

ST. XAVIER'S UNIVERSITY, KOLKATA

Semester-III

STRATEGIC MANAGEMENT

MCR310T

1. **Introduction** : Fundamental concepts, need and importance of Strategy and Strategic Management, Types of Strategies at various management levels, Corporate, Business and Functional levels Strategic Management Process, Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives, Strategic Management Model (6)
2. **Strategy Formulation and Analysis**: Environmental Appraisal and Organisational Position Analysis, Competitive Advantage and Strategic Advantage Profile, Strategic Choice, *External Analysis* : Environmental Analysis, and Scanning Techniques, Industry Analysis, PEST Analysis, Porter's Five Forces model, the competitive environment, *Internal Analysis* : Organisational Appraisal and Techniques, Competitive Advantage, Core Competence, value chain analysis, resource-based view of a firm, evaluation of firm performance, the balanced scorecard and the strategy map (16)
3. **Designing Corporate Level Strategies** : Concentration, Integration and Diversification, Internationalization, Cooperation, Stability, Retrenchment and Restructuring, (12)
4. **Designing Business Level Strategies** : Cost Leadership, Differentiation, Focus. Blue-ocean strategy (6)
5. **Strategic Analysis and Choice**: Tools and Techniques of Strategic Analysis (12)
6. **Strategy Implementation & Strategic Change** : Strategy Implementation, Re-Positioning the Organization, Structural, Behavioural, Functional and operational implementation, Strategic Change. (14)

Suggested Readings

1. Kazmi, ; Strategic Management and Business Policy; TMH
2. Wheelen, and Hunger : Strategic Management and Business Policy; Pearson Education
3. Churchill and Strickland, Strategic Management
4. Hitt, Hokinson and ManikuttyI , Strategic Management: A South-Asian Perspective Cengage learning
5. Ghemawat, Strategy and the Business Landscape, Pearson Education
6. Thompson, Crafting and Executing Strategy; Pearson Education
7. Pearce, Strategic Management: Formulation, Implementation and Control; Pearson Education
8. Hill and Jones, Strategic Management: An Integrated Approach, Cengage Larni

CORPORATE FINANCIAL ACCOUNTING, REPORTING AND ANALYSIS

PAPER CODE: MCR321T

Group A

CORPORATE FINANCIAL ACCOUNTING AND REPORTING (60 MARKS)

1. Nature of accounting standards- process of setting standards- standards formulated by ICAI International Financial Reporting Standards (IFRS)
2. Objectives of corporate financial reporting – components of corporate annual reports- form and contents of the financial statements
3. Accounting for corporate restructuring (including inter-company holdings)
4. Consolidated financial statements of group companies- consolidation procedures- minority interests, goodwill, treatment of pre- acquisition and post-acquisition profit, consolidation with two or more subsidiaries, consolidated profit and loss account, balance sheet and cash flow statement
5. Accounting for financial instruments -recognition, measurement and reporting
6. Developments in financial reporting - Value added statement and economic value added - Corporate social and environmental reporting

Group B

FINANCIAL STATEMENT ANALYSIS (40 MARKS)

1. Financial Statement analysis – meaning, need, limitations, and problems of off balance sheet items. Tools and techniques of financial Statement Analysis
2. Preparation and analysis of Cash Flow Statement – computation of ratios from Cash Flow Statement and their interpretation
3. Valuation of business - use of FCF and EVA, relevance of WACC for the purpose of valuation; Valuation using P/E, Direct comparison method
4. Corporate failure – meaning, causes and symptoms. Use of models for prediction of corporate failure

Suggested Readings:

