assurance practice (ii) the impact of corporate governance principles on audit and assurance practice (UK: the impact of the UK Corporate Governance Code on audit and assurance practice) (iii) the role of audit committees and impact on audit and assurance practice.			
Unit 2	Code of ethics and Professional responsibilities	20 Hours	
Code of Ethics for Professional Accountants – Professional and ethical developments - Laws and regulations – Fraud and error – Professional liability -fundamental principles and the conceptual framework approach. Importance of professional skepticism in planning and performing an audit. - ethical implications of the external auditor - legal liability -criteria for legal liability to be recognized. - liability owed to third parties (contract vs establishing a duty of care). liability limitation agreements. -expectation gap			
Unit 3	Quality control and Practice Management	10 Hours	
Quality control (firm-wide), principles, purpose of quality control of audit and other assurance engagements. - elements of a system of quality control relevant to a given firm. - Quality control procedures - Advertising, tendering and obtaining professional work and fees – Professional appointments current developments in business practices, practice management and audit methodology- potential impact on the conduct of an audit and audit quality.			
Unit 4	Planning, assessment risk of misstatement and Evidence	08 Hours	
Definition-materiality and performance materiality- application in financial reporting and auditing. – Evaluation of business risks, audit risks and risks of material misstatement for a given assignment. – Uses of analytical procedures in the planning of an assignment - Evidence and testing considerations – Audit procedures and obtaining evidence -current developments in emerging technologies, including -impact on the conduct of an audit and audit quality.			
Unit 5	Review and Reporting	08 Hours	
Uses of analytical procedures in evaluation and review. Audit evidence - Assess of professional standards - Auditor's reports – Reports to those charged with governance and management – content and assessment of an unmodified auditor's report - factors determining in forming an audit opinion justification of audit opinions with audit procedures. - Critically appraise the form and content of an auditor's report in a given situation. - Assess whether or not a proposed audit opinion is appropriate.			
Self-Study		08 hours	
<ul style="list-style-type: none"> International regulatory frameworks for audit and assurance services. Professional liability. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA Strategic Professional - Advanced Audit and Assurance (AAA) Study Text of BPP/Kaplan/Becker S. K Basu: Auditing principles and Techniques, Pearson Education Aruna Jha : Elements of Auditing, Taxmann's 			

VI Semester			
Course Code	Corporate Reporting II	Credits	Hours
BCIFA6119		4	60
Objectives			
<ul style="list-style-type: none"> • To understand of the corporate reporting practices in a globalized environment. • To account for changes in group structures 			
Course Contents			
Unit 1	Reporting financial performance	12 Hours	
Recognition and measurement principles for transactions related to - Leases (books of lessee and lessor) – financial instruments (financial assets, financial liabilities, equity, impairment of financial assets, hedge accounting) – employee benefits (including defined contribution plans & defined benefit plans) - impact of current reporting issues in corporate reporting			
Unit 2	Group financial statements	13 Hours	
Definition and application of business combination concept – identifying the acquirer & applying the control principle – cost of business combination – principles of recognition & measurement of identifiable assets & liabilities in acquisition – business combination achieved in stages – circumstances when group financials must be prepared and situations in which group accounting can be exempted – group financial statement including cash flows – consolidating joint arrangements & associates			
Unit 3	Changes in Group structure	09 Hours	
Acquisition of subsidiary with a view to sale – implications of loss of control over subsidiary on group accounts – group accounts of a complex group, concept of effective ownership – accounting for acquisition in stages – disposal of entities with or without loss of control			
Unit 4	Foreign transactions & entities	10 Hours	
Principles of identifying the functional currency of a parent entity – Consolidation of a foreign subsidiary & associate – applying the rules for translation of foreign currency balances into functional currency of a parent – accounting for foreign assets & liabilities			
Unit 5	Current developments	08 Hours	
Convergence between national & international reporting standards – practice of integrated reporting – relevant indicators of financial and non-financial performance - operating segments (nature and extent of reportable segments, disclosures)			
Self-Study			08 hours
Principles in application of accounting policies and measurement in interim reports			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA approved study material issued by Kaplan Publishing “Strategic Business Reporting” ▪ S Anil Kumar, V Rajesh Kumar & B Mariyappa: Himalaya Publishing House ▪ B S Raman, Advance Financial Accounting, United Publishers ▪ R L Gupta, M Radhaswamy: Sultan Chand & Sons ▪ Institute of Cost & Works Accounts of India, Advanced Financial Accounting. 			

