



The Institute of Cost Accountants of India

(Statutory Body under an Act of Parliament)

www.icmai.in

Professional Course_Syllabus 2016 Structure & Contents

Suggestions are invited within 20th July,2015 at
bos@icmai.in

Professional Course: Syllabus 2016

The following table lists the learning objectives and the verbs that appear in the syllabus learning aims and examination questions :

	Learning objectives	Verbs used	Definition
LEVEL C	KNOWLEDGE What you are expected to know	List	Make a list of
		State	Express, fully or clearly, the details/facts of
		Define	Give the exact meaning of
	COMPREHENSION What you are expected to understand	Describe	Communicate the key features of
		Distinguish	Highlight the differences between
		Explain	Make clear or intelligible/ state the meaning or purpose of
		Identify	Recognize, establish or select after consideration
		Illustrate	Use an example to describe or explain something
	APPLICATION How you are expected to apply your knowledge	Apply	Put to practical use
		Calculate	Ascertain or reckon mathematically
		Demonstrate	Prove with certainty or exhibit by practical means
		Prepare	Make or get ready for use
		Reconcile	Make or prove consistent/ compatible
		Solve	Find an answer to
		Tabulate	Arrange in a table
	ANALYSIS How you are expected to analyse the detail of what you have learned	Analyse	Examine in detail the structure of
		Categorise	Place into a defined class or division
		Compare and contrast	Show the similarities and/or differences between
		Construct	Build up or compile
		Prioritise	Place in order of priority or sequence for action
	SYNTHESIS How you are expected to utilize the information gathered to reach an optimum conclusion by a process of reasoning	Produce	Create or bring into existence
		Discuss	Examine in detail by argument
		Interpret	Translate into intelligible or familiar terms
	EVALUATION How you are expected to use your learning to evaluate, make decisions or recommendations	Decide	To solve or conclude
		Advise	Counsel, inform or notify
		Evaluate	Appraise or assess the value of
		Recommend	Propose a course of action

Syllabus 2016 - Professional Course (Modules V, VI, VII & VIII)

Module V

Paper 13 - Corporate Laws & Compliance

Paper 14 - Strategic Financial Management

Module VI

Paper 15 - Strategic Cost Management & Business Strategy

Paper 16 - Advanced Direct Tax Laws and International Taxation

Module VII

P17 - Cost and Management Audit

P18 - Financial Analysis and Reporting

Module VIII

P19 - Advanced Indirect Tax - Laws & Practice

P20 - "Optional" to be selected from "Specialization Papers"

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PAPER 20: OPTIONAL SUBJECTS - Specialization Papers (any one to be selected/opted)

20A	Strategic Performance Management and Business Valuation
20B	International Business
20C	Treasury Management, Security Analysis and Portfolio Management
20D	Project Management and Control
20E	Supply Chain Management

Trainings and Quality Assessment Tests during Professional Course (Mandatory)

- ❖ Computer Training - Accounting related modules (50 hours)
- ❖ Industry Oriented Training Program (7 days)
- ❖ Advanced Managerial Skill Development Training (8 days) including Project Preparation and Presentation by Individual students.
- ❖ On-line (24x7) Web-based Centralized Quality Assessment Test to seek eligibility - after completion of 50 hours Computer Training (Mandatory Requirement to Qualify) with an eligibility criterion of atleast 40% marks for appearing in Examinations

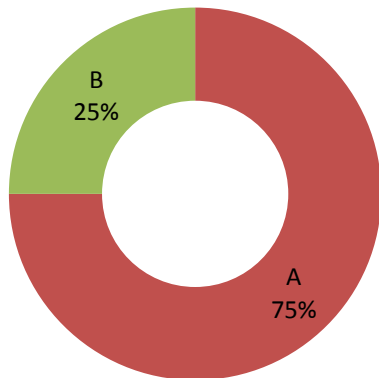
Practical Training (Mandatory) for appearing in Professional Course

❖ For being eligible to appear in Examinations	Out of the total period of 3-years of Practical Training, a student must complete at least 6 (six) months of Practical Training at any time before appearing for "all the modules together" or "for the remaining Module/s" (i.e. Modules when appearing jointly, having qualified in the other module/s) of the Professional Course.
❖ Recognition of Work Experience	For students who are already engaged in specified/recognized fields of work/activities including their past experience, would be considered for the purpose of ascertaining their period of practical training.

Module V

Paper 13: Corporate Laws & Compliance

Syllabus Structure



A	Corporate Laws	75%
B	Corporate Governance and Responsibilities	25%

ASSESSMENT STRATEGY

There will be written examination paper of three hours including case lets/ case studies.

OBJECTIVES

To gain an expert knowledge of Corporate functions in the context of Companies Act & related Corporate Laws. To be able to assess whether strategies and the organization is in compliance with established regulatory framework.

Learning Aims

The syllabus aims to test the student's ability to:

- ❖ Understand the principles of Corporate Laws relevant for compliance and decision making
- ❖ Analyze and interpret the impact of allied laws
- ❖ Evaluate the essence of Corporate Governance for effective implementation
- ❖ Demonstrate the role of a Corporate in socio-economic development

Skill sets required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

Section A : Corporate Laws	75%
<p>1. The Companies Act,2013 (as amended from time to time) – rules, regulations prescribed there under with special reference to:</p> <ul style="list-style-type: none">(a) Company formation and conversion(b) Procedure for alteration of Memorandum and Articles(c) Procedure for Issue of Shares and Securities(d) Investment and loans(e) Audits under Companies Act(f) Dividends(g) Board of Directors(h) Board Meetings and Procedures(i) Inspection and investigation(j) Prevention of oppression and mismanagement(k) Revival and rehabilitation of sick industrial companies(l) Corporate winding up and dissolution(m) Companies incorporated outside India(n) Offences and penalties(o) E-governance	

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2. Laws and Procedures for Corporate Restructuring	
3. SEBI Laws and Regulations	
4. The Competition Act,2002 and its role in Corporate Governance	
5. Laws related to Banking Sector	
6. Laws related to Insurance Sector	
7. Laws related to Power Sector	
Section B : Corporate Governance and Responsibilities	25%
8. Corporate Governance	
9. Social, Environmental and Economic Responsibilities of Business	

Section A: Corporate Laws [75 Marks]

1. The Companies Act,2013 (as amended from time to time) – rules, regulations prescribed there under with special reference to:

(a) Company formation and conversion

- (i) Incorporation of private companies, public companies, company limited by guarantee and unlimited companies and their conversions/reconversion/re-registration
- (ii) Nidhi Companies, Mutual Benefit Funds and Producer Companies- concept, formation, membership, functioning, dissolution
- (iii) Formation of "Not-for-Profit" making companies
- (iv) Procedure relating to Foreign Companies Carrying on Business in India

(b) Procedure for alteration of Memorandum and Articles

- (i) Alteration of various clauses of memorandum
- (ii) Effects of alteration

(c) Procedure for Issue of Shares and Securities

- (i) Shares – public issue, Rights Issue, Bonus Shares, Issue of Shares at Par/Premium/Discount; issue of shares on preferential or private placement basis
- (ii) Issue of Sweat Equity Shares, Employees Stock Option Scheme (ESOPs), Employees Stock Purchase Scheme (ESPS) , Shares with differential voting rights
- (iii) Issue and redemption of preference shares
- (iv) Alteration of share capital – forfeiture of shares, reissue of forfeited shares, increase, consolidation, conversion and re-conversion into stock, subdivision, cancellation and surrender of shares
- (v) Buy back of shares
- (vi) Reduction of share capital
- (vii) Issue of debentures and bonds, creation of security and debenture redemption reserve, redemption of debentures, conversion of debentures into shares
- (viii) Transfer and transmission

(d) Investment and loans

- (i) Procedure for inter-corporate loans, investments, giving off guarantee and security
- (ii) Acceptance of deposits, renewal, repayment, default and remedies

(e) Audits under Companies Act

- (i) CARO (as applicable)
- (ii) Statutory Cost Auditor's and Statutory Financial Auditors – appointment, resignation, removal , qualification, disqualification, rights, duties and liabilities
- (iii) Companies (Cost Records and Audit) Rules,2014

(f) Dividends

- (i) Profits and ascertainment of divisible profits
- (ii) Declaration and payment of dividend
- (iii) Unpaid and unclaimed dividend – treatment and transfer to Investor Education and Protection Fund

(g) Board of Directors

- (i) Directors and Managerial Personnel- appointment, reappointment, resignation, removal
- (ii) Payment of remuneration to Directors and managerial personnel and disclosures thereof
- (iii) Power, Managerial remuneration
- (iv) Obtaining DIN
- (v) Compensation for loss of office
- (vi) Waiver of recovery of remuneration
- (vii) Making loans to Directors, Disclosure of interest of a Director, Holding of Office or Place of Profit by a Director/relative
- (viii) Interested Directors

(h) Board Meetings and Procedures

- (i) Board Meetings, Minutes and Registers
- (ii) Powers of the Board
- (iii) Corporate Governance & Audit Committee
- (iv) Duties and Liabilities of Directors
- (iv) Powers related to – political contributions, sole selling agent, loans to Directors, Interested Directors, Office or Place of Profit

(i) Inspection and investigation

(j) Prevention of oppression and mismanagement

- (i) Majority Rule but Minority Protection
- (ii) Prevention of Oppression and Mismanagement

(k) Revival and rehabilitation of sick industrial companies

(l) Corporate winding up and dissolution – issues related to winding up, powers of the Court, Official Liquidator

- (i) Reconstruction under Members' Voluntary Winding up
- (ii) Reconstruction under Creditors' Voluntary Winding up
- (iii) Reconstruction by arranging with Creditors in Voluntary Winding up

(m) Companies incorporated outside India

(n) Offences and penalties

(o) E-governance

2. Laws and Procedures of Corporate Restructuring (relating to):

- (a) Mergers ; Amalgamations, Takeovers/ Acquisitions, Joint Ventures, LLPs, Corporate restructure, Demerger, Reorganization through compromise or an arrangement
- (b) Reconstruction Vs. Amalgamation
- (c) Sale of undertaking of the Company
- (d) Acquiring Shares in another company
- (e) Compulsory Amalgamation in public interest

3. SEBI Laws and Regulations:

- (a) The Securities and Exchange Board of India Act, 1992 – Rules, Regulations and Guidelines issued there under
- (b) The Securities Contracts (Regulation) Act, 1956
- (c) SEBI (Issue of Capital and Disclosure Regulations), 2009
- (d) Clause 49
- (e) Substantial Acquisition of Shares and Takeover Regulations

4. The Competition Act, 2002 and its role in Corporate Governance

- (a) Competition - Meaning, objectives, extent and applicability
- (b) Competition Commission of India
- (c) Areas affecting competition
- (d) MRTP Act vs. Competition Act
- (e) Other matters
- (f) Competition Act, 2002 and Corporate Governance

