

ST JOSEPH'S COLLEGE (AUTONOMOUS)

BANGALORE 560027



Re-Accredited by NAAC with 'A++' Grade with a CGPA of 3.79/4

Recognised as 'College of Excellence' by UGC

DEPARTMENT OF COMMERCE AND MANAGEMENT

B.Com International Finance and Accounting

B.Com IFA

2019 – 20 ONWARDS

CONTENTS

SL NO	CONTENTS	PAGE
1	Contents	2
2	Preamble	3
3	Vision	3
4	Mission	3
5	Focus of the papers	3
6	Course structure	5
7	Pedagogy	6
8	Credit grade based performance assessment (CGPA)	6
9	Examination evaluation pattern	6
10	Guidelines for question paper setting and scheme of evaluation	7
11	Financial Accounting	8
12	Principles of Management	9
13	Business Economics	10
14	Organisation Management	11
15	Cost Accounting	12
16	Financial Reporting I	13
17	Business Law	14
18	Income Tax I	15

PREAMBLE

The Department of Commerce offers a three-year regular B.Com, B.Com (industry Integrated), B.Com International Finance and Accounting, BBA and BBA Strategic Management courses. All courses are divided into six semesters.

Degree in Commerce opens up opportunities in higher education for graduates to pursue Master's-level courses. They also have opportunities to apply for professional courses in commerce and management.

B.Com International Finance & Accounting (Integrated program with ACCA) offering globally recognized accountancy qualification from UK. Students can get industry relevant skills, professional qualification along with B.Com degree. Students of B.Com ACCA benefited with an exemptions of six ACCA papers and Placement assistance to students clearing ACCA exams. The curriculum designed in such a way that the students can complete ACCA Professional qualification without much additional training.

Students take-up live projects related to finance & accounting; laws & policies concerning international commerce; business management; financial decision making; financial statement analysis; wealth management; marketing etc. Practical projects and surveys are a part of the learning with a view to give them a hold on theoretical aspects of different concepts of commerce and finance.

VISION

To impart value based quality education to serve the ever-changing global needs in the field of commerce by preparing men and women who will be agents of change.

MISSION STATEMENT

The Department of Commerce strives to provide quality Commerce education by adopting effective teaching – learning processes along with developing the required values, skills and attitudes to create business leaders with a passion for the world of business who will understand the economic, social, and global context of business.

Focus of the papers

The highlights of the course are:

B.Com Out of 33 core and allied papers 24 papers are designed and offered by ACCA, UK. This helps students can complete ACCA before the completion of 6th semester of B.Com.

Both the curriculum and course content is presented below for the B.Com IFA.

The curriculum beginning from the academic year 2019 offers a variety of papers in the discipline of finance and accounting, with each set of papers catering to a particular nature of subjects.

The curriculum includes the subjects offered by ACCA are financial accounting, financial reporting, corporate reporting, cost accounting, law, income tax, performance management, financial management, and auditing.

The curriculum has Business Economics which provide knowledge in the subject of Economics, marketing management; Quantitative Techniques for business decisions provide the necessary quantitative skills for Aptitude development, corporate law and administration.

The course also covers papers in governance, ethics and professional skills, business strategy and analysis, entrepreneurial development, international business and accounting for business decision and reporting.

The Department offers two Choice Based Credit System (CBCS) Papers.

The Choice Based Credit System (CBCS) offers papers from various fields of finance and accounting.

COURSE STRUCTURE FOR B.COM International Finance and Accounting				
Code	Subject Title	Hours	Credits	Marks
SEMESTER I				
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
Elective	Advanced Performance Management I or Advanced Audit & Assurance I – (ELECTIVE)	4	4	100
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	Advanced Business Decision & Reporting	4	4	100
BCIFA6519	International Business	4	4	100

Elective	Advanced Performance Management II or Advanced Audit & Assurance II – (ELECTIVE)	4	4	100
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PEDAGOGY

The B.Com International Finance and Accounting is designed to provide greater insights in finance & accounting; laws & policies concerning international commerce; business management; financial decision making; financial statement analysis; wealth management; marketing etc. Through this program, students complete the entire ACCA course alongside the Bachelor's degree from St Joseph's College (Autonomous), Bangalore. This program enables students to pick up qualifications such as the Advanced Diploma in Accounting and Business from ACCA, en route to becoming an ACCA finance professional. The methodology of the course includes lectures, case studies, group discussion, student presentations, class tests, quizzes etc, to develop communication, conceptual and analytical skills.

CREDIT GRADE BASED PERFORMANCE ASSESSMENT (CGPA)

Being in an Autonomous system, the college has adopted the Credit Grade Based Performance Assessment (CGPA). The weightage of the components of the course is as directed by the Bangalore University.

The course gives 30% weightage to Continuous Assessment (CA) comprising of Centrally Organized Mid Semester Test and other exercises such as quiz, seminars, assignments, etc. and 70% weightage is given to End semester Examinations.

EXAMINATION EVALUATION PATTERN

Students must score a minimum of 35% / 25 marks in their End Semester Examination (ESE). The End Semester Examination (ESE) will be held for 2½ hours 70 marks. Students must score a minimum of 40% in aggregate of the CIA+ESE in each paper, as minimum marks for passing.

Assessment methods	Remarks		CA marks
Mid semester examination	<ul style="list-style-type: none"> - One hour examination - 30 marks written examination - Centrally organized test 		15
Seminar, assignment projects, quizes, discussions, model making etc...	Will be decide by the department / individual faculty		10
Attendance	Attendance	Marks	5
	95% - 100%	5	
	91% - 94.99%	4	
	85% - 90.99%	3	
	80% - 84.99%	2	
	75% - 79.99%	1	
	TOTAL		30

GUIDELINES FOR QUESTION PAPER SETTING AND SCHEME OF EVALUATION

End semester Examination Question Paper Pattern. Time: 2 hours 30 minutes. Maximum marks: 70. The evaluation system comprises of both internal faculty for question paper setting and for valuation of papers.

Question papers received will go through the Board of Examiners for scrutiny for content, suitability of marks, inclusion of topics and typological / mistakes and language.