VI Semester			
Course Code	Business Strategy & Analysis II	Credits	Hours
BCIFA6219		4	60
Objectives			
<ul style="list-style-type: none"> • This paper underpins the knowledge, skills and expertise required to assess the business strategies and their impact on business performance. • The objective is to equip students with the tools & techniques of assessing strategic position, develop strategic choices and implement the chosen strategy through change management 			
Course Contents			
Unit 1	Risk management	10 Hours	
Identification, assessment & measurement of risk – framework of risk management systems – concepts of risk appetite and risk response – strategic & operational risks – assessing severity & probability of risk events – TARA framework for risk responses by management – monitoring of risks management strategies, Explain and assess the ALARP – Risk Map			
Unit 2	Organisation control & audit	12 Hours	
Features of effective internal control system – information flow for internal control – evaluating effectiveness of internal control system – role of internal control systems to help prevent fraud, errors & waste – importance of internal audit function – audit independence – effective audit committee – reporting on internal control & audit – linkage with financial reporting			
Unit 3	Finance function in planning & decision making	12 Hours	
Relationship between business strategy and financial objectives – developments in financial technology – alternative structures for finance function such as partnering, outsourcing, shared or global business services – role of finance function in investment decisions, financial reporting, tax implications, financial KPIs and ratios use of advanced cost and management accounting techniques, Assessment of suitability, feasibility and acceptability of alternative sources of short and long term finance including initial coin offerings (ICO).			
Unit 4	Innovation management	10 Hours	
Enabling organization success through organizing, disruptive technology, talent management & performance excellence using concepts of FinTech, POPIT, Baldrige model and empowerment			
Unit 5	Change management	8 Hours	
Different types of strategic change & its implications – assess organisation culture using Balogun & Hope Hailey’s contextual features – managing change using Lewin’s 3 stage model – assessing effectiveness of organisational processes & change therein using Harmon’s process-strategy matrix – leading and managing change projects – post project reviews			
Self-Study		08 hours	
<ul style="list-style-type: none"> • Types of risk • Recent examples of Audit fraud • Challenges of change management. 			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA approved learning material by Kaplan Publishing “Advanced Performance Management” ▪ Strategic Performance Management – Bernard Marr and James Creelman - Bernard Marr & Co ▪ Managing and delivering performance – Bernard Marr - Bernard Marr & Co ▪ Strategic Cost Management – Prof Jawaharlal – HPH ▪ Strategic Cost Management – Ravi M Kishore – Taxmann’s 			

VI Semester			
Course Code	Advanced Financial Management II	Credits	Hours
BCIFA6319		4	60
Objectives			
<ul style="list-style-type: none"> To develop the knowledge and skill expected of a finance manager, in relation to investment, financing, and dividend policy decisions in a globalized environment. The paper also deals with the role of financial manager in investment appraisal, fund raising and financial risk management. 			
Course Contents			
Unit 1	Advanced risk management	14 Hours	
Credit risk-assessment models-Structure of interest risk and credit spread- currency risk- transaction, translation & economic risks related to currency fluctuations – currency hedging tools (internal – currency of invoice, leading & lagging, matching, netting and external through operations of derivatives-- managing -interest rate risk through different techniques (internal – matching & smoothing, asset/liability management, external – forward rate agreement (FRA), futures, options and swaps)			
Unit 2	Business Valuations	10 Hours	
Principles of Business Valuation - Asset-Based Models - Market-Based Models - Cash-Based Models - Valuation of High Growth Start-Ups& firms with Product Options - Methods of Financing Mergers - Assessing a Given Offer - Effect of an offer on Financial Position and performance			
Unit 3	International Finance and Operations	12 Hours	
Theory and Practice of Free Trade and barriers to trade- Major trade agreements - Sources of international finance – Euro bonds, Euro Dollar & Foreign currency bond markets-Role of International Financial Institutions and Markets and their Impact -Role of treasury – organizing treasury function (centralized v/s decentralized)-New Developments in Macroeconomic Environment - Transfer Pricing of Goods and Services across International Borders.			