5. Laws related to Banking Sector:

- (a) The Banking Regulation Act, 1949 ;
- (b) The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002
- (c) The Prevention of Money Laundering Act, 2002 – Role of Cost Accountants in Anti-Money Laundering (AML) Audits to check tax evasion and transfer of funds.
- (d) The Foreign Exchange Management Act, 1999

6. Laws related to Insurance Sector:

- (a) The Insurance Act, 1938;
- (b) The Insurance Regulatory and Development Authority Act, 1999

7. Laws related to Power Sector:

- (a) The Indian Electricity Act, 1910
- (b) Role of Central Electricity Regulatory Commission (CERC)

Section B: Corporate Governance and Responsibilities [25 Marks]

8. Corporate Governance

- (a) Overview-Issues and Concepts
- (b) Corporate Governance Practices/Codes in India, UK, Japan, Germany and USA
- (c) Corporate governance in family business
- (d) Corporate governance in state-owned business – the MOU system
- (e) Sarbanes-Oxley (SoX) Act

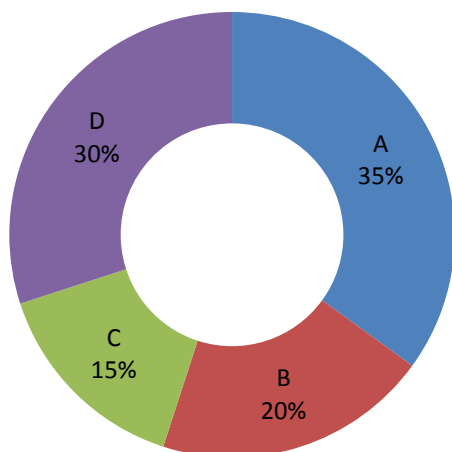
9. Social, Environmental and Economic Responsibilities of Business.

- (a) National Voluntary Guidelines on Social, environmental and Economic Responsibilities of Business
- (b) Corporate Social Responsibility – Nature of activities; Evaluation of CSR projects
- (c) Whole life costing- assessment of socio-economic impact of strategic and operational decisions of business.

Module V

Paper 14: Strategic Financial Management

Syllabus Structure



A	Investment Decisions	35%
B	Financial Markets and Institutions	20%
C	Security Analysis and Portfolio Management	15%
D	Financial Risk Management	30%

ASSESSMENT STRATEGY

There will be written examination paper of three hours

OBJECTIVES

To provide expert knowledge on setting financial objectives and goals, managing financial resources, financial risk management, thorough understanding of investment portfolios and financial instruments.

Learning Aims

The syllabus aims to test the student's ability to :

- ❖ Evaluate the role of agents and instruments in financial markets
- ❖ Interpret the relevance of financial institutions
- ❖ Analyze the degree of risk for its effective management
- ❖ Advise on investment opportunities

Skill sets required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

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Section A : Investment Decisions	35%
1. (a) Capital Investment Decisions, Project Planning and Control	
(b) Financial Planning and Capital Financing Decisions	
(c) Financial Services and Personal Finance	
(d) International Investments	
(e) Dividend Decisions and Share Valuation	
(f) Merger and Acquisitions	
Section B : Financial Markets and Institutions	20%
2. Agents in Financial Markets	
3. Financial Market Instruments	
4. Commodity Exchange	
5. Infrastructure Financing	
Section C : Security Analysis and Portfolio Management	15%
6. Security Analysis & Portfolio Management	
Section D : Financial Risk Management	30%
7. Capital Market Instruments	
8. Types of Financial Risks	
9. Financial Derivatives as a tool for Risk Management	
10. International Finance	

Section A: Investment Decisions [35 marks]

1. (a) Capital Investment Decisions, Project Planning and Control

- (i) Estimation of project cash flow
- (ii) Relevant cost analysis for projects
- (iii) Project reports- features and contents
- (iv) Project appraisal steps- general, inflationary and deflationary conditions
- (v) Techniques of project evaluation
- (vi) Investment decisions under uncertainties
- (vii) Difference in project life – EAC and LCM approaches, Capital Rationing, NPV vs. PI, NPV vs. IRR
- (viii) Social Cost Benefit Analysis, Break-even Analysis
- (ix) Effect of Inflation on Capital Budgeting Decisions
- (x) Sensitivity Analysis, Certainty Equivalent Approach, Decision Tree Analysis, Standard Deviation in Capital Budgeting
- (xi) Hiller's Model, Hertz's Model
- (xii) Discount Rate Component, Risk Adjusted Discount Rate

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(xiii) Financing Options in Capital Budgeting

(b) Financial Planning and Capital Financing Decisions

- (i) Financial forecasting
- (ii) Strategic management and Strategy levels
- (iii) Interface of financial strategy with corporate strategic management
- (iv) Completed financial plan, Corporate taxation and financing, Promoter's contribution
- (v) Cost of capital – cost of different sources of capital, weighted average cost of capital, marginal cost of capital, capital asset pricing model
- (vi) Debt financing- margin money, refinancing, bridge finance, syndication of loan and consortium, seed capital assistance, venture capital financing, deferred payment guarantee

(c) Financial Services and Personal Finance

- (i) Lease financing – finance and operating lease, lease rentals, sale and lease back, cross-border leasing
- (iii) Debt securitization- features, advantages,
- (iii) Factoring, forfeiting, bill discounting
- (iv) Housing Finance, Credit Cards, Debit Cards

(d) International Investments

- (i) World financial markets
- (ii) Foreign portfolio investments
- (iii) Modern portfolio theory
- (iv) Issues posed by portfolio investment
- (v) Foreign portfolio trends in India- emerging trends and policy developments

(e) Dividend Decisions and Share Valuation

- (i) Dividend Rate, Dividend Yield, Payout Ratio and Retention Ratio, Types of Dividend, Factors for declaring Dividend, Relevance of Tax considerations
- (ii) Stable Dividend Policy, Constant Dividend Model, Walter's Model, Gordon's Model, Graham and Dodd Model, Modigliani and Miller's Model, Residual Profits, Linter's Model, Radical Approach, Common Sense Approach
- (iii) Buy Back of Shares, Bonus Dividend, Rights Issue, Stock Split, Reverse Split and its impact on Valuation of Shares

(f) Merger and Acquisitions

- (i) M&As Reasons, Types, Takeover Strategy, Divesture and Spin-off, Diversification & Divestment, Leveraged Buy outs, Reverse Bid, Causes of Failure of M&As
- (ii) Techniques for Valuation, Asset Based Valuation, Net Assets Methods, Dividend Yield Method, Earnings Yield Method, Productivity Factor, PE Multiple Method, Discounted Cash Flow Method

Section B: Financial Markets and Institutions [20 marks]

2. Agents in Financial Markets

- (i) Reserve Bank of India; SEBI; Banking Institutions
- (ii) Non-Bank Financial Corporation's (NBFCs)
- (iii) Insurance, Pension Plans and Mutual Funds

3. Financial Market Instruments

- (i) Call money, Treasury Bills, Commercial Bills, Commercial Paper; Certificate of Deposits, Repo, Reverse Repo and Promissory Notes
- (ii) Government Securities and Bonds
- (iii) Money Market Instruments & Mutual Funds

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4. Commodity Exchange

- (i) Regulatory Structure, Design of markets
- (ii) Issues in Agricultural, Non-Agricultural Markets, product design, contract specifications, spot price and present practices of commodities exchanges
- (iii) Intermediaries, Clearing house operations, risk management procedures and delivery related issues
- (iv) Issues related to monitoring and surveillance by exchanges and regulator, Basic risk and its importance in pricing
- (v) Commodity options on futures and its mechanism

5. Infrastructure Financing

- (i) Financial objectives, policies on financing, investments and dividends. Financial forecasting, planning and uncertainties, interest rates, inflation, capital gains and losses exchange control regulation, government credit policies and incentives statistics on production, price indices, labour, capital market based on published statistical data
- (ii) Internal source, retained earnings, provisions etc, Issues in raising finance, legal form of organisation, provisions of the companies Act, control of capital issues. Short term sources : Trade credit, factoring, Bill of exchange, Bank Loan, Cash credit, overdraft, public deposit, SEBI regulations, primary and secondary markets
- (iii) Securitization, Viability, GAP Funding

Section C: Security Analysis & Portfolio Management [15 marks]

6. Security Analysis & Portfolio Management

- (i) Security analysis, Fundamental analysis, Economic analysis, Industry analysis, Company analysis, Technical analysis, Momentum analysis - arguments and criticisms
- (ii) Market indicators, Support and resistance level, Patterns in stock price
- (iii) Statistic models, Bollinger bands
- (iv) Portfolio Management – meaning, objectives and basic principles, discretionary and non-discretionary portfolio managers
- (v) Theories on stock market movements – Dow Jones Theory, Markowitz Model
- (vi) Risk analysis- types, systematic and unsystematic risk, standard deviation and variance, security beta, market model, alpha
- (vii) Portfolio analysis- CAPM and assumption, Security and Capital market line, decision making based on valuation, risk return ratio, arbitrage pricing model, portfolio return, portfolio risk co-efficient of variance, co-variance, correlation coefficient, correlation and diversification, minimum risk portfolio, hedging risks using risk free investments, project beta, levered and unlevered firms and proxy beta

Section D: Financial Risk Management [30 marks]

7. Capital market instruments

- (i) Primary and secondary markets and its instruments
- (ii) Optionally convertible debentures, Deep discount bonds
- (iii) Rolling settlement, Clearing house operations
- (iv) Dematerialization, Re-materialization
- (v) Depository system
- (vi) Initial Public Offering (IPO)/ Follow on Public Offer (FPO) ; Book Building
- (vii) Auction, Insider trading
- (viii) Credit rating- objective, sources, process, credit rating agencies in India

8. Types of Financial Risks

- (i) Asset based risk , Credit Risk, Liquidity Risk, Operational Risk
- (ii) Foreign investment risk, Market Risk

9. Financial Derivatives as a tool for Risk Management

- (i) **Forward & Futures** – meaning, risks associated, difference, features, stock futures, benefits of

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future market, components of future price, index and index futures, margin, hedging, hedging risks and portfolio returns using index futures, hedge ratio, cross hedge, perfect and imperfect hedge, stock lending scheme, forward rate interest, computation of appropriate interest rate

- (ii) **Options** – meaning, types, call and put options, terms and timing of exercise in options contract, determination of premium, intrinsic value and time value, strategy – spread, bull spread, bear spread, butterfly spread, box spread, combination, straddle, strangle, strips and straps, put-call parity, binomial tree approach, risk neutral valuation, Black-Scholes and Merton, evaluation of option pricing – delta, gamma, vega/lambda, theta, rho.
- (iii) **Swaps and Swapion** – meaning, types, features, benefits, role of financial intermediaries, interest rate swaps, valuation of different swaps
- (iv) **Interest rate derivatives** – meaning, interest rate caps, interest rate collars, forward rate agreements, interest rate futures