Section A: Conceptual (5x2 marks = 10) 5/6 questions

In this section questions seek to test a student's conceptual knowledge of the subject and fact retaining abilities

Section B: Analytical (3x5marks = 15) 3/4 questions

Questions in this section are to test whether students can analyse.

Section C: Descriptive (2 x15 marks =30) 2/3 questions

In this section, students are required to use a combination of facts, concepts, theories and judgment to explain the subject matter. Writing skills are also tested in this section.

Section D: Case Study/ Compulsory Question (1 x 15 marks = 15)

This section tests a student's ability to practically apply their theoretical knowledge of the subject. For papers theory based papers, either a case study of compulsory question can be asked. For practical based papers, questions are numerical in nature.

All ACCA (non exempt) papers will have the format similar to ACCA exam pattern.

I Semester			
Course Code	Course Title	Credits	Hours
BCIFA1119	FINANCIAL ACCOUNTING	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To equip students with the basic principles of financial accounting for different types of organisations. ☞ To expose students to the underlying concepts relating to financial accounting. 			
Course Contents			
Unit 1	Purpose of financial accounting	04 Hours	
Definition of financial accounting – purposes of financial statements for the users – main elements of financial reports – conceptual framework – definitions of asset, liability, equity, income & expenses			
Unit 2	Qualitative characteristics of financial statements	12 Hours	
Concepts of relevance, faithful presentation, materiality, substance over form, going concern, business entity, accruals, consistency, comparability, verifiability, understandability and timeliness.			
Unit 3	Accounting records & double entry accounting system	12 Hours	
Main data sources for accounting – different business documents such as sales order, purchase order, goods received note, quotation, goods despatched note, invoice, credit & debit notes, receipt, remittance advice, cash vouchers – understand the double entry accounting & duality concept – types of transactions such as sales, purchases, payments & receipts.			
Unit 4	Recording transactions	12 Hours	
Recording into journals – ledger accounts – balancing of ledger accounts – accounting for discounts, sales tax – recording cash transactions – accounting & valuation of inventories – accruals & prepayments – tangible & non-tangible assets – depreciation & amortisation accounting – receivables & payables – provisions & contingencies – errors & rectification – bank reconciliation statements.			
Unit 5	Trial balance, financial statements	12 Hours	
Statements of profit or loss and other comprehensive income, cash flow statements, balance sheet – events after reporting period – interpretation of financial statements – use of basic ratios related to profitability, liquidity, activity and resource utilisation.			
Self-Study Hours			08
Preparation of Trial balance, rectification of errors			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Study Material, Financial Accounting ('FA') (earlier known as 'F3') Kaplan Publishing • Gupta, R.L. and V.K. Gupta; <i>Financial Accounting: Fundamental</i>, Sultan Chand Publishers, 2017. • Jain S P & Narang, <i>Basic Financial Accounting</i>, 2017, Kalyani Publishers • Maheshwari, S.N. and S. K. Maheshwari; <i>An Introduction to Accountancy</i>, Eighth Edition, Vikas Publishing House, 2016. 			

I Semester			
Course Code	Course Title	Credits	Hours
BCIFA1219	PRINCIPLES OF MANAGEMENT	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To introduce the students with the principles of management of an organisation and to various management theories. ☞ To enable the students learn how different managerial functions are integrated together to provide a sound platform to achieve business objectives. 			
Course Contents			
Unit 1	Levels of management in an organisation	08 Hours	
Understand the functions, role and information needs of various levels of management such as strategic, middle management & operational levels – delegation of authority – communication – formal & informal organisation			
Unit 2	Management Functions	12 Hours	
Understand the role of different functions within an organisation such as R & D, sales, marketing, production, purchase, administration, finance & accounting, support services, and human resources – relationship between accounting and other business functions			
Unit 3	Functions of Management	10 Hours	
Understand the fundamental functions of management such as planning, organising, decision-making, communicating, coordinating and control – financial systems and use of IT			
Unit 4	Management and Leadership theories	10 Hours	
Management theories founded by Taylor, Fayol, Mayo, Mintzberg and Drucker - Define leadership – different types of leadership styles – Approaches to leadership referring to theories of Adair, Fiedler, Bennis, Kotter & Heifetz, Ashridge, Blake & Mouton – managing teams			
Unit 5	Leading and managing individuals and teams	12 Hours	
Leadership, management and supervision, Recruitment and selection of employees, Individual and group behaviour in business organisations, Team formation, development and management, Motivating individuals and groups, Learning and training at work, Review and appraisal of individual performance			
Self-Study			08 Hours
Application of management theories, business functions in an organisation.			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Study Material, Accountant in Business ('AB') (earlier known as 'F1') Kaplan Publishing • Drucker P, <i>The Practice of Management</i> (2018), Routledge • L. M Prasad: Principles of Management. • Appaniah, Reddy: Essentials of Management. • Subba Rao, P, and Hari Shankar Pande. <i>Principles and Practice of Management</i>. Mumbai [India]: Himalaya Pub. House, 2010. Print. 			