Unit 4	International project appraisal	10 Hours	
Financial evaluation of international projects – estimating exchange rates using purchasing power parity (PPP) and interest rate parity (IRP) equations – applying Fischer equation – estimating cash flows and estimating relevant cost of capital – exchange controls , restricted remittance and withholding taxes			
Unit 5	Financing International Projects	8 Hours	
Sources of international finance – Euro bonds, Euro Dollar & Foreign currency bond markets – concept of Islamic financing & the role of Islamic financing as the growing source of finance organizations (Murabaha, Mudaraba, Musharaka, Ijara and Sukuk bond) – role of IMF and WTO			
Self-Study			08 hours
<ul style="list-style-type: none"> Role of Principal Credit Rating Agencies Role of International Financial Institutions like FED, Bank of England, European central Bank and Bank of Japan Exchange traded VS OTC agreements. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA Strategic Professional - Advanced Financial Management (AFM) Study Text Fundamentals of Financial Management, A.P.Rao (Everest Publishing House) Strategic Financial Management – A.N Sridhar Financial Management – Theory and Practice – Dr. Prasanna Chandra Corporate Valuation – Dr. Prasanna Chandra Financial Management, Ravi Kishore (Taxmann) Advanced Financial management, N.M. Vechalekar 			

VI Semester			
Course Code	Financial Modelling	Credits	Hours
BCIFA6419		4	60
Objectives			
<ul style="list-style-type: none"> • To gain expansive knowledge of financial modeling through an experiential learning • Understand and apply the principles of finance to business problems and strategies • To build key financial management and analytics skills required for financial planning, evaluating and controlling to achieve desired target 			
Course Contents			
Unit 1	Introduction to Financial Modelling	8 Hours	
Basics of Financial Modelling, financial models, excel tools and techniques for financial modelling, referencing cells-relative and absolute referencing, naming ranges, linking in excel- external and internal			
Unit 2	Excel functions	8 Hours	
Getting familiar with the most important functions-sum, max, min, average, count and counta, round, roundup, round-down, if, and, or, countif, sumif, vlookup, hlookup			
Unit 3	Forecasting and decision making	14 Hours	
Cost Volume Profit (CVP) analysis, Break even analysis, goal seek-(Number of units to sell to earn desired profit), scenario manager, Capital budgeting techniques- Practical application of NPV, IRR and payback period			
Unit 4	Building scenarios and portfolio analysis	14 Hours	
Building drop down scenario, applying sensitivity analysis with data tables-setting up the calculation-building a data table with one input and two input and applying weightage to data table. Calculation of individual risk and return, portfolio risk and returns. Constructing an optimum portfolio using market data. Calculation of beta. Portfolio evaluation using morkowitz model			
Unit 5	Charting and presenting model output	8 Hours	
Data Visualization and Interpretation Deciding which data to display, charting scenarios, deciding which type of chart to use-line chart, bar chart, combo chart, pie charts, construction of histogram.			