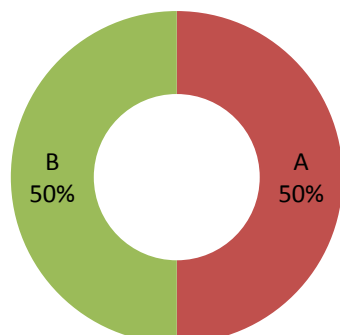
10. International Finance

- (i) Forex market, equilibrium exchange rate, exchange rate arrangements, bid-ask rate and bid-ask rate spread, cross rate, currency arbitrage: two-point and three-point, parity conditions in International Finance: Purchasing Power Parity – Unbiased Forward Rate Theorem – Interest Rate Parity – Fisher Effect – International Fisher Effect, arbitrage operations, covered interest arbitrage
- (ii) Exchange rate risk management – forex hedging tools, exposure netting, currency forward, cross currency roll over, currency futures, options, money market hedge, asset-liability management
- (iii) Foreign Investment Analysis: International Portfolio Investment – International Capital Budgeting
- (iv) Sources of Foreign currency, debt route, depository receipts, American Depository Receipts (ADRs) – sponsored, unsponsored, Global Depository Receipts (GDRs), Warrants, Foreign Currency Convertible Bonds (FCCBs), Euro Issues, Euro Commercial Paper, Euro Convertible Bonds, Note Issuance Facility, Participating Notes
- (v) Foreign Investment in India, Joint Ventures, Foreign Technology
- (vi) Taxation Issues in cross-border financing and investments

Module VI

Paper 15: Strategic Cost Management and Business Strategy

Syllabus Structure



A	Strategic Cost Management	50%
B	Business Strategy	50%

ASSESSMENT STRATEGY

There will be written examination (including case study/ caselet analysis) paper of three hours

OBJECTIVES

On completion of this subject students should have developed skills of analysis, evaluation and synthesis in cost and management accounting and, in the process, created an awareness of current developments and issue in the area. The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.

Learning Aims

The syllabus aims to test the student's ability to:

- ❖ Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage
- ❖ Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to deliver the chosen strategy. Assess the likely sustainability of firm strategies and competitive positions
- ❖ Identify the conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models.
- ❖ Identify major contemporary issues that have emerged in managerial accounting.
- ❖ Discuss a number of issues relating to the design and implementation of cost management models in modern firms.

Skill sets required

Level C : Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation

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Section A : Strategic Cost Management	50%
1. Strategic Cost Management (SCM) and Control	
2. Strategic Decision Making	
3. Budgetary Control and Standard Costing in Profit Planning	
4. Process Control and Activity Based Cost Management, JIT & ERP	
5. Cost of Quality and Total Quality Management	
6. Application of Operation Research and Statistical Tools in Strategic Decision Making (Advanced level)	
7. Entrepreneurial approach to Cost Management – with reference to core competencies	
Section B : Business Strategy	50%
8. Business Strategy	
9. Strategy Development	
10. Strategy Position	
11. Strategy Choice	
12. Strategic Integration	

Section A: Strategic Cost Management [50 marks]

1. Strategic Cost Management and Control

- (a) Strategic Cost Management – conceptual framework, environmental influences on cost management practices, role of SCM in strategic positioning,
- (b) Strategic Costing – life cycle costing, target costing, Kaizen Costing, JIT Theory and constraints, Business Process Re-engineering (BPR) and Benchmarking
- (c) Cost Control and Cost Reduction – basics, process, methods and techniques of cost reduction programme.

2. Strategic Decision Making

- (a) Decision-making and Pricing strategies: Inventory decision; product-development decision, product policy, plant location, managerial decision-making; Cost-plus /Mark-up Pricing ; Return on Investment Pricing ; Return on Net-worth Pricing; Evaluation of different Pricing Methods ; Pricing a new Product ; sensitivity analysis in pricing decisions; Monopoly Pricing vs. Competitive Pricing; Bottom Line Pricing
- (b) Costing of Service Sector – methods, pricing, performance measurement
- (c) Transfer Pricing - Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations, Situations causing Conflicts and resolving the Conflicts;
- (d) Relevant Cost Analysis : Relevant Cost, Irrelevant Costs - Sunk or Historical Cost, Committed Cost, Absorbed Cost, Situations where Fixed Costs become relevant for decision –making and its related implications
- (e) Target Costing – methodology, methods of establishment of target costs, attributable costing, back-flush accounting, target selling
- (f) Life Cycle Costing - Life Cycle Costing -Meaning of Life Cycle, characteristics of life cycle concept, importance and benefits of life cycle costing , Product Life Cycle Costing, Project Life Cycle Costing
- (g) Kaizen Costing – concept, procedure for implementation, evaluation, benefits, challenges

3. Budgetary Control and Standard Costing in Profit Planning

- (a) Budgetary Control, Zero Base Budgeting -
- (b) Lean Accounting
- (c) Responsibility Accounting
- (d) Variance Analysis - Investigation of Variances, Planning and Operating Variances, Quality Cost Variances, Controllable / Non-controllable Variances, Relevant Cost Approach to Variance Analysis; Learning effect in Variance Analysis; Single and Partial Plan for standard processing costing, variance analysis under marginal costing and absorption costing; ratio analysis; application of budgetary control and standard costing in profit planning

4. Process Control and Activity Based Cost Management, JIT& ERP

- (a) Process Control – Instrumentation and Modern Control System
- (b) Process Modelling and Simulation
- (c) Activity Based Cost Management - Concept , purpose, benefits, stages, relevance in decision-making and its application in Budgeting, Traditional Vs. ABC System – comparative analysis
- (d) JIT – introduction, Benefits
- (e) Failure of traditional performance measurement criteria
- (f) Use of specific performance measures in JIT
- (g) ERP and its application in strategic cost management

5. Cost of Quality and Total Quality Management

- (a) Quality Control, Quality Assurance , Quality Management
- (b) TQM – basics, stages, principles, control, corrective actions
- (c) PRAISE-Steps, Problems, implementation
- (d) Cost of Quality Report
- (e) Continuous Process Improvement

6. Application of Operation Research and Statistical Tools in Strategic Decision Making (Advanced level)

- (a) Assignment, Transportation, Linear Programming
- (b) Learning Curve
- (c) Simulation
- (d) Network Analysis
- (e) Time Series Analysis- Time series analysis including moving totals and averages, treatment of seasonality, trend analysis using regression analysis and application of these techniques in forecasting product and service volume

7. Entrepreneurial approach to Cost Management – with reference to core competencies

- (a) Strategic advantages and long-term perspective of cost management
- (b) Strategic cost benefit analysis of different business restricting propositions and strategic business decision making aspects
- (c) Objective based costing
- (d) Value Analysis, Value Chain Analysis and Value Engineering
- (e) Profitability analysis, Process value analysis, Activity analysis, linkage analysis, application of linkage analysis in cost reduction and value addition
- (f) Business Process Outsourcing (BPO) – introduction, concept, major areas, advantages, types, drawbacks
- (g) Value Management – introduction, meaning, VCM architecture, methodology, advantages
- (h) IGPG (International Good Practices & Governance) – Public Accountants

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Section B: Business Strategy [50 marks]

8. Business Strategy

- (a) Introduction to Business Strategy
- (b) Nature of Business strategy and strategic decisions
- (c) Characteristics of strategic decisions
- (d) Levels of strategy
- (e) Vocabulary of strategy
- (f) Strategic Management, The Strategic Position, Strategic Choices, Strategy into Action
- (g) Designing and Managing Multi-business firm
- (h) Implementation and limits of Business Strategy

9. Strategy Development

- (a) Process of strategy development
- (b) Strategic planning systems
- (c) Strategic leadership
- (d) Organizational politics
- (e) Logical incrementalism
- (f) The learning organization-imposed strategy
- (g) Multiple process of strategy development, intended and realized strategies
- (h) Strategic draft- strategic management un uncertain and complex conditions

10. Strategic Position

- (a) The Strategic Position – the macro environment, PESTEL framework
- (b) Structural drivers of change
- (c) Differential impact of environmental influences- scenarios, industries & structures
- (d) Sources of competition- 5 Forces framework, competencies & core competencies, strategic groups & organizational fields
- (e) Customer Value- strategic gaps, SWOT
- (f) Linkages – importance, performing better than competitors
- (g) Benchmarking, industry norms and standards, experience learning curve

11. Strategic Choice

- (a) Corporate Level Strategy, the Corporate portfolio, Growth Share Matrix, BCG,GE, Arthur D. Little Business Level Strategy, forces influencing business strategy
- (b) Bases of Competitive Advantage, pricing based strategies, added value or differentiation strategy, hybrid strategy, focused differentiation, failure strategies, differentiation vs.legitimacy
- (c) Sustaining competitive advantage, sustaining low price advantage, sustaining differentiation based advantage, competition and collaboration
- (d) Game theory – simultaneous games, sequential games, repeated games, changing the rules of games
- (e) Competitive strategy in hypercompetitive conditions, overcoming traditional bases of competitive advantage, escalating basis of competition, successful hypercompetitive strategies, value chain strategy

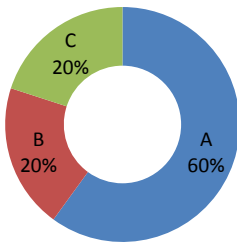
12. Strategic Integration

- (a) Vertical Integration and its alternatives
- (b) Diversification and strategic cope
- (c) M & A, Internal Development, Alliances
- (d) Competitive Dynamics

Module VI

Paper 16: Advanced Direct Tax Laws & International Taxation

Syllabus Structure



Section A : Advanced Direct Tax Laws	60%
Section B: International Taxation - Advanced issues	20%
Section C: Tax Practice and Procedures - Case Study Analysis	20%

ASSESSMENT STRATEGY

There will be written examination paper of three hours (including case lets/case studies)

OBJECTIVES

To gain expert knowledge about the direct tax laws in force and the relevant rules and principles emerging from leading cases, to provide an insight into practical aspects and apply the provisions of laws to various situations and to understand the various requirements during assessment under tax laws.