I Semester			
Course Code	Course Title	Credits	Hours
BCIFA1319	BUSINESS ECONOMICS	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To enable students to use microeconomic principles and quantitative tools to making sound managerial decisions. ☞ To present business topics using graphs, equations and numerical insight. 			
Course Contents			
Unit 1	Introduction to Managerial Economics	03 Hours	
Introduction, meaning and scope of managerial economics. Relationship with production, marketing, finance and personnel.			
Unit 2	Theory Of Consumption	15 Hours	
Cardinal utility- Law of demand - Determinants of demand - movements vs. shift in demand curve, Elasticity of demand, demand forecasting, techniques. Determinants of supply –elasticity of supply. Application, problems solving of demand, supply and elasticity. Ordinal Utility - Indifference curve - Budget line; Consumer’s equilibrium; Income and substitution effect; Price consumption curve and the derivation of demand curve for a commodity.			
Unit 3	Theory of Production	12 Hours	
Concept of Production function - Law of variables proportions - Isoquants, Return to scale- Economies and Diseconomies of scale. The concept of opportunity cost. Accounting cost and opportunity cost, Costs in the short run and long run, Profit maximization and cost minimization. Revenue curves - Equilibrium of the firm, Break Even Point (problem solving).			
Unit 4	Market Structures	14 Hours	
Perfect competition – assumptions - Equilibrium of the firm - role of time in price determination. Difference between perfect competition and imperfect competition; Theory of Monopoly Firm - Equilibrium of monopoly firm (short and long run). Allocative inefficiency & dead weight loss monopoly; Price discrimination, Theory of monopolistic competition – feature – Short-run and Long-run Equilibrium; Concept of excess capacity, product differentiation; Empirical relevance. Oligopoly- Causes for the existence of oligopolistic firms; Cooperative vs. Non – cooperative Behaviour & dilemma of oligopolistic firms.			
Unit 5	Macro Economic Concepts	08 Hours	
Definition of macro-economics - Circular flow of income and wealth, National Income – meaning, purpose, calculation of NI, Monetary and Fiscal policies.			
Self-Study			08 Hours
The role of managerial economist, Objectives of a firm, Features of a Monopoly firm, Features of Oligopoly market.			
Suggested readings:			
<ul style="list-style-type: none"> • Hall R. Varian (2015) Intermediate Microeconomics: A Modern Approach, East West publication 8th edition. • Lipsey Richard G and Chrystal Alec (2015) Principles of Economics, Oxford Univ Press. • Mankiw Gregory - Principles of Economics, Cengage Learning, 6th edition. • Pyndick Robert.S and Rubinfeld Daniel L (2016) Microeconomics, Prentice Hall 9th edition. • Stonier A.W. And Hague -A Text Book of Economic Theory, Longman Higher Education. 			

I Semester			
I Semester			
Course Code	Course Title	Credits	Hours
BCIFA1419	ORGANIZATION MANAGEMENT	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To underpin the way different types of organisations are managed. ☞ To introduce the students to the framework of ethics and governance and the influence they create on a business organisation. 			
Course Contents			
Unit 1	Types of organisation & stakeholder analysis		08 Hours
Definition and common features of business organisation, the purpose & types of organisation and their main features such as profit-oriented, not-for-profit, public sector, Co-operatives and Non-government (NGOs)-Stakeholders of an organisation – internal & external – objectives of stakeholders – how an organisation should satisfy these objectives – the power & interest of stakeholders in the organisation (use of Mendelow matrix)			
Unit 2	Effect of environment on organisation		12 Hours
Political & legal factors – how the policy framework of political system & legal framework influence the business organisation in terms of employment, consumer protection, data security-Macro-economic factors – understanding the effect of macro-economic policies, inflation, interest rates, unemployment, fiscal & monetary policies, global economic environment-Social & demographic factors – impact of changes in social structure, values and demographic changes-Technological factors – information technology – automation, digitisation-Competitive factors – understanding of SWOT analysis, Porter’s Value Chain and Porter’s Five Forces models.			
Unit 3	Organisation structure & Governance		12 Hours
The formal & informal structures – types of structures such as entrepreneurial, functional, divisional, matrix and boundary-less organisations – suitability and relative merits & demerits of the types of organisation-Principles of business governance – separation of ownership from management – concept of span of control-Centralisation vs decentralisation of business functions – shared services approach – offshoring & outsourcing of business functions – Hierarchical levels of business organisation-Governance & social responsibility of an organisation – role of ethics in business.			
Unit 4	Personal effectiveness and communication-I		12 Hours
Fundamental principles of ethical behaviour, The role of regulatory and professional bodies in promoting ethical and professional standards in the accountancy profession, Corporate codes of ethics, Ethical conflicts and dilemmas.			
Unit 5	Personal effectiveness and communication-II		08 Hours
Personal effectiveness techniques, Consequences of ineffectiveness at work, Competence frameworks and personal development, Sources of conflicts and techniques for conflict resolution and referral, Communicating in business.			
Self-Study		08 Hours	
Centralisation vs decentralisation, corporate code of ethics, ethical conflicts.			
Suggested readings: : ACCA course materials.			

I Semester			
Course Code	Course Title	Credits	Hours
BCIFA2119	COST ACCOUNTING	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To make them understand the principles of cost & management accounting. ☞ To apply the cost accounting methods & techniques to various business contexts 			
Course Contents			
Unit 1	Introduction	06 Hours	
Sources of data (internal & external) – concept of cost – cost classification based on nature of expenses, function, variability – cost behaviour with use of graphs – concept of cost objects, cost units & cost centres			
Unit 2	Accounting for Costs	16 Hours	
Accounting for material costs – ordering, receiving & issuing material – methods of valuing purchases and issues (FIFO & Weighted Average methods only) – EOQ – inventory levels – Accounting for labour – direct & indirect cost of labour – remuneration methods (individual & group) – labour turnover – overtime & idle time – labour efficiency, capacity & volume ratios – Accounting for overheads – allocation of overheads to production & nonproduction departments – apportion service overheads to production departments - production overhead absorption rates – entries for accounting of material, labour & overhead costs.			
Unit 3	Methods of costing	08 Hours	
Application of job & batch costing, Process costing (including joint products & by-products, equivalent production), service costing – differences between absorption & marginal costing.			
Unit 4	Budgeting & Standard costing	10 Hours	
Use of budgets and standard costs for planning & control – flexible budgets – reconciliation budgeted profits with actuals – meaning & calculation of standard costs – computation of simple variances v/s budgets & standards.			
Unit 5	Performance measurement	12 Hours	
Performance measurement – overview, application, Cost reductions and value enhancement, Monitoring performance and reporting, Balanced score card & Building block model			
Self-Study			08 Hours
Advantages and disadvantages of Job costing, Meaning, advantages, disadvantages of Batch costing, Features of Process Costing.			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Study Material, Management Accounting ('MA') (earlier known as 'F2') Kaplan Publishing 			

