



**JAI HIND COLLEGE**

**BASANTSING INSTITUTE OF SCIENCE  
&  
J.T.LALVANI COLLEGE OF COMMERCE  
(AUTONOMOUS)  
"A" Road, Churchgate, Mumbai - 400 020, India.**

**Affiliated to  
University of Mumbai**

**Program: B. Com**

**Proposed Course: Accountancy and Finance**

**Semester VI**

**Credit Based Semester and Grading System (CBGS) with effect  
from the academic year 2020-21**

<b>BAF- Semester VI</b>				
<b>Course Codes</b>		<b>Course Title</b>	<b>Credits</b>	<b>Lectures</b>
				<b>/Week</b>
CBAF601	Core Course	Financial Accounting IV	6	8
CBAF602	Core Course	International Taxation	6	8
CBAF603	Core Course	Alternative Investment	6	8
CBAF604	Compulsory Course	Enterprise Risk Management	4	6
CBAF605	Compulsory Course	Strategic Management	4	6
CBAF606	Applied Course	Project Work	4	4

## Semester VI

<b>Course Code</b> CBAF601	<b>Financial Accounting IV</b> (Credits : 06 Lectures/Week : 08)	
	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>➤ To nourish and nurture students' knowledge about various accounting standards and their practical application</li> <li>➤ To enhance their knowledge about accounting for electricity company and cooperative society.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ It would lead to value addition to the knowledge and improvise their advanced accountancy skills.</li> </ul>	
	<b>THEORY</b>	
<b>Sub Unit</b>	<b>Unit I: a) Valuation of Goodwill</b>	<b>10 L</b>
<b>1.</b>	<p>Meaning, Various methods to value goodwill</p> <p>Maintainable profit method, Super Profit method, Capitalisation Method, Annuity Method, Valuation of Shares, Fair Value Method, Intrinsic value method &amp; Yield Method</p>	
<b>2.</b>	<p><b>Unit I: b) Accounting for Foreign Currency AS-11</b></p> <p>In relation to purchase and sale of goods and services, assets and loans and credit transaction transactions.</p> <p>Computation and treatment of exchange rate differences.</p>	<b>10 L</b>
	<b>Unit – II: Final Accounts For Electricity Company</b>	<b>15 L</b>
<b>1.</b>	<p>Final Accounts as per double account system, Final Accounts as per electricity rules, Receipt and expenditure on Capital Account, General Balance Sheet, Contingency Reserve, Disposal of Surplus( as per electricity rules): Norms Regarding Disposal of Surplus Replacement of Assets.</p>	

	<b>Unit – III: Final Accounts for Cooperative Society</b>	<b>20 L</b>
<b>1.</b>	Cooperative Housing Society & Consumer Cooperative society Provisions for Maharashtra’s State Cooperative Society’s Act & Rules, Accounting provision and appropriation for various funds. Format for Final Accounts.	
	<b>Unit – IV: AS – 13 Investment Accounting</b>	<b>20 L</b>
<b>1.</b>	For shares( Variable Income Bearing Securities) For Debentures/ Preference shares( Fixed Income Bearing Securities) Accounting for transactions of purchase and sale of investments ex interest and cum interest finding the price of investments sold and carrying cost as per weighted average method (excluding brokerage)	
<b>Additional References</b>	Chadwick, L.PHI, 2 <sup>nd</sup> Edition	
	<b>Evaluation Scheme</b> <b>Evaluation scheme for Theory courses</b> <b>I. Continuous Assessment ( C.A.) - 40 Marks</b> Project/ assignment/ presentation/test <b>II. Semester End Examination ( SEE)- 60 Marks</b>	