Learning aims

The syllabus aims to test the student's ability to :

- ❖ Tax planning and management under Direct Tax laws
- ❖ Study case laws governing core provisions of the above Acts
- ❖ Analyse tax assessment for various assessees and compliance procedures
- ❖ Evaluate the scope of cross-border transactions and taxation thereunder
- ❖ Application of advanced CMA techniques and skills for assuring fair assessment under tax laws

Skill sets required

Level C : Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation

Section A : Advanced Direct Tax Laws	60%
Section B: International Taxation - Advanced issues	20%
Section C: Tax Practice and Procedures - Case Study Analysis	20%

Section A : Advanced Direct Tax Laws (60 Marks)

1. Assessment of Various Entities & Tax Planning

- (a) Assessment of Individuals
- (b) Assessment of Hindu Undivided Family
- (c) Assessment of Firms
- (d) Assessment of Limited Liability Partnership (LLP)
- (e) Assessment of Association of Persons / Body of Individuals
- (f) Assessment of Companies
- (g) Assessment of Co-operative Societies
- (h) Assessment of Trusts
- (i) Assessment of Mutual Association
- (j) Alternate Minimum Tax
- (k) Different Aspects of Direct Tax Planning

2. Clubbing of Income - income of other person's assessed/clubbed in the hands of the assessee

Professional Course: Syllabus 2016

- 3. Set off or Carry Forward and Set off of Losses**
 - (a) Introduction
 - (b) Set off of loss in the Same Year
 - (c) Carry forward and set off of loss in Subsequent Years
- 4. Deduction in Computing Total Income**
 - (a) Introduction
 - (b) Deductions from Gross Total Income
- 5. Business Restructuring**
 - (a) Restructuring business
 - (b) Amalgamation
 - (c) Demerger, Reverse Merger
 - (d) Conversion of sole proprietary business to company
 - (e) Conversion of firm into company
 - (f) Conversion of private company/unlisted public company into Limited Liability Partnership (LLP)
- 6. Double Taxation Relief**
 - (a) Agreement with Foreign Countries or Specified Territories [Section 90]
 - (b) Adoption by Central Government of agreement between Specified Associations for Double Taxation Relief [Section 90A]
 - (c) Countries with which no Agreement Exists [Section 91]
 - (d) Tax Residency Certificate [TRC] [Section 90 & 90A]
 - (e) Certain Special Cases
- 7. Return of Income & Assessment Procedure**
 - (a) Return of Income
 - (b) Annual Information Return [Section 285BA]
 - (c) Assessment Procedure
- 8. Search and Seizure**
 - (a) Search and Seizure
 - (b) Survey
- 9. Grievances Redressal Procedure**
 - (a) Grievances Redressal Procedure
 - (b) Rectification
 - (c) Appeal and Appellate Hierarchy
 - (d) Revision
 - (e) General Provisions
- 10. Settlement of Cases**
 - (a) Settlement of Cases [Section 245A to 245L]
 - (b) Advance Ruling
- 11. Penalty & Prosecution** - Penalties and Prosecution for defaults
- 12. Tax Administration**
- 13. Liability for Special Cases**

Section B: International Taxation - Advanced issues (20 marks)

- 14. Taxation of International Transactions**
 - (a) International Taxation & Transfer Pricing issues
 - (b) Application of Generally Accepted Cost Accounting Principles and techniques for determination of Arm's Length Price
 - (c) Indirect Taxation issues in cross-border services
 - (d) Advance Pricing Agreement (APA) – concept and application

Section C

Tax Practice and Procedures - Case Study Analysis [20 marks]

Disclaimer: The contents of this subject/ paper shall be reviewed every 6 months and shall be incorporated accordingly.

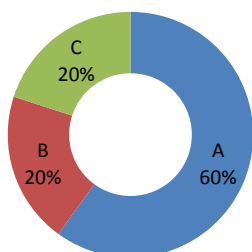
Professional Course: Syllabus 2016

Module VII

Paper 17: Cost and Management Audit

Syllabus Structure

The syllabus comprises the following topics and study weightage:



A	Cost and Management Audit	60%
B	Internal Audit and Operational Audit	20%
C	Case Study on Performance Analysis	20%

ASSESSMENT STRATEGY

There will be written examination paper of three hours (including case study/ caselet analysis)

OBJECTIVES

To promote the knowledge of Cost and Management Accountancy to provide educational facilities for training of budding professionals for excelling in the field of management accounting. To promote the decision-making skills and administrative competence relevant to management accounting and corporate management in general.

Learning Aims

The syllabus aims to test the student's ability to:

- ❖ Focus on basic cost information, appropriately computed cost centre wise, system based cost data support for decision making processes
- ❖ Ensure uniformity and maintain cost records as per Generally Accepted Cost Accounting Principles
- ❖ Tabulate the cost information and construct the system thus evolved for gainful operation and use in the strategy making for measuring productivity, profitability, etc.
- ❖ Prepare cost audit report in compliance with statutory obligations
- ❖ Understand the usefulness of cost audit and interpret for stakeholders view
- ❖ Discuss the concepts of management audit and demonstrate its usefulness
- ❖ Evaluate the performance of an organization through cost accounting records and cost audit reports
- ❖ Recommend desired course of action for optimal utilization of scarce resources which can lead to improve the productivity and profitability of an organization

Skill sets required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

Section A : Cost and Management Audit	60%
1. Generally Accepted Cost Accounting Principles	
2. Companies (Cost Records & Audit) Rules, 2014	
3. Cost Accounting Standards including Guidance notes issued thereunder	
4. Cost Auditing Standards	
5. Cost Auditor – appointment and related issues	
6. Management Audit	
Section B: Internal Audit and Operational Audit and related laws	20%
7. Internal Audit	
8. Operational Audit	
9. Relevance of Cost information for assessment under tax laws in India	
Section C: Case Study on Performance Analysis	20%

Professional Course: Syllabus 2016

Section A: Cost and Management Audit [60 marks]

1. Generally Accepted Cost Accounting Principles

- (a) Objectives of Cost accounting
- (b) Essentials of a good Cost Accounting System
- (c) Principles Applicable to Elements of Cost
- (d) Presentation and Disclosure
- (e) Applicability of Cost Accounting Practices

2. Companies (Cost Records and Audit) Rules, 2014

3. Cost Accounting Standards including Guidance Notes issued thereunder

4. Cost Auditing Standards

5. Cost Audit, Appointment of Cost Auditor

- (a) Nature and scope of cost audit
- (b) Provisions under Companies Act relating to maintenance of Cost Records and Audit
- (c) Cost Auditor-Appointment, Rights and Responsibilities
- (d) Structuring the Cost Audit
- (e) Product-group Classification

6. Management Audit

- (a) Management Reporting issues under Cost Audit
- (b) Management Audit – Meaning, Nature, Scope, Management Audit vs. Financial Audit, Management Audit vs. Cost Audit, Need for Management Audit; Scope, stages and reporting under Management Audit
- (c) Evaluation of Corporate Image; Corporate Service Audit, Consumer Services Audit, – Products (R&D) and Import Substitution, Customers, Channels (Export, etc.)
- (d) Corporate Development Audit – Evaluation of Corporate Culture, Corporate Strategy Audit, Marketing Audit, Distribution Function & Policies Audit; Evaluation of Personnel Development – Performance Appraisal System, Executive Appraisal
- (e) Impact of Environmental Pollution; Social Cost, Social Benefits, Social Accounting and Measurement, Social Audit of Business Enterprise – Social Cost Benefit Analysis, Corporate Social Audit; Audit of Special Responsibility of Management – Safety Audit
- (f) Energy Audit, Compliance Audit/Efficiency Audit, Propriety Audit and System Audit, Programme Evaluation and Review Technique (PERT), Operations Research, Social Responsibility Budget, Zero-base Budgeting, Responsibility Accounting, Performance Budgeting, Milestone Budgeting etc.

Professional Course: Syllabus 2016

Section B: Internal Audit and Operational Audit and other related laws [20 marks]

7. Internal audit

- (a) Concept of internal audit
- (b) Internal Audit –techniques and procedures
- (c) Internal Audit Report
- (d) Internal Audit Guidelines (industry-specific guidelines issued by the Institute)
- (e) Special report for banks, shareholders, employees etc
- (f) Evaluation of internal control system, budgetary control system, inventory control system, management information system

8. Operational Audit

- (a) Advanced techniques under operational audit
- (b) Operational audit reporting
- (c) Special report for banks, shareholders, employees etc

9. Relevance of Cost information for assessment under tax laws in India

- (a) Transfer Pricing – computation of Arm's Length Price (ALP)
- (b) Related party transactions - under international transactions and specified domestic transactions.
- (c) For valuation under The Central Excise Act, 1944 and Service Tax Laws
- (d) For valuation under the Customs Act
- (e) For valuation under Anti-dumping laws
- (f) For assessment under Income Tax Act, 1961
- (g) For assessment under VAT/CST

Section C: Case Study on Performance Analysis [20 marks]

Case Study on the basis of the Companies Performance for managerial decision-making

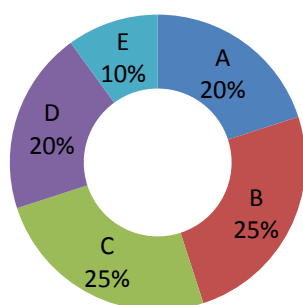
Professional Course: Syllabus 2016

Module VII

Paper 18: Financial Analysis and Reporting

Syllabus Structure

The syllabus comprises the following topics and study weightage:



A	Financial Analysis and GAAP	20%
B	Business Combinations – Accounting & Reporting	25%
C	Group Financial Statements	25%
D	Developments in Financial Reporting	20%
E	Government Accounting in India	10%

ASSESSMENT STRATEGY

There will be written examination paper of three hours.

OBJECTIVES

To understand the recognition, measurement, disclosure and analysis of information in an entity's financial statements to cater the needs of the stakeholders

Learning Aims

The syllabus aims to test the student's ability to:

- ❖ Analyze the financial statements for understanding of stakeholders
- ❖ Analyze the impact of GAAP and its application for reporting and compliance
- ❖ Evaluate financial statements for strategic decision making
- ❖ Reporting through financial statements for compliance
- ❖ Interpret and apply the ongoing developments for financial reporting

Skill sets required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

Professional Course: Syllabus 2016

Section A : Financial Analysis and GAAP	20%
1. Income, Expenditure, Distress Analysis, Comparative analysis of the Balance Sheet and Income Statement	
2. Evolution and Convergence of Accounting Standards	
Section B: Business Combinations – Accounting & Reporting	25%
3. Accounting for Business Combinations (as per IND AS)	
Section C : Group Financial Statements	25%
4. Consolidated Financial Statements	
Section D: Developments in Financial Reporting	20%
5. Sustainability Reporting	
6. Accounting and Reporting of Financial Instruments and other External Reporting	
7. Share based payments in IND AS	
8. Voluntary Disclosures	
9. Reporting through XBRL (Extended Business Reporting Language)	
Section E: Government Accounting in India	10%
10. Government Accounting Standards in India [issued by the Government Accounting Standards Advisory Board (GASAB)] – overview and application in Government Accounting, accounting and reporting procedures	

Section A: Financial Analysis and GAAP [20 marks]

- 1. Income, Expenditure, Distress Analysis, Comparative analysis of the Balance Sheet and Income Statement**
 - (a) Income, Expenditure , Distress Analysis
 - (b) Comparative analysis of the Balance Sheet and Income Statement (Common size analysis)
- 2. Evolution and Convergence of International Accounting Standards**
 - (a) GAAP in India, Hierarchy of GAAP in India
 - (b) Accounting Standards (AS) – applicability, interpretation, scope and compliance

Section B: Business Combinations – Accounting and Reporting [25 marks]