II Semester			
Course Code	Course Title	Credits	Hours
BCIFA2219	FINANCIAL REPORTING -1	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To make them understand the various accounting standards and the conceptual framework. ☞ To prepare financial statements for individual entities for the use of shareholders. 			
Course Contents			
Unit 1	Framework for Financial Reporting		06 Hours
Conceptual framework and characteristics of useful information, Recognition and measurement, fair value, Regulatory framework.			
Unit 2	Application of IFRS		12 Hours
Asset based standards such as PPE, Intangible assets, borrowing costs, impairment of assets, inventory & biological assets, provisions & contingencies, events after reporting period, accounting policies, estimates & errors. Government Grants, Investment Property.			
Unit 3	Revenue recognition		10 Hours
Understand the principles of recognising revenue of the business – revenue recognition for goods, services, interest and dividends – concept of deferred income and accounting thereof.			
Unit 4	Preparation & Presentation of Financial Statements		12 Hours
Thorough knowledge of preparation & presentation of financial statements by incorporating the effects of the accounting standards (covered in module 2 only) - statement of profit or loss and other comprehensive income – statement of financial position (Balance sheet).			
Unit 5	Analysis of Financial Statements		12 Hours
Analysis of the financial performance of an entity using the financial statements – use of ratios in performance evaluation – trend analysis – comparison with competition or industry average.			
Self-Study			08 Hours
Financial Statement analysis, IFRS in India.			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Study Material, Financial Reporting ('FR') (earlier known as 'F7') Kaplan Publishing. 			

II Semester			
Course Code	Course Title	Credits	Hours
BCIFA2319	BUSINESS LAW	4	60
Objectives:			
<ul style="list-style-type: none"> ☞ To provide students with an understanding of the Indian legal system and ☞ To make them analyse how it impacts the functioning of business and commercial transactions. 			
Course Contents			
Unit 1	Introduction To Business Laws	05 Hours	
Jurisprudence: Introduction to law – Classification of law – Hierarchy of Courts – Meaning and Scope of Business law – Sources of Indian Business Law.			
Unit 2	Contract Laws	20 Hours	
Indian Contract Act, 1872: Definition of Contract - Essentials of a valid contract –Discharge of Contract- Remedies for breach of contract.			
Indian Sale of Goods Act, 1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, Rights and duties of buyer, rights of an unpaid seller.			
Unit 3	Competition And Consumer Laws:	12 Hours	
The Competition Act, 2002: Objectives-Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India.			
Consumer Protection Act, 1986: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Rights of the consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission, National Commission.			
Unit 4	Economic and Cyber Laws	10 Hours	
Indian Patent Laws and WTO Patent Rules: Meaning of IPR, invention and non-invention, procedure to get patent, restoration and surrender of lapsed patent, infringement of patent. Cyber Laws-Objectives of Cyber Laws– Definitions and salient features – Provisions pertaining to Piracy & related Offences & Penalties.			
Unit 5	Environmental Law	05 Hours	
Environment Protection Act, 1986: Objects of the Act, definitions of important terms: environment, environment pollutant, environment pollution, hazardous substance and occupier, types of pollution.			
Self-Study		08 Hours	
Reasons for replacing MRTP with Competition Act, Procedure of filing consumer case. Rules and powers of central government to protect environment in India.			
Suggested readings:			
<ul style="list-style-type: none"> • Aswathappa. K & Ramachandra. (2017). Business Law. Mumbai: HPH. • Garg, Sareen, Sharma & Chawla. Business Law. • Kapoor N.D. (2016). Business Law.New Delhi: Sultan Chand & Co. • M.C. Kuchhal. (2015).8th edition. Business Law. • Nabhi. Business Law. Mumbai: Indian Law House. • Tulsian. (2015). Business Law. New Delhi: Tata McGraw Hill. 			