1. Richard Lewis and David Pendrill -Advanced Financial Accounting- Pearson Education
2. Steven M. Bragg-GAAP: Interpretation and Application of Generally Accepted Accounting Principles – Wiley
3. B. Banerjee -Regulation of Corporate Accounting & Reporting in India- World Press.
4. Ashis K Bhattacharya -Indian Accounting Standards- McGraw-Hill Education (India).
5. Ravi.M.Kishore- Advanced Accounting with Accounting Standards: Problems & Solutions - Taxman
6. L. S. Porwal -Accounting Theory -McGraw-Hill Education (India)
7. Accounting Standards issued by ICAI.
8. Wild, Subramanyam and Halsay, Financial Statement Analysis, McGraw-Hill
9. George Foster, Financial Statement Analysis, Pearson Education
10. Ashis K Bhattacharyya, Financial Statement Analysis, Elsevier

FINANCIAL INSTITUTIONS & MARKETS & ADVANCED AUDITING AND ASSURANCE SERVICES

PAPER CODE: MCR 331T

Group A

FINANCIAL INSTITUTIONS & MARKETS

50 Marks

1. Introduction: Nature and role of financial system-Components of financial system-Relationship between financial system and economic growth- An overview of the functioning of the Indian financial system in the liberalized environment- Functioning of financial markets in the globalised financial system.
2. The Money Market: Role of Money market in the economy – Money market instruments, Money market intermediaries- Recent developments in Indian Money market and global money markets.
3. The Capital Market: Structure of Indian Capital market – Reforms in the Capital Market – Major Capital market instruments – Changes in the Pricing System – Functioning of Stock Exchanges – Stock market indices – Role of intermediaries – An overview of the major Capital Markets in the world - Functioning of Indian Capital market in a globalised system – Regulation of the capital market and the role of SEBI.
4. Financial Services : Merchant Banking – Depository services – Credit rating -Factoring and forfeiting – Housing Finance – Lease Financing – Securitization - Venture Capital – Relevant SEBI Guidelines
5. Mutual Funds: Background – different types of mutual fund schemes-Growth of Mutual fund industry in India – Relevant SEBI guidelines.
6. Foreign Investments: Types of Foreign investments in India -Regulatory framework – Recent trends of foreign investment in India.

Suggested Readings:

1. L.M. Bhole, Financial institutions & Markets, McGraw Hill Education, New Delhi
2. Mandura Jeff, Financial Markets & Institutions, West Publishing Company, New York.
3. Meir Khon, Financial Institutions & Markets, McGraw Hill Publishing Company, New York.
4. V.A. Avadhani, Investment and securities Markets in India, Himalaya Publishing.
5. M.Y. Khan, Indian Financial System, Tata McGraw Hill.
6. B.V. Pathak, The Indian financial System, Pearson.
7. S. S. Saha, Indian Financial System and Markets, Tata McGraw Hill Education, New Delhi.