- 3. Accounting for Business Combinations (as per Ind AS)**
 - (a) Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, Purchase consideration and settlement
 - (b) Accounting in books of vendor/ transferor company
 - (c) Accounting for investment in subsidiary
 - (d) Accounting for holding companies (including chain holdings, cross holdings, multiple holdings)
 - (e) Corporate financial restructuring, Reconstruction schemes, De-merger, reverse merger
 - (g) Notes to Accounts - relevance related to published Financial Statements
 - (h) SPVs

Professional Course: Syllabus 2016

Section C: Group Financial Statements [25 marks]

4. Consolidated Financial Statements

- (a) Consolidation of foreign - Holding Company, Subsidiary Company and Associate Company including multiple sub subsidiaries.
- (b) Concept of a group, Purposes of consolidated financial statements ,Consolidation procedures -Minority interest, Goodwill, Treatment Pre -acquisition profit and Post - acquisition profit and concept of Fair value at the time of acquisition
- (c) Consolidated Income Statement, balance Sheet and Cash Flow Statements for Group of companies
- (d) Impact on group financial statements at the point of acquisition
- (e) Treatment of investment in associates in consolidated financial statements. Compare and contrast acquisition and equity methods of accounting
- (f) Treatment of investment in joint ventures in consolidated financial statements

Section D: Developments in Financial Reporting [20 marks]

5. Sustainability Reporting

- (a) Concept of Triple Bottom Line Reporting
- (b) Global Reporting Initiative (GRI)
- (c) International Federation of Accountants (IFAC)

6. Accounting and Reporting of Financial Instruments and other External Reporting

- (a) Meaning, recognition , de-recognition and offset, compound financial instruments
- (b) Measurement of financial instruments
- (c) Hedge Accounting
- (d) External Reporting under capital market regulations , Disclosures
- (e) Annual Reports- Statutory requirement and External report, Preparation of Financial Information, Disclosure of post balance sheet events
- (f) Financial reporting across the world with reference to reporting under US and UK laws
- (g) Indian Accounting Standards (Ind ASs) [List of applicable Ind ASs to be notified later]

7. Share based payments in Ind AS

- (a) Meaning, Equity settled transactions, Transaction with employees and non-employees
- (b) Determination of fair value of equity instruments
- (c) Vesting conditions, Modification, cancellation and settlement, Disclosures

8. Voluntary Disclosures

- (a) Disclosure issues
- (b) Value Added Statements
- (c) Economic Value Added, Market Value Added, Shareholders' Value Added
- (d) Human Resource Accounting
- (e) Financial reporting by mutual funds, Non-banking finance companies, Merchant Bankers, Stock and Commodity market intermediaries
- (f) Management discussion and analysis

9. Reporting through XBRL (Extended Business Reporting Language)

Section E: Government Accounting in India [10 marks]

10. Government Accounting in India

- (a) General Principles and comparison with commercial accounting
- (b) Role of Comptroller and Auditor General of India
- (c) Role of Public Accounts Committee, Review of Accounts
- (d) Government Accounting Standards issued by Government Accounting Standards Advisory Board (GASAB)
- (e) Government Accounting and Reporting

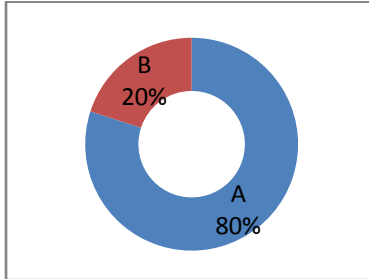
[List of applicable Ind ASs to be notified later for this subject. Any change in the nomenclature pursuant to amendment in applicable statute/law would be incorporated]

Professional Course: Syllabus 2016

Module VIII

Paper 19: Advanced Indirect Tax – Laws and Practice

Syllabus Structure



A	Advanced Indirect Tax - Laws & Practice	80%
B	Indirect Tax Practice and Procedures- Case study analysis	20%

ASSESSMENT STRATEGY

There will be written examination paper of three hours (including case lets/case studies)

OBJECTIVES

To gain expert knowledge about the indirect tax laws in force and the relevant rules and principles emerging from leading cases, to provide an insight into practical aspects and apply the provisions of laws to various situations and to understand the various external Auditing Requirements under tax laws.

Learning aims

The syllabus aims to test the student's ability to :

- ❖ Tax planning and management under Indirect Taxes
- ❖ Explain case laws governing core provisions of the above Acts
- ❖ Compute the assessable value of transactions related to goods and services for levy and determination of duty liability
- ❖ Identify and analyze the procedural aspects under different applicable statutes related to indirect taxation
- ❖ Explain powers of various assessing authorities

Skill set required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation

Section A : Advanced Indirect Tax - Laws & Practice	80%
1. Central Excise	
2. Customs law	
3. Service tax	
4. Foreign Trade Policies, EXIM Policy (with special reference to impact on tax planning)	
5. Central Sales Tax	
6. Value Added Tax	
Section B : Tax Practice and Procedures	20%
7. Case study analysis	

Section A: Tax Management [80 marks]

1. Central Excise

- (a) The Central Excise Law – Assessments, Demands, Refund, Exemptions, Power of Officers
- (b) Interpretation of Show Cause Notice and Drafting of response against SCN
- (b) Adjudication, Appeals, Settlement Commission, Penalties
- (c) Central Excise Audit and Special Audit under 14A and 14AA of Central Excise Act
- (d) Tariff Commission and other Tariff authorities

Professional Course: Syllabus 2016

2. Customs Law and Anti-Dumping Laws

- (a) Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions, Warehousing, Demurrage, Project Import and Re-imports
- (b) Penalties and Offences
- (c) Anti-dumping Laws – Valuation under Anti-dumping laws, relevance of Cost information, application of cost accounting principles in assessment, Impact of tax on GATT 94, WTO, Anti Dumping processing, other Trade Remedy Measures

3. Service Tax

- (a) Introduction, Nature of Service Tax, Service Provider and Service Receiver, Registration and related issues
- (b) Negative List of Services, Exemptions and Abatements
- (c) Valuation of Taxable Services
- (d) Payment of service Tax, Returns of Service Tax
- (e) CENVAT Credit Rules, 2004
- (f) Place of Provision of Service Rules, 2012
- (g) Other aspects of Service Tax
- (h) Special Audit u/s 72A of the Finance Act, 1994 for Valuation of Taxable Services

4. Export Promotion Schemes, Foreign Trade Policies, EOU, SEZ, EXIM Policy (with special reference to impact on tax planning)

- (a) Export Promotion Schemes,
- (b) Export Oriented Units (EOU)
- (c) Foreign Trade Policies
- (d) Special Economic Zone (SEZ)
- (e) EXIM Policy

5. Central Sales Tax and VAT Act

- (a) Assessment of transactions related to Stock Transfer, Branch transfer, Inter State Sale
- (b) Returns and assessment procedures under Central Sales Tax (CST)

6. Value Added Tax (VAT)

- (a) Assessment of transactions related to stock & branch transfer under State VAT Act
- (b) Returns and assessment procedures under State VAT Act

Section B : Tax Practice and Procedures [20 marks]

7. Case Study Analysis

Disclaimer: The contents of this subject/ paper shall be reviewed every 6 months and shall be incorporated accordingly.

Professional Course: Syllabus 2016

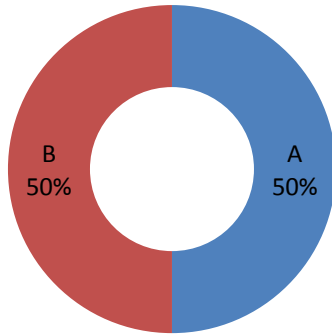
Module VIII

Paper 20 - Specialization Papers (any one to be selected out of the 5 subjects offered)

Paper 20A: Strategic Performance Management and Business Valuation

Syllabus Structure

The syllabus comprises the following topics and study weightage:



A	Strategic Performance Management	50%
B	Business Valuation	50%

ASSESSMENT STRATEGY

There will be written examination (including case study/ caselet analysis) paper of three hours

OBJECTIVES

To understand the tools for application and measurement of performance for strategic decision-making. To develop and present appropriate strategies taking into consideration the risk profile of the organization. To enable business decision making through appropriate analysis of statements. To gain knowledge of the application of valuation principles and techniques in business environment.

Learning Aims

The syllabus aims to test the student's ability to:

- ❖ Understand the relevance of performance management for strategic decision making
- ❖ Develop skill to interpret, evaluate and recommend strategies for decision making to gain competitive advantage
- ❖ Evaluate the risks associated with strategies of an organization
- ❖ Translate the understanding for business valuation
- ❖ Interpret the statements for managerial decision-making
- ❖ Evaluate the results for setting strategies
- ❖ Recommend strategic financial decisions

Skill sets required

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

Professional Course: Syllabus 2016

Section A : Strategic Performance Management	50%
1. Conceptual Framework of Performance Management	
2. Performance Evaluation and Corporate Failure	
3. Strategic Performance Evaluation and Management Tools	
4. Economic efficiency of the firm — Impact analysis on Performance	
5. Financial Performance Indicators (FPIs) and Non-financial Performance Indicators (NFPIs) for Profitability	
6. Enterprise Risk Management	
Section B : Business Valuation	50%
7. Business Valuation Basics	
8. Valuation in Mergers and Acquisitions	
9. Fair Value in Accounting Measurement	
10. Valuation of Intangibles	

Section A: Strategic Performance Management [50 marks]

1. Conceptual Framework of Performance Management

- (a) Performance Management- concept, components and related matrices
- (b) Performance, Productivity and Efficiency
- (c) Strategic assessment, business environment analysis
- (d) Competitive intelligence, communication of strategy, result analysis
- (e) Financial performance analysis
- (f) Process analysis
- (g) Supply Chain Management (SCM)
- (h) Customer Relationship Management (CRM) - Customer Profitability analysis; Customer intelligence, Customer Satisfaction Index (CSI) etc.