II Semester			
Course Code	Course Title	Credits	Hours
BCIFA2419	INCOME TAX I	4	60
Objectives:			
☞ To familiarize students with Income tax concepts.			
☞ To familiarize students about IT returns and procedures.			
Course Contents			
Unit 1	Introduction to Income Tax	05 Hours	
Meaning and Classification of taxes, Brief history of Income Tax, legal frame work, cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assesse, person, assessment year, previous year; Income, gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee).			
Unit 2	Residential Status and Tax Incidence	12 Hours	
Concept of Residential status, residential status of individual assessee - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt.			
Unit 3	Income from Salary – I	10 Hours	
Concept of salary income, basis of charge, incomes forming part of salary, retirement benefits-computation of Gratuity, Pension, Leave encashment and Provident Fund.			
Unit 4	Income from Salary – II	13 Hours	
Computation of basic salary in grade system, types of employee commissions, concept of allowances, various income tax provisions for computing taxable value of allowances, concept of perquisites, classification of perquisites for their tax treatment, valuation of perquisites, computation of income from salary after deductions u/s 16.			
Unit 5	Income from House Property	12 Hours	
Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property, expenses deductible from rental/notional income from house property, special treatment given to self-occupied house property, treatment of income/loss from house property; Computation of income from house property after deductions u/s 24.			
Self-Study		08 Hours	
Prepare ITR-1 sahaj form, Determine residential status of an individual, Steps for computing salary.			
Suggested readings:			
<ul style="list-style-type: none"> • Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax. Taxmann Publications Pvt. Ltd., New Delhi. • Mehrotra and Dr. Goyal. Direct Taxes Law and Practice. Sahitya Bhavan Publication. • Gaur & Narang. Income Tax. Kalyani Publishers. • Lal, B.B. Income Tax Law and Practice. Konark Publications, New Delhi. 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3119	INCOME TAX- II	4	60
Objective:			
<ul style="list-style-type: none"> To expose students to the various provision of Income Tax Act relating to computation of Income of individual assessee only. 			
Course Contents			
Unit 1	Profits and gains from business and profession	14 Hours	
<p>Heads of income, Income from business – meaning and basis of charge, essential features of a business, scope of income from business, guidelines for computing income from business, provisions related to admissible & inadmissible incomes & expenses, application based problems on admissibility of incomes and expenses, problems on computation of profits and gains from business.</p> <p>Income from profession – meaning and features, procedure for computing income from profession, problems on profession relating to chartered accountant, advocate and doctor only.</p>			
Unit 2	Income from Capital Gains	12 Hours	
<p>Capital gain – meaning and basis of charge, concept of capital asset, concept of transfer, transactions not regarded as transfer, steps in computing capital gain, concept of indexing, forfeiture of advance, application based illustrations, problems on capital gain, exemption for capital gains - U/S 54, 54B, 54D, 54EC, 54F.</p>			
Unit 3	Income from Other Sources	10 Hours	
<p>Income from other sources - basis of charge, incomes chargeable under income from other sources, various kinds of securities and their tax treatment, tax provisions related to gifts, concept of TDS and grossing, deductions from incomes under the head other sources, expenses not allowed as deduction, application based illustrations, illustrations related to gifts, illustrations on interest on securities, consolidated illustrations on income from other sources.</p>			
Unit 4	Deductions from Gross Total Income	06 Hours	
<p>Set-Off & Carry Forward of Losses (theory only), concept of gross total income, exemption vs. deduction, Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80TTA, 80 U and other relevant sections introduced in current finance bill applicable to individual assessee.</p>			
Unit 5	Assessment of individuals	08 Hours	
<p>Assessment – meaning and types, Computation of total income and tax liability of Individual assessee, problems - In case of Income from Salary & House Property (Computed income shall be given). Preparation of return of income: Manually - On-line filing of returns of income & TDS.</p>			
Self-Study			08 Hours
<p>Compute total income and tax liability of an Individual assessee.</p>			
<p>Suggested readings:</p> <ul style="list-style-type: none"> Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax. Taxmann Publications Pvt. Ltd., New Delhi. Mehrotra and Goyal. Direct Taxes Law and Practice. Sahitya Bhavan Publication. Gaur & Narang. Income Tax. Kalyani Publishers. Lal, B.B. Income Tax Law and Practice. Konark Publications, New Delhi. 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3219	Financial Management I	4	60
Course objectives:			
<ul style="list-style-type: none"> ☞ This paper aims at providing the students with the comprehensive understanding of the function of financial management in the context of a business organisation. ☞ The paper expects the students to understand different functions of a financial manager in a globalised environment. 			
Course Contents			
Unit 1	Role & purpose of finance function	10 Hours	
Financial objective of a business organisation – shareholder value maximisation v/s profit maximisation, growth in earning per share, total shareholder return – possible conflict between stakeholder objectives and balancing them– linkage of financial objective with corporate strategy – financial & other objectives of a not-for-profit organisation.			
Unit 2	Financial management environment	10 Hours	
Macroeconomic environment of the business – role & impact of fiscal & monetary policies, interest rate & exchange rate policies – competition policies – nature & role of financial markets such as capital market, money market, currency market – products in capital markets & money markets such as derivatives.			
Unit 3	Working capital management	12 Hours	
Elements and composition of working capital – objective of working capital management through balancing of profitability v/s liquidity – cash operating cycle, factors influencing it and computation thereof – management of inventory through EOQ, inventory levels, availing bulk discounts, early payment discounts and Just-In-Time (JIT) techniques – management of receivables through credit policy, early settlement discounts, extending credit period, factoring & invoice discounting – managing accounts payables through bulk discounts, early payment discounts – managing cash using Baumol’s model and Millar-Orr model – working capital financing strategies			
Unit 4	Investment Appraisal techniques	10 Hours	
Types of investment projects such as mutually exclusive projects & independent projects - Use of discounted cash flow (DCF) and non-DCF tools for investment appraisal – payback period & discounted payback – Return on Capital Employed (ROCE) – Net Present Value (NPV) and Internal rate of Return (IRR) – relative merits & demerits of these methods – project risk assessment through sensitivity analysis			
Unit 5	Special investment decisions	10 Hours	
Lease v/s buy decision – replacement cycle decision – use of the equivalent annual cost technique – single period capital rationing including computation of project ranking for divisible & non-divisible projects using techniques of profitability index & Trial & Error method – risk adjusted discount rate			
Self-Study			08 Hours
To prepare the Capital & Money markets instruments.			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA study material – Kaplan and BPP Publishing 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3319	MARKETING MANAGEMENT	4	60
Objectives:			
<ul style="list-style-type: none"> • To enable students to understand the principles and concepts of marketing • To provide an overview of the basic marketing planning process 			
Course Contents			
Unit 1	Introduction to Marketing		4 Hours
Meaning, concepts of Marketing – Marketing environment (Micro and Macro) – Basic elements of Marketing Mix – Marketing Management (meaning and scope)			
Unit 2	Consumer Behaviour		10 Hours
Meaning of Consumer Behaviour – factors influencing consumer behavior: An overview – Customer Value and Satisfaction – Consumer buying process- Changing profile of Indian consumers.			
Unit 3	Marketing Mix		16 Hours
Product: Concept, Product classifications – Major product decisions: Product attributes – Branding, Packaging and labeling – New product development – Product life cycle. Pricing: pricing methods and strategies –Market skimming and penetration pricing policies. Place: Distribution- Channels of Distribution– Distribution Logistics: Meaning, importance and decisions. Promotion: promotion mix – promotion methods			
Unit 4	Segmentation, Targeting and Positioning		10 Hours
Segmentation: Meaning, benefits and bases of segmentation – Target marketing strategies – Positioning: Meaning and importance, major bases for positioning			
Unit 5	Ethics and Recent Marketing Trends		12 Hours
Marketing Ethics – Ethical issues in Marketing – Social responsibility and sustainable marketing. Recent trends in marketing – Social media marketing - Relationship marketing – e-tailing – M-tailing -Concept marketing – Digital Marketing, Guerrilla marketing, Neuro marketing, Current trends.			
Self-Study hours			08
Nature and scope of Marketing, Meaning and importance of Promotion, Significance – Factors affecting price determination, Meaning, importance and functions of Distribution.			
Suggested readings:			
<ul style="list-style-type: none"> • Kotler, P., & Keller, K. Marketing Management (2014) (13th edition). Prentice Hall • Kumar, A., & Meenakshi, N, Marketing Management. (2016) Vikas Publications. • Sheralekar, S A. (nd). Marketing Management (2015) (13th edition). Himalaya Publishing House • Mohammed Umair. Marketing Management (2017). Skyward Publishers 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3419	BUSINESS STATISTICS	4	60
Objectives:			
<ul style="list-style-type: none"> • To facilitate students to understand the fundamentals of Statistics • To enable students to apply statistical methods in business contexts and interpret results 			
Course Contents			
Unit 1	Introduction	8 Hours	
Importance of Statistics, Scope, Limitations and distrust of statistics, Classification of data, Tabulation-diagrammatic representation of data – Excel applications, Sampling design.			
Unit 2	Measures of Central Tendency and Dispersion	12 Hours	
Mean, Median, Mode, Quartiles. Standard Deviation and Coefficient of variation. Skewness and Kurtosis			
Unit 3	Correlation & Regression	12 Hours	
Scatter diagram, Karl Pearson's & Spearman's correlation of coefficient. Regression, Properties of regression coefficient, coefficient of determination.			
Unit 4	Index Numbers	12 Hours	
Meaning, features, classification of index numbers. Construction of Index Numbers. Fisher's Price index number, CPI, WPI.			
Unit 5	Time Series – Components of Time Series	8 Hours	
Trend analysis by Moving Averages and Least Squares Method (linear).			
Self-Study			8 Hours
Comparative study on company's capital structure, asset allocation, stock prices using statistical tools. Usage of measures of Central tendency, trend analysis through Excel application, preparation of questionnaire			
Suggested readings:			
<ul style="list-style-type: none"> ▪ Aggarwal S.L. (2016). Business Mathematics and Statistics. New Delhi: Ane Books. ▪ Elhance D.N. (2014). Fundamentals of Statistics. Kitab Mahal Publication. ▪ Ellahance, D.N, Veena Ellahance, B.M. and Aggarwal -Fundamentals of Statistics. Kitab Mahal Publication. ▪ Gupta S.C. (2016). Fundamentals of Statistics. New Delhi: Himalaya Publishing House. ▪ Gupta S.P. (2016). Statistical Methods. New Delhi: S.Chand& Sons 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3519	Performance Management I	4	60
Course objectives:			
<ul style="list-style-type: none"> ☞ This paper underpins the knowledge and skills in the area of management accounting and apply the same to evaluate the performance of an entity. ☞ The aim is to set out performance measurement in the context of business objectives. 			
Course Contents			
Unit 1	Advanced management accounting techniques - 1		10 Hours
Activity-based-costing – use of appropriate cost drivers – calculation of costs per driver & per unit – comparing the ABC and traditional absorption costing; Target costing – derive a target cost in manufacturing & service industry – suggest how a target cost gap can be reduced			
Unit 2	Advanced management accounting techniques – 2		12 Hours
Life cycle costing – costs involved at different stages of life cycle – benefits & application of life cycle costing; Throughput accounting – theory of constraints – calculation & interpretation of Throughput Accounting Ratio (TPAR) – application in a multi-product entity; and environmental accounting – management of environmental costs – accounting for environment costs.			
Unit 3	Decision making techniques		12 Hours
Understand & apply the concept of relevant costs – determination of relevance with regard to a contextual decision – opportunity costs – cost-volume-profit (CVP) relationship – calculate & interpret break-even point and margin of safety – estimation of target profit in single & multi-product scenario – resource optimisation in light of limiting factors – single or multiple factors – make or buy decisions.			
Unit 4	Pricing decisions and risk analysis		8 Hours
Factors affecting pricing of product or services – price elasticity of demand – demand equation – calculate optimum selling price with $MR = MC$ equation – pricing strategies such as skimming, penetration, differential, cost-plus pricing.			
Unit 5	Risk analysis in business decisions		10 Hours
Understand the risk & uncertainty in short term and their impact on business decisions - apply techniques of maximax, maximin and minimax regret – use of expected value technique – decision tree – value of perfect & imperfect information.			
Self-Study			8 Hours
To Analyze various costing methods.			
Suggested readings:			
<ul style="list-style-type: none"> • ACCA Study Material, Performance Management Kaplan Publishing • BPP Study Material 			