Self-Study			08 hours
<ul style="list-style-type: none"> • Different versions of MS Excel, features and functions • Applying conditional formatting, building model with consistent formulas • Structuring a financial model- what goes where? • Error check in excel, dealing with #Ref! other errors 			
Suggested readings:			
<ul style="list-style-type: none"> ▪ International financial modeling in excel by Danielle stein Fairhurst, published by John Wiley India Ltd 			

VI Semester			
Course Code	International Business	Credits	Hours
BCIFA6519		4	60
Objectives			
<ul style="list-style-type: none"> To familiarize the students with the concepts, functions and practices of international business 			
Course Contents			
Unit 1	Nature of International Business	8 Hours	
<p>Nature of International Business (IB); Scope of International Business; Forms of International Trade Drivers of IB; IB and domestic business; Participants in International Business; Evolution of IB; reasons for Internalization; Strategies of entering international business; Approaches to International Business (Ethnocentric, Polycentric and Regio-centric); Integration between countries-Levels of integration.</p>			
Unit 2	Globalization	10 Hours	
<p>Features of Globalization; Stages of Globalization; Manifestation of Globalization; Benefits and pitfalls of globalization on Indian economy; Essential Conditions for Globalization; Barriers to Globalization in India; Role of WTO in promoting Globalization; International Organization Models (International, Multinational, Global, Transnational Companies); Types of MNCs; Organizational Structures for International Operations-Functional Structure, Product Structure, Geographical Structure, Matrix Structure, SBU structure; Role of MNCs in International Business. De-globalization and Competition (Meaning only).</p>			
Unit 3	International Marketing Environment	10 Hours	
<p>Analyzing Market Environment; Components of International Marketing Environment-Micro Environment(Functional areas of Business, Suppliers, Marketing intermediaries, Customer; Competitors; Shareholders);Macro Environment(PESTLE)</p>			
Unit 4	Resources for International Operation	14 Hours	
<p>Human Resources- IHRM and domestic HRM; Scope of IHRM. HR planning; Selection of expatriates; Expat training; Expat remuneration. Expat failures and ways of avoiding; Repatriation. Foreign exchange- Need and importance of foreign exchange; Types of FOREX rates; Factors determining FOREX; Convertibility of rupee and its implications in India.</p> <p>Facilities & location- strategic role of foreign plants; components of international logistics; managing service operations- Outsourcing and Offshoring (Meaning, scope of services, benefits and limitations).</p>			
Unit 5	Foreign trade	10 Hours	
<p>Purpose of Export Trade; Benefits of exports to companies; Types of Exports, Procedure, Steps & Documentation; Pricing in Export/Import Trade; Functions and services of EXIM bank; India's Foreign Trade Policy.</p>			
Self-Study			08 hours
<ul style="list-style-type: none"> A brief understanding of Make in India (New FDI policy), International Marketing Intelligence (Meaning and sources); Concept of International product life cycle. Regional trading blocs- EU, NAFTA, Mercosur, APEC, ASEAN, BRICS, SAARC (Structure and functions only) bilateral agreements 			
Suggested readings:			
<ul style="list-style-type: none"> Aswathappa. K. (2016). International Business. New Delhi: Tata McGraw Hill Don Ball and Wendell McCulloch-International Business. New Delhi: McGraw - Hill. Subba Rao. (2016). International Business. New Delhi: Tata McGraw Hill Mohammed Umair (2014). International Business. Skyward publishers, Bangalore 			

VI Semester			
Course Code	Advanced Performance Management II	Credits	Hours
BCIFADEA6619		4	60
Objectives			
<ul style="list-style-type: none"> This paper aims to underpin the knowledge, skills and expertise in applying strategic management accounting techniques to the practice of enterprise performance management in different business contexts. 			
Course Contents			
Unit 1	Performance measurement in private sector	08 Hours	
Primary performance objectives – measuring financial KPIs such as ROCE, ROI, EPS, EBIDTA, Residual income, Economic value added (EVA), liquidity & gearing ratios.			
Unit 2	Divisional performance & transfer pricing	10 Hours	
Evaluation of performance in divisional organization – use of ROI, RI and EVA tools – divisional performance and manager’s performance assessment – effect of transfer pricing on divisional performance – transfer pricing methods and objective of goal congruence – transfer pricing in international environment.			
Unit 3	Performance measurement and SHRM issues	10 Hours	
Relationship of HR and performance measurement and suitable remuneration methods, Achievement of corporate strategy and HR, Methods of rewards practices, Benefits and Adverse consequences of linking reward schemes to performance measurement, risk appetite of employees. Accounting issues arising from Performance measurement.			