2. Performance Evaluation and Corporate Failure

- (a) Divisional Profitability
- (b) Human productivity and performance analysis
- (c) Return on investment
- (d) Identify key-indicators for assessment of corporate failure
- (e) Application of generally accepted cost accounting techniques and tools for analyzing quantitative and qualitative performance measurement

3. Strategic Performance Evaluation and Management Tools

- (a) Bench marking
- (b) Business process re-engineering
- (c) Value Chain- understanding of all chain of activities and the value gained at each activity
- (d) Lean Management; Process Mapping
- (e) Six Sigma, Statistical Quality Control (SQL)
- (f) Scorecards and Dashboards, Decision Support Systems, Management Information Systems, OLAP - Online Analytical Processing tools

Professional Course: Syllabus 2016

4. Economic efficiency of the firm – impact analysis on performance

- (a) Profit-maximization under different market structure
- (b) Market factors affecting Pricing decisions
- (c) Product policies- product line (extent and mix); promotion strategies, branding strategies; distribution strategies

5. Financial Performance Indicators (FPIs) and Non-financial Performance Indicators (NFPIs) for Profitability

- (a) Key indicators – for measuring financial performance and non-financial performance
- (b) Methods for improvement of productivity and profitability
- (c) Balance Score Card

6. Enterprise Risk Management

(a) Risk Management

- (i) Risk Management – Introduction and objectives
- (ii) Risk Measurement - Pooling, Diversification, Total Loss Distribution, Ruin Probability
- (iii) Risk Analysis – risk mapping and key risk indicators

(b) Corporate Risk Management

- (i) Risk Management and Shareholders
- (ii) Risk Retention / Reduction
- (iii) Asset / Liability Management
- (iv) Project Risk Management , Enterprise Risk Management
- (v) Value at Risk (VAR), Basel – I, II & III (proposed)

Section B: Business Valuation [50 marks]

7. Business Valuation Basics

- (a) Principles and techniques of valuation – Discounted Cash Flow (DCF), Multiple methods, Accounting based valuation
- (b) Asset Valuation ; Earning Valuation ; Cash flow valuation ; Other valuation basis

8. Valuation in Mergers and Acquisitions

- (a) Assets and Cash Flows - strengths and weaknesses of various valuation methods
- (b) Recognition of interest of various stakeholders
- (c) Selection of appropriate cost of capital for valuation
- (d) Synergistic benefits
- (e) Forms of Consideration and terms of acquisitions
- (f) Post merger integration process
- (g) Implications of regulations for business combinations
- (h) Types of exit strategies and their implications
- (i) Shareholder Value Analysis
- (j) Exchange Ratio - Bases used for Computation

9. Fair Value in Accounting Measurement

- (a) Concept
- (b) Measurement techniques and standards, Challenges
- (c) Accounting treatment

10. Valuation of Intangibles

- (a) Intellectual Property
- (b) Intangibles
- (c) Brand Valuation

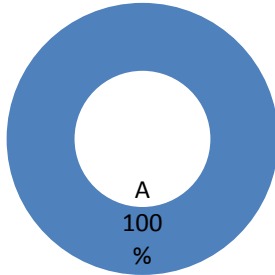
Professional Course: Syllabus 2016

Module VIII

Paper 20B: International Business

Syllabus Structure

The syllabus comprises the following topics and study weightage:



A	International Business	100%
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ASSESSMENT STRATEGY:

A written exam for 3 hours would be conducted. The exam would comprise, theory, numerical questions and caselets.

Objectives:

The century has witnessed major paradigm shifts in the way business in the world is conducted. Countries and their capital markets opened up for easing the entry of foreign players in the real, money and capital markets. Advancements in the Information Technology facilitated faster and effective communication, and transporting of data and finance. The revolutionary perspective of looking at business as a geographically spread, yet integrated enterprise, riding on the phenomena of global supply chains, and value creating logistics networks actualised the concept of Globalisation. Today business is international. CMA who plays a crucial role in ascertaining the price, controlling of costs, and facilitation of managerial decision making for effective formulation of strategy, shall be instrumental in phenomenon of International Business. This subject is offered as an elective in general for CMAs to broaden their perspectives and specifically for those who would like to build their careers in Exporting or Importing Domestic Corporates, MNCs or Global Corporations.

Learning Aims :

- ❖ To provide insights into the concept of International Business
- ❖ To develop an understanding on phenomenon of Globalisation and the forces behind it.
- ❖ To sensitise to the Political, Economic, Social-Cultural, Technological, Environmental and Legal differences among various countries.
- ❖ To help appreciate the environment and Institutional framework in which International Business operates
- ❖ To understand the risks and rewards of engaging in International Business

Skill sets required:

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

The course is offered at the Final and it is expected to provide Knowledge of considering the relevant factors while making decisions on any cost and management accounting related aspects.

Professional Course: Syllabus 2016

International Business	100%
1. Defining International Business and its Dimensions	
2. Globalization and the Environment of International Business	
3. Differences in Political, Economic, Socio-Cultural, Technological, Environmental, and Legal environment amongst countries	
4. Risks and Rewards of International Trade, Exporting, and Importing	
5. Supporting Institutional Framework	
6. International Financial System and Markets	
7. Political Economy, Economic Integration, Regional Groupings	
8. Strategy and Management of International Business	
9. Foreign Direct Investment and Modes of Entry	
10. International Marketing and Country Evaluation	
11. International Operations, Logistics and Supply Chain Management	
12. Ethical issues in International Business	

1. Defining International Business and its Dimensions

- (a) Importance, nature and scope of International business
- (b) Difference between Domestic and International Business,
- (c) International Business Approaches and its advantages
- (d) Opportunities and threats for International Business

2. Globalization and the Environment of International Business

- (a) Globalization Forces — Meaning, dimensions and stages
- (b) Drivers of Globalization
- (c) Emergence of Global Institutions
- (d) The changing demographics of Global Economy
- (e) The Globalisation Debate

3. Differences International Business Environment amongst countries

- (a) Economic, Political, Cultural and Legal environments in International Business.
- (b) Framework for analyzing international business environment.
- (c) Political Systems
- (d) Economic Systems
- (e) Legal Systems
- (f) Culture, Social Structure, Religious and Ethical Systems
- (g) Culture at Workplace, Cultural Change
- (h) Technological environment, International Technology Transfer, Management of Technology

4. Risks and Rewards of International Trade, Exporting, and Importing

- (a) World trade in goods and services – Major trends and developments;
- (b) World trade and protectionism – Tariff and non-tariff barriers;
- (c) Foreign investments-Pattern, Structure and effects;
- (d) Movements in foreign exchange and interest rates and their impact on trade and investment flows, Balance of Trade, Balance of Payments
- (e) Theories of International Trade-Mercantilism,
- (f) Theory of absolute cost advantage,
- (g) Comparative cost advantage theory,
- (h) Relative factor endowment theory,
- (i) Country similarity theory,
- (j) Product life cycle theory

5. Supporting Institutional Framework

- (a) Organisation for Economic Co-operation and Development - OECD
- (b) World Trade Organisation - WTO
- (c) United Nations - UN
- (d) International Labour Organisation - ILO
- (e) The Bank of International Settlements - BIS
- (f) World Bank
- (g) International Monetary Fund - IMF

6. International Financial System and Markets

- (a) Evolution of the international monetary system, bimetallism
- (b) Gresham's Law
- (c) Classical Gold standard, its strengths and weaknesses
- (d) Bretton woods system
- (e) Fixed versus floating exchange rate systems.
- (f) Triffin's Paradox, Special drawing rights
- (g) The European Monetary Union and its costs and benefits.
- (h) International Capital and Money Markets
- (i) Foreign Exchange Markets
- (j) Integration of World Financial Markets
- (k) Contagion of Financial and Exchange Rate Crisis

7. Political Economy, Economic Integration, Regional Groupings

- (a) Introduction
- (b) Instruments of Trade Policy
- (c) The revised Case for Free Trade
- (d) Developing a World Trading System
- (e) Political Ideology of Foreign Direct Investment
- (f) Government Policy Instruments and FDI
- (g) Levels of Economic Integration
- (h) The Case for and against Regional Integration
- (i) NAFTA, ASEAN, EU, BRICS
- (j) Rise of New economies like Brazil, Russia, India, China and South Africa (BRICS), and ASIAN countries

8. Strategy and Management of International Business

- (a) Peculiarities of Global Strategic Management, Value Creation,
- (b) Global Strategic Management Process, Collaborative Strategies
- (c) International Strategic Management Process
- (d) International Organisation Structure
- (e) International, MNCs, TNCs, Global Corporations
- (f) Competitive Strategy of Michael Porter
- (g) Value Chain and Critical Success Factors

9. Foreign Direct Investment and Modes of Entry

- (a) Modes of entry into International Business;
- (b) Internationalization process and managerial implications;
- (c) Multinational Corporations and their involvement in International Business:

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- (d) Issues in foreign investments, technology transfer, pricing and regulations;
- (e) International collaborative arrangements and strategic alliances.
- (f) Factors Influencing FDI,
- (g) Reasons for FDI, Costs and Benefits of FDI,
- (h) Trends in FDI in India.

10. International Marketing and Country Evaluation

- (a) International marketing management process,
- (b) International marketing information system.
- (c) International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions;
- (d) International Market Segmentation, Selection and Positioning;
- (e) International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad, strategic alliances

11. International Operations, Logistics, and Supply Chain Management

- (a) International Standardisation of Production Facilities
- (b) Global Sourcing and Vertical Integration
- (c) International Quality Standards
- (d) Contract Manufacturing
- (e) Location of Production Facilities
- (f) Multimodal Transportation in the global context
- (g) International Distribution - Channels, Agents, Distributors, Piggybacking
- (h) Global Supply Chains
- (i) Global Outsourcing, Make or Buy Decisions

12. Ethical issues in International Business

- (a) Introduction
- (b) Ethical Issues in International Business
- (c) Ethical Dilemmas
- (d) Roots of Unethical Behaviour
- (e) Philosophical Approaches to Ethics
- (f) Ethical Decision Making

Cases

References:

- 1) International Business - Competing in the Global Market Place by Charles W L Hill & Arun K Jain
- 2) International Business - An Introduction by Geert Hofstede
- 3) International Business by K. Aswathappa
- 4) International Business - Concept, Environment, and Strategy by Vyuptakesh Sharan
- 5) International Business by MikeW Peng
- 6) International Business - The Challenge of Global Competition by Donald Ball and Michael Geringer
- 7) International Business by John Daniels and Lee Radebaugh

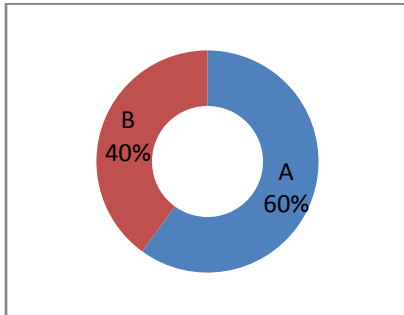
Professional Course: Syllabus 2016

Module VIII

Paper 20C: Treasury Management, Security Analysis and Portfolio Management

Syllabus Structure:

The syllabus comprises the following topics and study weightage:



A	Treasury Management	60%
B	Security Analysis & Portfolio Management	40%

ASSESSMENT STRATEGY:

A written exam for 3 hours would be conducted. The exam would comprise, theory, numerical questions and caselets.

Objectives:

The changing nature of corporate finance function requires a full rounded finance professional with knowledge on the contemporary strategic corporate finance functions. Institute has offered a basket of five electives for the students to choose and add to their portfolio of competencies to take charge of future higher level corporate finance positions in the corporate world. Treasury Management is an important domain of corporate finance function managing the entire liability side of a balance sheet, like nurturing the various sources of finance, deciding on the appropriate debt equity mix, and timing of various issues in the capital and money markets. Additionally the Financial Risk Management function is also added to this department, requiring knowledge of risk management process and derivative products to management interest rate and foreign exchange risks. The course is designed to suit the requirements of both financial and non-financial corporations. Security Analysis and Portfolio Management is another important competency expected from a finance professional, which provides all the necessary knowledge on investment management, diversification of wealth in portfolios and evaluation of portfolios.