<b>Course Code</b> <b>CBAF602</b>	<b>International Taxation</b> <b>(Credits : 06 Lectures/Week : 08)</b>	
	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>❖ To help students gain knowledge about international tax concepts and also to help them to learn about transfer pricing.</li> <li>❖ To enhance their knowledge about arms's length policy and other related concepts.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>❖ It would lead to value addition to the knowledge and improvise their international taxation skills.</li> </ul>	
	<b>THEORY</b>	<b>(75 lectures )</b>
	<b>Unit1: Double Taxation Avoidance Agreement(DTAA)</b>	<b>15 L</b>
<b>1.</b>	<p>Withholding taxes(WHT) on Foreign remittances and business implications thereof- Tax cost of grossing up of WHT</p> <p>A brief overview and recap of DTA provisions and methods of claiming relief in cases of incomes taxed twice.</p>	
	<b>Unit2: International Taxation</b>	<b>20 L</b>
<b>1.</b>	<p>Meaning, Concept of Overseas Branch or Foreign Subsidiaries and Tax.</p>	
<b>2.</b>	<p>Implications of these structures. Procedural aspects of Sec.195,Advance Rulings, Alternate Dispute Resolution Mechanism</p>	

	<b>Unit3: Other Important Concepts of International Taxation</b>	<b>20 L</b>
<b>1.</b>	Concepts of GAAR/POEM/APA's Safe Harbour and business implications	
	<b>Unit4: Cross Border Transactions</b>	<b>20 L</b>
<b>1.</b>	<ul style="list-style-type: none"> <li>• Cross border transactions with overseas related entities; Mutual Agreement Procedures</li> <li>• Tax Information Exchange Agreements ;Arm's length pricing</li> </ul>	
<b>2.</b>	<ul style="list-style-type: none"> <li>• Transfer Pricing Regulations with Background; Transactions with persons located in Notified Jurisdictional Areas – Sec. 94A: Multilateral Instrument</li> <li>• Transactions with domestic related parties. Background and Methodologies.</li> </ul>	
<b>Additional References</b>	International Taxation in a Nutshell- Richard L. Doernberg	
<b>Evaluation Scheme</b>	<p><b>Evaluation scheme for Theory courses</b></p> <p><b>I. Continuous Assessment ( C.A.) - 40 Marks</b> Project/ assignment/ presentation/test</p> <p><b>II. Semester End Examination ( SEE)- 60 Marks</b></p>	

<b>Course Code</b> <b>CBAF603</b>	<b>Alternative Investment</b> <b>(Credits : 06 Lectures/Week : 08)</b>	
	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>❖ To help students gain knowledge about investment options other than traditional investment avenues.</li> <li>❖ To enhance their knowledge about mezzanine finance, venture capital, investment in real estate and commodities.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>❖ It would lead to value addition to the knowledge and improvise their best investment avenue selection skills and also help them in better designing of their portfolio.</li> </ul>	
	<b>THEORY</b>	<b>75 L</b>
	<b>Unit – I: Overview of Alternative Investment</b>	<b>15 L</b>
<b>1.</b>	History, Evolution, Types and Regulations	
<b>2.</b>	Comparison of alternative investments with traditional investments;	
<b>3.</b>	Categories of alternative investments; Aspects of risk and return; alternative investment funds	

	<b>Unit – II: Commodities and Real Estate</b>	<b>20 L</b>
<b>1.</b>	Investing in Commodities: Gaining Exposure to Commodities; Commodity Prices Compared to Financial Asset Prices; Economic Rationale; Commodity Futures Indexes.	
<b>2.</b>	Investing in Real Estate: The Benefits of Real Estate Investing; Real Estate Performance; Real Estate Risk Profile; Real Estate as Part of a Diversified Portfolio; Core, Value-Added, and Opportunistic Real Estate.	
<b>3.</b>	Investing in Real Estate Investment Trusts; Advantages and Disadvantages of REITs; Different Types of REITs; Economics of REITs.	
	<b>Unit – III: Hedge Funds and Venture Capital Funds</b>	<b>20 L</b>
<b>1.</b>	Introduction to Hedge Funds: Categories of Hedge Funds; Hedge Fund Strategies; Considerations in Investing in Hedge Funds; Hedge Fund Performance; Hedge Fund Investment Strategy.  Investing in Venture Capital Funds: Venture Capital Investment Vehicles; The Life Cycle of a Venture Capital Fund; Specialization within the Venture Capital Industry; Stage of Financing.	
	<b>Unit – IV: Mezzanine Debt and Distressed Debt</b>	<b>20 L</b>
<b>1.</b>	Investing in Mezzanine Debt: Mezzanine Funds; Venture Capital and the Distinction Between Mezzanine Financing and Different Forms of Private Equity; Advantages of Mezzanine Debt to the Investor.  Investing in Distressed Debt: Distressed Debt and Bankruptcy; Distressed Debt Investment Strategies; Risks of Distressed Debt Investing.	
<b>References:</b>	Chambers, Black, Lacey CFA Institute(2018)	
	<b>Evaluation Scheme</b>  <b>Evaluation scheme for Theory courses</b>  <b>I. Continuous Assessment ( C.A.) - 40 Marks</b> Project/ assignment/ presentation/test  <b>II. Semester End Examination ( SEE)- 60 Mark</b>	