Group B

ADVANCED AUDITING AND ASSURANCE SERVICES

50 Marks

1. Auditing Concepts: An overview of the postulates and concepts of auditing; meaning and importance of auditor's independence; factors compromising auditor's independence; regulatory framework for ensuring auditor's independence; the audit and assurance services and the audit expectation gaps
2. Auditing and Assurance Standards: An overview of the structure of Standards issued by the Auditing and Assurance Standards Board of the ICAI (viz. SQCs, SAs, SAEs, SRS); Standard on Quality Control (SQC-1: Salient features); Major thrust areas of Standards on Auditing (SAs); General Principles and Responsibilities; [
3. Objective and Scope of Auditing: SA 200 (Revised): Overall Objectives of the Independent Auditor and Conduct of an Audit in Accordance with Standards on Auditing.
4. Audit Strategy, Planning and Programming: Planning the flow of audit work ; audit strategy, planning programme and importance of supervision; review of audit notes and working papers; drafting of reports; principal's ultimate responsibility; extent of delegation; control over quality of audit work; reliance on the work of other auditor, internal auditor or an expert [6 hours] [Ref: SA 210 (Revised) Agreeing to the Terms of Audit Engagement – SA 220 (Revised) Quality Control for an Audit of Financial Statements - SA 230 (Revised) Audit Documentation – SA 600 Using the Work of Another Auditor/ Special Considerations – Audit of Group Financial Statements (Including the Work of Component Auditors) – SA 610 (Revised) Using the Work of Internal Auditor – SA 620 (Revised) Using the Work of Auditor's Expert]
5. Risk Assessment and Internal Control: Scope of internal control; need for evaluation of internal control; evaluation of internal control procedures; techniques of documenting internal controls including questionnaire, flowchart, narrative descriptions and checklists - internal audit and external audit, coordination between the two [3 hours] [Ref: SA 315 Identifying and Assessing the Risks of Material Misstatements through Understanding the Entity and Its Environment – SA 330 Auditor's Response to Assessed Risks]
6. Audit Report qualifications; notes on accounts; distinction between notes and 'emphasis matter' and qualifications - detailed observations by the statutory auditor to the management vis-a-vis obligations of reporting to the members. CARO' 2016
[Ref: SA 700 (Revised) Forming and Opinion and Reporting on the Financial Statements – SA 705 Modifications to the Opinion in an Independent Auditor's Report]
7. Professional Ethics: Code of Ethics with special reference to the relevant provisions of The Chartered Accountants Act, 1949 and the Regulations there under.

Suggested Readings:

1. Kamal Gupta, Contemporary Auditing, McGraw-Hill Education (India) Ltd.
2. B. N. Tandon, Auditing Practice, Sultan Chand, New Delhi
3. Victor Z. Brink and Herbert Witt, Modern Internal Auditing, A Ronald Press Publication, John Wiley & Sons
4. R.J. Thirauf, Management Auditing: A questionnaire approach, AMACOM Publication
5. Emile Woolf, Auditing Today, Prentice Hall
6. Basu. S. K., Audit and Assurance: Pearson Education

TAXATION FOR BUSINESS DECISION MAKING

MCR341T

(Full Marks: 100)

Group A

Corporate Direct Taxation and Planning (60 marks)

- Unit-I** : **Profits and gains from Business or Profession**
Computation of business income under normal and presumptive taxation scheme. (11 lectures)
- Unit-II** : **Capital Gains and Income from Other Sources**
Exempted transfers, Redemption of preference shares, conversion of Debentures and Preference shares into equity shares, zero coupon bonds, Transfer of securities in demat form by depositors, Transfer of assets between holding company and wholly owned subsidiary Co., Transfer of capital assets under Special Purpose Vehicle (SPV), Business restructuring, Exemptions u/s 54EC, 54EE, 54G, 54GA, Deemed dividend u/s 2(22) and its taxability (5 lectures)
- Unit-III** : **Exemptions and Deductions**
Exemptions available to new undertakings established in SEZs, FTZs, or 100% EOUs, Deductions u/c VI-A available to new industrial undertakings (3 lectures)
- Unit-IV** : **Assessment of various entities**
Taxation of LLP (including AMT), Taxation of companies (including MAT), Taxation of Business Trusts, Taxation of Start-ups (5 lectures)

- Unit-V** : **Anti-abusive provisions**
Transactions involving payment to interested persons, payments otherwise than by account payee cheque or draft, contribution to non statutory trust or fund, dividend stripping, bonus stripping
(2 lectures)
- Unit-VI** : Concepts, objectives, types and tools of tax planning, Tax planning for setting up a new business (location, nature, form of ownership)
(3 lectures)
- Unit-VII** : Tax planning under different heads of income, on set-off and carry forward of losses and on deductions u/c VI-A (5 lectures)
- Unit-VIII** : **Financial Management Decisions**
Capital structure decision, Dividend Policy (including treatment of inter corporate dividend, deemed dividend and Dividend Distribution Tax), Bonus shares, Buyback of shares (7 lectures)
- Unit-IX** : **Specific management decisions**
Own or lease or hire of assets purchased, purchase of asset by instalment payment or hire purchase, own fund or borrowed fund for financing of assets, repair or replace, more or buy, shutdown or continue operation, Business restructuring, personal compensation plans
(10 lectures)