Learning aims:

- ❖ To provide an overview of Treasury Management
- ❖ To equip with the necessary mathematical concepts and tools applied in the treasury function.
- ❖ To expose to the markets of financial and foreign exchange spot and derivative instruments
- ❖ To sensitise with the relevant taxation and regulatory environment in which the Treasury Function operates
- ❖ To create appreciation for the risk management framework in both financial and non-financial corporations
- ❖ To introduce the concepts of investment, wealth and portfolio
- ❖ To impart the skill of undertaking Economy, Industry and Company Analysis while to select relevant securities for a portfolio
- ❖ To nurture the approach to create efficient portfolios, monitor them and evaluate them.
- ❖ To educate with the approach of efficient market hypothesis and its ramifications for investment management.

Skill sets required:

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

The course is offered at the Final and it is expected to provide Knowledge of considering the relevant factors while making decisions on any cost and management accounting related aspects.

Professional Course: Syllabus 2016

Section A : Treasury Management	60%
1. Treasury - an overview	
2. The Mathematics of Treasury Management	
3. Money Market Operations and Foreign Exchange (Forex) Markets	
4. Financial Derivatives	
5. Accounts and Audit of Treasury Operations	
6. Risk Management & Risk Framework - Treasury and Forex	
Section B : Security Analysis & Portfolio Management	40%
7. Investment Types, Approaches, Markets, Players, and Securities	
8. Economy, Industry and Company Analysis	
9. Valuation, Selection and Technical Analysis of Securities	
10. Portfolio Construction and Rebalancing	
11. Portfolio Performance Evaluation	
12. Investment Management and Tax Planning	

Section A: Treasury Management [60 marks]

1. Treasury – An overview

- (a) Treasury - evolution, importance, theories, functions, classification
- (b) Liquidity Management in Treasuries – Cash Forecasting
- (c) Banking Relationships
- (d) Credit Management
- (e) Treasury Products and Services
- (f) Risk management policy

2. The Mathematics of Treasury Management

- (a) Cross-currency forwards – calculation of premium / discount etc. – pre-utilization of contracts
- (b) Exchange Rate movements – volatility of major currencies.
- (c) Exchange Rate and Interest Rate arbitrage – NDF markets.
- (d) FEDAI guidelines for merchant quotes
- (e) Present and Future value of money – benchmark rates for discounting cash flows
- (f) YTM calculation –modified YTM, current yield etc.
- (g) Yield curve – building of ZCC – use of ZCC yields.
- (h) Term structure of interest rates
- (i) Risk Measures – VaR – Duration and Macaulay Duration
- (j) Interest rate sensitivity
- (k) Liquidity & interest rate sensitivity gap measures under ALM – RBI guidelines

3. Money Market operations & Foreign Exchange (Forex) Markets

- (a) Money Market Operations
- (b) Changing Facets of global monetary system – Regional blocks and unified currencies

Professional Course: Syllabus 2016

- (c) Impact of recent global crises – Role of IMF
- (d) Debt Capital Markets – All types of Bonds
- (e) Bond market – G-sec and corporate bonds – Types of bonds including zero coupon and perpetual bonds
- (f) STRIPS - Primary and Secondary market volumes
- (g) Highly Traded Markets
- (h) Cash Market and Forward/Futures Market
- (i) Forward/ Futures Market and Options Market
- (j) Exchange Traded and Over-the-counter Market
- (k) RBI Policy rates – liquidity support for banks and PDs
- (l) Market practices & FIMMDA guidelines
- (m) Foreign Exchange (Forex) markets- classification, nature of transactions, regulatory framework

4. Financial Derivatives

- (a) Forwards, Futures and FRAs
- (b) Use of derivative products like interest rate futures and currency futures
- (c) Collars & Options
- (d) Futures & Options their uses - Indian and Overseas Markets

5. Accounts and Audit of Treasury Operations

- (a) Treasury Units - accounting, administration, planning, MIS
- (b) Internal Audit of Treasury functions and departments
- (c) Audit of regulatory compliance - relatd aspects, particularly related to foreign exchange risk management
- (d) Issues in the management of integrated treasury function

6. Risk Management & Risk Framework – Treasury and Forex

- (a) Assets Liability Management(ALM)– bridging liquidity and interest rate sensitivity gaps
- (b) ALM Book – Merchant book & Trading Book,
- (c) Liability Management, using interest rate derivatives
- (d) Treasury Risk Management Policy,
- (e) Control and Reporting requirements
- (f) Open position – day-end, day-light and overnight position limits – limit orders with other banks
- (g) Mismatch of positions – gap limits (IGL – Individual Gap Limits and AGL – Aggregate Gap Limit) and stop loss limits VaR & capital provisions
- (h) Developing Risk Framework for Organizations and Individual issue of Instruments
- (i) Monitoring risks in open positions – Risk limits
- (j) Exposure limits
- (k) Foreign Exchange exposures to Risk and its Management,
- (l) Credit risk, Country risk, Operating risk and Market risk,
- (m) Approach to Forex Risk Management Policy,
- (n) Developing Risk Framework for Forex Transactions,
- (o) Implications of BASEL III on capital requirement
- (p) FEDAI Rules – RBI guidelines for Internal Control
- (q) Hedging strategies – mandatory and optional hedging – transaction-wise / portfolio-wise risk management.
- (r) Foreign Direct Investment Policy, 2013, FDI Circular 2015 and Taxation issues related to treasury transactions

Professional Course: Syllabus 2016

Section B: Security Analysis and Portfolio Management [40 marks]

7. Investment Types, Approaches, Markets, Players, and Securities

- (a) Investment- Definition, Investment Vs. Speculation, Investment Vs. Gambling, Classification
- (b) Capital Market / Security Market
- (c) Primary Market / New Issues / IPO Market
- (d) Secondary Market / Stock Market / Stock Exchange
- (e) Depositories
- (f) Private placements of shares / Buy back of shares
- (g) CAPM Vs. Market Model
- (h) Forward Contract and future contracts
- (i) Risk and Return - concept and measures

8. Economy, Industry and Company Analysis

- (a) Analysis of Economy - Lead and Lag Indicators
- (b) Aggregate Demand and Aggregate Supply
- (c) Industry Analysis and Market Share
- (d) Competition Analysis & Growth Projections
- (e) Analysis of Financial Information
- (f) Forecasting sustainable growth and cashflows

9. Valuation, Selection and Technical Analysis of Securities

- (a) Valuation of Equity Shares
- (b) Valuation of Preference Shares
- (c) Valuation of Bonds and Debentures
- (d) Valuation of Convertibles
- (e) Valuation of other Financial Securities
- (f) Technical Analysis of Securities - meaning, theories for analysis

10. Portfolio Construction and Rebalancing

- (a) Meaning
- (b) Traditional vs. Modern Portfolio Analysis
- (c) Risk and Return on Portfolio
- (d) Diversification of Investments
- (e) Markowitz Model
- (f) Efficient Combining Securities
- (g) Interactive Risk Through Covariance
- (h) Coefficient of Correlation
- (i) Change in Portfolio Proportions
- (j) Concept of Dominance
- (k) Risk-Return in a Third Security
- (l) Markowitz Efficient Frontier
- (m) Sharpe's Single Index Model
- (n) Characteristic Lines
- (o) Cut off Rate
- (p) Market and Non-Market Risk & Return

11. Portfolio Performance Evaluation

- (a) Introduction
- (b) Methods of Assessing Performance
- (c) Method of Portfolio Performance Evaluation
- (d) Sharpe's Reward to Variability Model, M^2
- (e) Treynor's Reward to Volatility Model, T^2
- (f) Jensen's Differential Return Model
- (g) Tracking Error
- (h) Utility
- (i) Compensation for Inadequate Diversification
- (j) Net Selectivity

12. Investment Management and Tax Planning

- (a) Effect of Taxation on Investments
- (b) Tax Treatment of Investments, Dividend, Interest Income, Capital Gains
- (c) The Investors Decision

References:

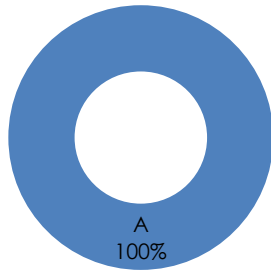
1. Treasury Management by A.V. Rajwade
2. Cash & Derivative Markets in Foreign Exchange by A.V. Rajwade
3. Handbook of Derivative Securities and Interest Rate Derivatives, by A.V. Rajwade
4. Essentials of Treasury Management by Mason, Webster and Wikoff
5. Treasury Management - CAIB (IIBF) - Macmillan
6. Treasury Management a Practitioner's Guide - Steven Bragg - Wiley
7. Investment Management - Bodie, Kayne, Marcus, Mohanty
8. Security Analysis and Portfolio Management - Fischer and Jordan
9. The Theory and Practice of Investment Management and Asset Allocation, Valuation, Portfolio Construction, and Strategies - Fabozzi and Markowitz

Module VIII

Paper 20D : Project Management & Control

Syllabus Structure:

The syllabus comprises the following topics and study weightage:



A	Project Management & Control	100%
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ASSESSMENT STRATEGY:

A written exam for 3 hours would be conducted. The exam would comprise, theory, numerical questions and caselets.

Objectives:

On one side the organisational structures are becoming more and more flatter, larger autonomy and authority is devolving on implementation level managers. On the other side, the focus of organisation is shifting from driving operational efficiency to effectiveness in responding to fast changing business environment with innovation to gain competitive advantage. Each new innovation, strategy, scheme requires the skills of almost creating a short lived organisation from idea conception to delivery to abandonment. Hence organisations today are better described as collections of various ongoing projects. This creates the demand for a new breed of managers with an integrated skill set of the major functions of management. CMAs down the line in the career progressions would be the skilled professionals to manage resource during the course of handling/ executing projects and deliver them effectively. This course is designed to further equip the CMAs with this necessary competency.

Learning aims:

- ❖ To help appreciate the need for a study on Project Management
- ❖ To develop an understanding on the various phases and activities of project management
- ❖ To create awareness regarding the multidimensional appraisal of feasibility of projects
- ❖ To expose to various project financing options
- ❖ To develop an understanding on the project organisation, and cost systems
- ❖ To equip with the relevant project monitoring, review, and control tools and techniques

Skill sets required:

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

The course is offered at the Final and it is expected to provide Knowledge of considering the relevant factors while making decisions on any cost and management accounting related aspects.