III Semester			
Course Code	Course Title	Credits	Hours
BCIFA3619	CORPORATE LAW & ADMINISTRATION	4	60
Objectives:			
<ul style="list-style-type: none"> • To familiarize students with The Companies Act 2013 and its significant rules and regulations • To provide a general awareness about corporate rules 			
Course Contents			
Unit 1	Introduction		12 Hours
Definition of Company — Highlights of Companies Act 2013-Characteristics — Lifting of the corporate veil — Types of Companies.			
Unit 2	Formation of Companies		14 Hours
Meaning-Features-Legal Formalities— Administration. Formation of Company: Promotion Stage: Meaning of Promoter, Position of Promoter & Functions of Promoter, Incorporation Stage — Meaning & contents of MOA & AOA, Distinction. Certificate of Incorporation, Subscription Stage — Meaning & contents of Prospectus, Statement in lieu of Prospects and DRHP, Doctrine of Ultra virus , Doctrine of indoor Management, Commencement Stage — Document to be filed, e-filing, Register of Companies, Certificate of Commencement of Business.			
Unit 3	Company Administration		10 Hours
Key Managerial Personnel — Managing Director, Whole time Directors— Appointment –Powers- Duties & Responsibilities. Chief Financial Officer, Resident Director, Independent Director, Auditors — Appointment — Powers - Duties & Responsibilities. Audit Committee, CSR Committee. Company Secretary - Meaning, Types, Qualification, Appointment, Position, Rights, Duties, Liabilities & Removal or dismissal			
Unit 4	Company Meetings		08 Hours
Types of meetings — AGM — EGM — Essentials of a valid meeting — Quorum — Chairman — Adjourned meetings — Proxies — Voting - Different types of resolutions			
Unit 5	Winding Up		08 Hours
Modes of Winding up — Consequences of winding up — Official Liquidator — Defunct Company, Insolvency code.			
Self-Study :			8 Hours
Meaning and Definition of a company, Characteristics of a Company.			
Suggested readings:			
<ul style="list-style-type: none"> ▪ Kapoor, N.D, Company Law & Secretarial Practice, S Chand & Sons Publication ▪ Companies Act 2013 ▪ Tulsian, P.C, 2016, Tulsian's Company & Company Laws, S. Chand & Co. Ltd. ▪ Majumdar, A.K, Kapoor, G.K, 2012, Company Law, Taxmann Publications (P) Ltd ▪ Singh, Avatar, 2009. Company Law, Eastern Book Company. ▪ (2016), Corporate Administration (Professional Development) 4th Revised edition, ICSA Publishing Ltd. ▪ P.P.S.Gogna (2015), A Textbook of Company Law (Corporate Law), (18th ed), Jain Book Agency, New Delhi. 			