Group-B

International Taxation (20 marks)

- Unit-I** : **Introduction to International Taxation and International Transfer Pricing**
Meanings of International taxation and International Transfer Pricing, Methods of computation of Arm's length price (ALP), Advance pricing Agreements (APA), Safe harbour rule, Thin capitalisation (Sec 94B)
(11 lectures)
- Unit-II** : **Double Taxation Avoidance Agreement (DTAA) and Advance Rulings**
Concept of double taxation, DTAA and advance rulings, Retrospective taxation-concept and cases, Relief for double taxation
(4 lectures)

Group-C

Goods and Services Tax (20 marks)

Unit-I : Concept of supply, charge of GST, Exemption from GST, Place, Time and Value of Supply, Forward and Reverse charges, composition scheme, Input Tax Credit, Payment of tax
(15 lectures)

Suggested Readings:

Books and Texts:

1. Income Tax Act, 1961 and Income Tax Rules, 1962 as amended by latest Finance Act with latest rulings and CBDT Notifications;
2. CGST, IGST, and UTGST Acts of 2017;
3. Srinivas.E.A, *Corporate Tax Planning*, Tata McGraw Hill;
4. V.K. Singhania and K. Singhania, *Direct Taxes: Law and Practice*, Taxmann
5. Lal. B. B & N. Vashisht, *Direct Taxes Income Tax, Wealth Tax and Tax Planning*;
6. T. N. Monoharan and G.R. Hari: *Direct Tax laws*;
7. Ahuja and Gupta, *Professional Approach to Direct Taxes Law and Practice*, Bharat.
8. V.S. Datey, *GST Law & Practice with Customs & FTP*, Taxmann.

Additional Resources:

1. Frenkel, J. A., Razin, A., & Sadka, E. (1990). *Basic Concepts of International Taxation*. Retrieved from <http://nber.org/papers/w3540>
2. Waerzeggers, Christophe and Hillier, Cory, *Introducing a General Anti-Avoidance Rule (GAAR): Ensuring that a GAAR Achieves its Purpose*. Tax Law IMF Technical Note, 2016/1, IMF Legal Department, 2016. Retrieved from <https://ssrn.com/abstract=2729042>

RESEARCH METHODOLOGY

MCR350T

GROUP – A (THEORY)

Unit 1 - Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study, Steps of a Research Process. (2)

Unit 2 – Research Process: Steps of a Research Process, Research Problem and Formulation of Research Hypotheses: Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Formulating the research hypothesis- Contents of a research proposal, Research Design: Components of research Design; Data Sources, Research Approaches, Research Instruments and contact methods, Sampling Plan; Nature and Classification of Research Designs; Errors affecting Research Design. (3)

Unit 3 - Primary and Secondary Data collection: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Exploratory Research approaches - Observation method, Focus Group Discussion, Indepth Interview, and Case Study method; Descriptive Research Designs: Survey - Cross-sectional studies and Longitudinal studies; Experimental Designs, (5)

Unit 4 - Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement. (4)

Unit 5 - Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. (2)

Unit 6 - Sampling: Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion. (4)

GROUP – B (PRACTICAL using statistical package)

Unit 7 - Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data. (5)

Unit 8 - Testing of Hypotheses: Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions. (7)

Unit 9 - Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions.
(4)

Unit 10 - Analysis of Variance: Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design. (4)

Unit 12 – Multivariate Analysis: Multiple Regression, Factor Analysis, Discriminant Analysis, Cluster Analysis,
(10)

Suggested Readings :

1. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, 9th edition
2. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
3. Beri, G.C., Research Methodology, TMGH
4. C.R.Kothari, Research Methodology, New Age
5. Johnson, R. A., Wichers, D. W., Applied Multivariate Statistical Analysis, Pearson Education.