Professional Course: Syllabus 2016

Project Management and Control	100%
1. Introduction to Project Management	
2. Project Identification and Formulation	
3. Evaluation of Technical Feasibility	
4. Evaluation of Social and Environmental Feasibility	
5. Project Financing	
6. Evaluation of Financial Feasibility	
7. Project Cost Systems	
8. Project Risk Analysis	
9. Project Planning and Administration	
10. Project Review and Control	
11. Post Project Performance Evaluation	

1. Introduction to Project Management

- (a) What is a Project, Nature of Projects - Public, Private, PPP (HAM)
- (b) The Project Management System, The Project Management Process, Life Cycle of Projects

2. Project Identification and Formulation

- (a) Differing types of Projects
- (b) Generation of Ideas and Scouting for Ideas
- (c) Preliminary Screening, Pre Feasibility Report (PFR)
- (d) Macro and Micro parameters in project selection
- (e) Project Rating Index

3. Evaluation of Technical Feasibility

- (a) Manufacturing Process/Technology
- (b) Technical Arrangements, Techno-Economic Feasibility Report (TEFR)
- (c) Plant Location and Capacity Planning, Raw Materials, Machinery, Civil Structures planning

4. Evaluation of Social and Environmental Feasibility

- (a) Social Cost Benefit Analysis
- (b) UNIDO and LM approach
- (c) Measurement of Impact on Savings, Employment, Consumption, Income
- (d) Environmental concerns and clearances for projects
- (e) Land Acquisition for projects, Rehabilitation of Land-losers and Employment issues

5. Project Financing

- (a) Various Debt and Equity Options to finance Projects
- (b) Venture Capital options
- (c) Project Financing Structures
- (d) International Sources of Project Finance
- (e) Financial Closure
- (f) Public Private Partnerships
- (g) Financing Infrastructure Projects
- (h) Role of Tax Planning

6. Evaluation of Financial Feasibility

- (a) Estimations Costs and Benefits in a project
- (b) Principles of cashflow estimation of projects
- (c) Discounting and Non-Discounting Techniques
- (d) Estimating the relevant discounting rate
- (e) Handling Mutually Exclusive and Dependent situations
- (f) Handling Life and Size Disparities
- (g) Inflation in Financial Appraisal

Professional Course: Syllabus 2016

7. Project Cost Systems

- (a) Project cost accounting and monitoring
- (b) Contractor and its cost system
- (c) Accounting, codification, development of cost data,
- (d) Labour time reporting , labour cost analysis, equipment,
- (e) Direct measurement of work quantities,
- (f) Accounting based on cost accounting, production rates for estimates,
- (g) Computer application to cost control
- (h) Productivity Budgeting Technique
- (i) The Action Chain of TC Control Functions

8. Project Risk Analysis

- (a) Project Risk - sources, measures
- (b) Risk Management Process
- (c) Sensitivity Analysis, Scenario Analysis
- (d) Hillier Model, Simulation Analysis, Decision Tree Analysis
- (e) Project Selection Under Risk

9. Project Planning and Administration

- (a) Forms of Project Organisation
- (b) Administrative aspects of Project Management
- (c) Developing Work Break Down Structure
- (d) Estimation of Time, Cost and Resource requirements
- (e) PERT, CPM and other scheduling techniques
- (f) Project Team and People Issues
- (g) Project Execution Plan
- (h) Project Responsibility Matrix

10. Project Review and Control

- (a) Progress Measurement Technique (PROMPT)
- (b) Performance Monitoring Technique (PERMIT)
- (c) Updating, Reviewing and Reporting Technique (URT)
- (d) Communication in Project
- (e) Developing a Baseline
- (f) Project Review Reports, Project Cost Reports
- (g) Handling Project Changes, Trending and Predicting Change Control
- (h) Project Cost/Budgetary Control
- (i) Earned Value Concept (EVC) Method of Performance Reporting
- (j) Contractors' Performance Administration
- (k) Vendors' Performance Control
- (l) Benefits and Dangers of using computer project management systems

11. Post Project Performance Evaluation

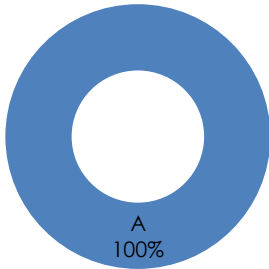
- (a) Winding Down a Project
- (b) Managing Scope Change
- (c) Performance Indicators
- (d) Cost and Time Overruns

References

1. Projects - Planning, Analysis, Selection, Financing, Implementation, and Review by Prasanna Chandra
2. Project Planning Scheduling & Control by James P. Lewis
3. Successful Project Management - A step by step approach by Milton D. Rosenau and Gregory D Githens
4. Project Management by S Choudhury
5. Project Management - A practical approach by Roel Grit
6. Project Management - A Systems Approach to Planning Scheduling and Controlling by Harold Kerzner
7. Project Management by Harvey Maylor
8. Text Book of Project Management by P Gopalakrishnan
9. Project Management by K. Nagarajan
10. Project Management by Grey

Module VIII

Paper 20E : SUPPLY CHAIN MANAGEMENT



A	Supply Chain Management	100%
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ASSESSMENT STRATEGY:

A written exam for 3 hours would be conducted. The exam would comprise, theory, numerical questions and caselets.

Objectives:

The world economy has witnessed the emergence of Supply Chain Management as a significant business management function. Today the competition is more between supply chains of companies than the companies themselves. Supply Chains of business organisations beyond providing the necessary competitive edge, also entail significant costs. As a CMA it is essential that to transcend the organisational boundaries when designing any cost effective strategy. Any amount of cost reduction or optimisation undertaken within an organisation might not truly translate into a lower price to the customer, when its upstream and downstream organisations are eating away the cost reduction benefits. It is therefore imperative that today's CMA facilitates the business houses/organizations in understanding the nuances of costs that matter and costs that are beyond the purview of the organisation and effectively engage with these channel partners to create win-win situations for all the entities in the supply chain. This paper is designed specifically for those CMAs who would like to pursue their careers and contribute effectively in manufacturing and retail industries, where logistics and supply chain costs play a crucial role.

Learning aims:

- ❖ To help appreciate the importance of Managing the Supply Chain
- ❖ To develop an understanding on the various modes of Logistic and Logistic Services
- ❖ To sensitise regarding demands of the upstream and downstream supply chain partners
- ❖ To expose to various techniques of managing supply chains and their risks
- ❖ To develop an understanding on the global linkages of Logistics and Supply Chains
- ❖ To equip with the relevant metrics and measures of Logistics and Supply Chain Efficiency

Skill sets required:

Level C: Requiring skill levels of knowledge, comprehension, application, analysis, synthesis and evaluation.

The course is offered at the Final and it is expected to provide Knowledge of considering the relevant factors while making decisions on any cost and management accounting related aspects.

Professional Course: Syllabus 2016

Supply Chain Management (SCM)	100%
1. Introduction to Supply Chain Management	
2. Logistics – Concepts & Practices	
3. Designing & Managing Channel Partners	
4. Procurement and Sourcing Management	
5. Supply Chain Modeling	
6. Network Design Strategy	
7. Supply and Demand Planning in SCM	
8. Supply Chain Performance Measurement	
9. Special Topics in SCM	

1. Introduction to Supply Chain Management

- (a) The concept of Supply Chain Management
- (b) Supply Chain and Competitive Advantage
- (c) SCM from the perspective of Value Chain
- (d) SCM and its impact on Costs
- (e) Decision Phases in Supply Chain
- (f) Process view of Supply Chains
- (g) Understanding Supply Chain Dynamics

2. Logistics Concepts and Practices

- (a) Warehousing
- (b) Multi Modal Transportation
- (c) Third Party Logistics
- (d) Logistics Engineering
- (e) Reverse Logistics
- (f) Global Logistics
- (g) Significance of Logistics in Value Chain
- (h) Logistics and Value Proposition

3. Designing and Managing Channel Partners

- (a) Importance of Distribution Channel
- (b) Roles of various Distribution Channel Partners
- (c) Product Life Cycle and Distribution Challenges
- (d) Factors influencing Distribution Network Design
- (e) Managing Customer Relationships
- (f) Measuring Channel Performance
- (g) Managing Channel Conflict
- (h) Sales Service Relationship

4. Sourcing and Procurement Management

- (a) The role of Sourcing and Procurement in SCM
- (b) Single vs Multiple sources
- (c) Supplier Selection and Assessment
- (d) Global Sourcing
- (e) Quality Regimes
- (f) Electronic Exchanges & Auction Based purchasing
- (g) Contract design
- (h) Logistics of Procurements
- (i) Storage and Handling System

5. Supply Chain Modelling

- (a) Overview of optimization modelling and techniques
- (b) Distribution Centre Location Models
- (c) Supply Chain Network Optimization Models
- (d) Vehicle Routing Models
- (e) Inventory Deployment Models
- (f) Risk Management of Supply Chains
- (g) Simulation
- (h) Decision Tree Applications
- (i) Waiting Line Problem
- (j) Supply Chain Operations Reference Model (SCOR)

6. Network Design Strategy

- (a) The role of network design in Supply Chain
- (b) Factors influencing network design decisions
- (c) Framework for network design decisions
- (d) Role of IT in network design
- (e) Impact of Uncertainty in Network Design
- (f) Models for Facility Location and Capacity Allocation
- (g) Lean Supply Chains

7. Supply and Demand Planning in SCM

- (a) Demand Forecasting in SCM
- (b) Components of a Forecast and Forecasting methods
- (c) Aggregate Planning in Supply Chain
- (d) Managing Supply
- (e) Managing Demand
- (f) Vendor Management
- (g) Managing Economies of Scale
- (h) Pricing and Revenue Management in SCM

8. Supply Chain Performance Measurement

- (a) Drivers of Supply Chain Performance
- (b) Facilities, Inventory, Transportation, Inventory, Sourcing and Pricing
- (c) Components of each Driver
- (d) Framework for Structuring Drivers
- (e) Metrics of measurement related to each Driver
- (f) Challenges to achieve a strategic fit of each driver

9. Special Topics in SCM

- (a) Quality Management, Six sigma & Lean Management Concepts
- (b) E-Commerce; E-Retailing
- (c) Enterprise Resource Planning (ERP)
- (d) Radio Frequency Identification (RFID) & Recent Advances in Technology
- (e) Taxation & supply chains
- (f) E-Procurement
- (g) Role of IT in SCM
- (h) Customer Relationship Management (CRM)
- (i) Vendor Management Systems
- (j) Integrated Logistics Management System

References:

- 1) Supply Chain Management - Best Practices by David Blanchard
- 2) Operations and Supply Chain Management by Robert Jacob, Richard Chase, Ravishankar
- 3) Supply Chain Management - Strategy, Planning and Operation by Sunil Chopra and Peter Meindl
- 4) Logistics and Supply Chain Management by Martin Christopher
- 5) Business Logistics / Supply Chain Management by Ronald. H. Ballou
- 6) Supply Chain Management for Competitive Advantage by Narayan Rangaraj, G. Raghuram, and Mandyam M Srinivasan
- 7) Supply Chain Logistics Management by Donal J Bowersoz, David J Closs, M Bixby Cooper