IV Semester			
Course Code	TAXATION- GOODS AND SERVICES TAX	Credits	Hours
BCIFA4119		4	60
Objectives			
<ul style="list-style-type: none"> To equip students with the principles and provisions of Goods and Services Tax (GST) To provide an insight into practical aspects and apply the provisions of GST laws to various situations. 			
Course Contents			
Unit 1	Fundamentals of GST		08 Hours
Objectives and basic scheme of GST, Meaning – Salient features of GST – Subsuming of taxes – Benefits of implementing GST – Constitutional amendments - Structure of GST (Dual Model) – Central GST – State / Union Territory GST – Integrated GST - GST Council: Structure, Powers and Functions. Provisions for amendments, GST administration.			
Unit 2	GST Acts - CGST, SGST (Karnataka State), IGST		08 Hours
Salient features of CGST Act, SGST Act (Karnataka State), IGST Act - Meaning and Definition: Aggregate turnover, Adjudicating authority, Agent, Business, Capital goods, Casual taxable person, Composite supply, Mixed supply, Exempt supply, Outward supply, Principal supply, Place of supply, Supplier, Goods, Input service distributor, Job work, Manufacture, Input tax, Input tax credit, Person, Place of business, Reverse charge, Works contract, Casual taxable person, Non-resident person. Export of goods / services, Import of goods / services, Intermediary, Location of supplier of service, Location of recipient of service.			
Unit 3	Procedure and Levy Under GST		20 Hours
Registration under GST: Procedure for registration, Persons liable for registration, Persons not liable for registration, Compulsory registration, Deemed registration, Special provisions for Casual taxable persons and Non-resident taxable persons. Exempted goods and services - Rates of GST. Procedure relating to Levy: (CGST & SGST): Scope of supply, Tax liability on Mixed and Composite supply, Time of supply of goods and services, Value of taxable supply. Computation of taxable value and tax liability. Procedure relating to Levy: (IGST): Inter-state supply, intra-state supply, Zero rates supply, Value of taxable supply – Computation of taxable value and tax liability. Input tax Credit: Eligibility, Apportionment, Inputs on capital goods, Distribution of credit by Input Service Distributor (ISD) – Transfer of Input tax credit - Simple Problems on utilization of input tax credit.			
Unit 4	Assessment and Returns		10 Hours
Furnishing details of outward supplies and inward supplies, First return, Claim of input tax credit, Matching reversal and reclaim of input tax credit, Annual return and Final return. Problems on Assessment of tax and tax liability.			
Unit 5	GST and Technology		06 Hours
GST Network: Structure, Vision and Mission, Powers and Functions. Goods and Service Tax Suvudha Providers (GSP): Concept, Framework and Guidelines and architecture to integrate with GST system. GSP Eco system. (Theory only).			
Self-Study			08 hours
Pre and Post GST analysis, Comparative analysis of indirect taxes and GST			
Suggested readings:			
<ul style="list-style-type: none"> Madhukar N Hiregange: Goods and Services Tax, Wolters Kluwer, Goods & Services Tax: Dr. Sanjiv Agrawal & CA. Sanjeev Malhotra, Understanding GST: Kamal Garg, Barat's Publication. GST - Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM. 			

IV Semester			
Course Code	Course Title	Credits	Hours
BCIFA4219	Financial Reporting II	4	60
Course objectives:			
<ul style="list-style-type: none"> ☞ The course underpins the knowledge & understanding of various accounting standards and the conceptual framework (based on IFRS and Ind AS) that are applicable to corporate entities. ☞ The students will learn how to prepare financial statements for individual entities for the use of shareholder 			
Course Contents			
Unit 1	Application of Accounting standards	12 Hours	
Standards related to Incomes Taxes, cash flows, effects of changes in foreign exchange rates, investments in associates & joint ventures, leases, financial instruments (excluding hedge accounting & impairment of financial assets), earnings per share, non-current assets held for sale and fair value measurement.			
Unit 2	Preparation of single entity financial statements	12 Hours	
Preparation of statement of changes to equity and cash flow statements for a single entity, statement of profit or loss and balance sheet with adjustments pertaining to the standards covered in module 1).			
Unit 3	Group Accounts – basics	06 Hours	
Concept of group – concepts of parent, subsidiary & associate – concept of control of parent over subsidiary – concept of non-controlling interest – basics of consolidation – identify which entity should prepare consolidated financial statements.			
Unit 4	Preparation of consolidated financial statements I	12 Hours	
Consolidated financial statements (excluding group cash flow statement) for a simple group with one subsidiary and/or one associate – computation of fair value of net assets, goodwill and Non-Controlling Interest (NCI) on date of acquisition.			
Unit 5	Preparation of consolidated financial statements II	10 Hours	
Computation of group reserves on date of consolidation – fair value adjustments on consolidation – effects of intra-group trading on consolidation – effect of disposal of parent’s investment in subsidiary in parent’s individual financial statements and in consolidated financial statements.			
Self-Study			08 Hours
Conversion of Ind AS & IFRS			
Preparation of Financial statements.			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA study material – Kaplan and BPP Publishing 			