	<b>Unit – IV: Risk assurance and Reporting</b>	<b>15 L</b>
	The control environment, Internal audit function- Analyse the role and value of the internal audit function and risk assurance. The key elements of Risk assurance techniques, Risk reporting - the benefits of effective risk reporting	
<b>Additional References</b>	Enterprise Risk Management- A V Vedpuriswar	
	<b>Evaluation Scheme</b> <b>Evaluation scheme for Theory courses</b>  <b>I. Continuous Assessment ( C.A.) - 40 Marks</b> Project/ assignment/ presentation/test  <b>II. Semester End Examination ( SEE)- 60 Marks</b>	

<b>Course Code</b>  <b>CBAF605</b>	<b>Strategic Management</b>  <b>(Credits : 04 Lectures/Week : 06)</b>	
	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>➤ To expose participants to various perspectives and concepts in the field of Strategic Management.</li> <li>➤ To help participants develop skills for applying these concepts to the solution of business problems.</li> <li>➤ To help students master the analytical tools of strategic management.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Understand and uses methods of doing business environment analysis</li> <li>➤ Learn and apply alternative frameworks of business/ corporate strategy for attaining and sustaining competitive advantage.</li> </ul> <p>Develop ability to make quality, reasoned strategic business decisions.</p>	
	<b>THEORY</b>	<b>60 L</b>
<b>Sub Unit</b>	<b>Unit – I: Understanding Strategy</b>	<b>20 L</b>
	<p>Concept of strategy, Corporate, Business and Functional Levels of Strategy. Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management. Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management.</p> <p>Hierarchy of Strategic Intent: Meaning &amp; attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision &amp; mission, characteristics of good mission statements, Business definition using Abell’s three dimensions, objectives and goals, Linking objectives to mission &amp; vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Analyzing Company’s External</p>	

	Environment: Environmental appraisal Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis	
	<b>Unit – II: Analyzing Company’s Internal Environment</b>	<b>20 L</b>
	Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company’s Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter’s Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model.	
	<b>Unit – III: Strategy Implementation</b>	<b>10 L</b>
	Components of a strategic plan, barriers to implementation of strategy, Mintzberg’s 5 Ps – Deliberate & Emergent Strategies, McKinsey’s 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy –Use of Balanced Scorecard for strategy evaluation.	
	<b>Unit – IV: Generic Competitive Strategies</b>	<b>10 L</b>
	Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical <ol style="list-style-type: none"> <li>1. Integration Strategies, Mergers, Acquisition &amp; Takeover Strategies, Strategic Alliances &amp; Collaborative</li> </ol>	

	Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies. Business Models: Meaning & components of business models, new business models for Internet Economy- Internet Strategies for Traditional Business –Virtual Value Chain. Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits	
<b>Additional References</b>	<ul style="list-style-type: none"> <li>➤ Strategic Management: A Competitive Advantage Approach, Concepts- Fred R David</li> <li>➤ Strategic management- Kazmi</li> </ul>	
	<p><b>Evaluation Scheme</b></p> <p><b>Evaluation scheme for Theory courses</b></p> <p><b>I. Continuous Assessment ( C.A.) - 40 Marks</b> Project/ assignment/ presentation/test</p> <p><b>II. Semester End Examination ( SEE)- 60 Marks</b></p>	