Unit 4	Performance measurement in not-for-profit organizations (NFP)	12 Hours	
Assess diversity of performance objectives in NFP organization – difficulties in measuring performance of NFPs – use of league tables in managing performance – Value-for-money (VFM) approach – use of non-financial performance indicators			
Unit 5	Alternative views of performance management	12 Hours	
Use of management accounting techniques such as Kaizen costing, target costing, JIT and TQM – six sigma approach – value based and activity-based performance measurement – performance issues in complex structures such as joint ventures, alliances -predicting & preventing corporate failures using Z-score and A-score models - Process automation and the internet of things - Artificial intelligence – The use of presentation techniques such as data visualization.			
Self-Study			08 hours
<ul style="list-style-type: none"> Discuss the interaction of non-performance financial indicators with financial performance indicators. Access the appropriate benchmarks to use in accessing performance. Assess the characteristics of Quality in MIS. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA approved learning material by Kaplan Publishing “Advanced Performance Management Strategic Performance Management – Bernard Marr and James Creelman - Bernard Marr & Co Managing and delivering performance – Bernard Marr - Bernard Marr & Co Strategic Cost Management – Prof Jawaharlal – HPH Strategic Cost Management – Ravi M Kishore – Taxmann’s 			

VI Semester			
Course Code	Advanced Audit and Assurance II	Credits	Hours
BCIFADEB6619		4	60
Objectives			
<ul style="list-style-type: none"> To identify and formulate the work required to meet the objectives of audit assignments and apply the International Standards on Auditing. To understand the current issues and developments relating to the provision of audit-related and assurance services. 			
Course Contents			
Unit 1	Money laundering	04 Hours	
<p>Definition- international methods for combatting money laundering. - scope of criminal offences of money - need for ethical guidance - obligations to help prevent and detect money laundering including record keeping and reporting of suspicion to the appropriate regulatory body. - importance of customer due diligence (CDD)</p>			
Unit 2	Group and transnational audits	08 Hours	
<p>Preliminary steps before accepting appointment as group auditor- procedures- assessment of group and component materiality-impact of non-coterminous year ends within a group, changes in group structure or a complex group structure. – Recommendation of the component auditor.</p>			
Unit 3	Audit-related services	05 Hours	
<p>content of the professional accountant's report-negative assurance- nature of audit-related services- levels of assurance provided by professional accountants- distinguish between - audit-related services and an audit of historical financial statements -categories of assurance services - Describe the level of assurance (reasonable, high, moderate, limited, negative) for an engagement-criteria- procedures of evidences.</p>			
Unit 4	Other and Specific Assignments	23 Hours	
<p>Specific assignments: Review of interim financial information - Prospective financial information – content of a report -prospective financial information - Due diligence. Other assignments: Forensic audits. Type of assignment -Evaluation of engagement, ethical and professional considerations. - factors to be considered in determining the nature, timing and extent of examination procedures. – Examination or investigative procedures to gather sufficient appropriate evidence in the circumstances.</p>			
Unit 5	Special Audits	12 Hours	
<p>Audit of social, environmental and integrated reporting. - Audit of performance information (pre-determined objectives) in the public sector- performance measures and sustainability indicators- measuring and reporting on economic, environmental and social performance - substantive procedures to detect potential misstatements of socio-environmental matters. - form and content of an independent verification statement of an integrated report- compliance with reporting requirements, usefulness, measurability and reliability. - content of a report on the audit of performance information. - content of an audit conclusion against pre-determined objectives.</p>			
Self-Study			08 hours
<ul style="list-style-type: none"> Financial reporting revision. 			
Suggested readings:			
<ul style="list-style-type: none"> ACCA Strategic Professional - Advanced Audit and Assurance (AAA) Study Text of BPP/Kaplan/Becker S. K Basu: Auditing principles and Techniques, Pearson Education Aruna Jha : Elements of Auditing, Taxmann 			