IV Semester			
Course Code	Course Title	Credits	Hours
BCIFA4319	Principles of Audit	4	60
Course objectives:			
<ul style="list-style-type: none"> • This paper aims at developing the knowledge and skills required to carry out an audit and assurance assignment. It also covers the process of internal control testing. • It provides the working knowledge of the audit process and standards of auditing. 			
Course Contents			
Unit 1	Audit framework & regulation	8 Hours	
Concept of audit & assurance – professional ethics of an auditor – scope of internal & external audit – governance & audit, corporate governance, OECD principle- code of corporate governance in US and SOX Act of 2002, Rules based approach & Principle based approach.			
Unit 2	Audit planning & risk assessment	10 Hours	
Obtaining & planning for audit assignments – understanding the entity & its environment – assessing audit risk – fraud risk – interim audit and impact of work performed - audit planning & documentation – audit evidence, documentation, working papers.			
Unit 3	Internal control & audit tests	10 Hours	
Internal control system assessment – control environment, risk assessment procedures, monitoring of controls – evaluation of internal control system by auditor – test of control – communication on internal controls-Explain how auditors record internal control systems including the use of narrative notes, flowcharts and questionnaires. Internal audit: Meaning, function, scope, importance , role & responsibility, outsourcing of internal audit.			
Unit 4	Audit evidence & reporting	14 Hours	
Techniques of collecting audit evidence such as inspection, observation, external confirmation, recalculation, analytical procedures, and enquiry – quality & quantity of audit evidence – audit sampling – computer assisted auditing techniques – review procedures including subsequent events, going concern, written representations – auditor’s report contents & opinion- Explain the overall objectives and importance of quality control procedures in concluding an audit.- Discuss the need for auditors to communicate with those charged with governance.			
Unit 5	Audit of specific items	10 Hours	
Audit of receivables, inventory, payables & accruals, bank & cash, tangible & intangible assets, share capital & reserves, directors’ remuneration – details of audit checks for these items and reporting thereof – use of management representation			
Self-Study			08 Hours
Collecting the Audit reports of firms and analyzing for decision making.			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA study material – Kaplan and BPP Publishing 			

IV Semester			
Course Code	Course Title	Credits	Hours
BCIFA4419	Financial Management II	4	60
Course objectives:			
<ul style="list-style-type: none"> • This paper aims at providing the students with the comprehensive understanding of the function of financial management in the context of financing and distribution decisions, business valuation and financial risk management. • The paper expects the students to understand different functions of a financial manager in a globalised environment. 			
Course Contents			
Unit 1	Business finance and sources of funds		8 Hours
Understand & evaluate various short & long term sources of finance such as equity and debt – methods of raising equity such as rights issue, initial public offer (IPO) – sources of Islamic financing such as Murabaha, Musharaka, Mudaraba, Sukuk, Ijara – sources of financé for SME sector including venture capital, crowd funding and angel financing			
Unit 2	Capital structure theories and cost of capital		10 Hours
Estimating cost of equity using dividend growth model (DGM), Capital Asset pricing Model (CAPM), concept of systematic & unsystematic risk – estimating cost of debt (irredeemable & redeemable), convertible debt – estimating Weighted Average Cost of Capital (WACC) using book value and market value weightages – capital structure theories including traditional view and Modigliani-Millar view (without & with tax) – pecking order theory			
Unit 3	Business valuations		12 Hours
Purpose of business valuation – various situations which demand business valuation – models for valuation of equity using dividend model, net asset method, cash flow approach, earning method (using PE ratio), earnings yield method – valuation of debt			
Unit 4	Financial risk management		12 Hours
Sources of & factors influencing Foreign currency risks – types of currency risks such as transaction risk, translation risk, & economic risks – causes of currency rate fluctuations including balance of payments, purchasing power parity (PPP), interest rate parity (IRP), Fischer equation – centralised & decentralised treasury function.			
Unit 5	Risk management tools – currency & interest rate risks		10 Hours
Tools of managing currency risks such as internal tools (currency of invoice, netting, leading & lagging) and external tools (forwards, futures, options & swaps, money market hedging) – Causes of interest rate fluctuations - managing interest rate risks through internal tools (matching and smoothing, asset & liability management, forward rate agreements (FRA)			
Self-Study			08 Hours
Understand the different sources of finance for SME			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA study material – Kaplan and BPP Publishing 			

IV Semester			
Course Code	Course Title	Credits	Hours
BCIFA4519	Performance Management II	4	60
Course objectives:			
<ul style="list-style-type: none"> ☞ This paper aims at providing the tools of budgetary control and standard costing to evaluate the performance of a company. ☞ Additionally, the students will be introduced to the use of performance measurement models that help analysing financial and non-financial performance of an entity. 			
Course Contents			
Unit 1	Advanced budgetary control and standard costing	10 Hours	
Budgetary systems in an organisation such as top-bottom, bottom-up, rolling, zero based, activity based, incremental budgets – preparation of flexed budgets – beyond budgeting model – employee participation in budgetary system – quantitative analysis using high-low method, applying learning curve model.			
Unit 2	Standard costing – variance analysis	10 Hours	
Advanced variance analysis with the help of material mix & yield variances, sales mix & quantity variances, planning & operational variances – performance analysis with variances – assigning the variances to the managers.			
Unit 3	Performance analysis	12 Hours	
Understand & apply financial & non-financial performance indicators (KPIs) – using Norton’s Balanced Scorecard model and Fitzgerald & Moon’s Building Block model for performance measurement – using Value-for-money approach for not-for-profit organisations – economy, efficiency & effectiveness approach.			
Unit 4	Divisional performance	12 Hours	
Mechanism for evaluating the performance of a business division and the divisional managers – tools such as Return on Investment (ROI), Residual Income (RI) – impact of transfer pricing on divisional performance – methods of setting transfer prices.			
Unit 5	Behavioural considerations	8 Hours	
Need to factor external considerations in performance management such as environment, market conditions and stakeholder impact – illustrate how behavioural aspects affect the performance of an organisation- Information, technologies and systems for organisational performance.			
Self-Study			08 Hours
Prepared the budgetary system of firms.			
Suggested readings:			
<ul style="list-style-type: none"> ▪ ACCA study material – Kaplan and BPP Publishing 			