



**Savitribai Phule Pune University**  
**School of Open Learning**  
(Distance Education Program)  
Master of Business Administration  
(M.B.A.-Distance)

<b>Financial Management</b>
<b>SEM-III, FIN-MJ-32</b>

- 1. Finance function** – Finance function –Broad areas under finance- Scope and Significance - Role of a finance executive –Implications of Various Forms of Business Organizations. Sources of Finance.
- 2. Financial system** – Meaning and significance, Players in the financial system and their role. Financial Institution and their roles.
- 3. Financial Statements of corporate organizations** – Introduction to Schedule VI provisions of Companies Act, 1956. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis.
- 4. Analysis and interpretation of Financial Statements using the techniques of Funds Flow Analysis and Cash Flow Analysis.**
- 5. Working Capital Management** - Nature of working capital - Need for working capital – Operating cycle, Estimation of working capital requirement - Financing working capital requirement Receivables and cash management.
- 6. Cost of Capital** – cost of equity, cost of debt, WACC, EVA
- 7. Capital Budgeting** - Nature and Significance - Time Value of Money - Discounting and Compounding - Methods for evaluating capital expenditure proposals (all important methods including IRR).
- 8. Management of Profits** - Dividend Policy - Procedural and Legal formalities involved in the payment of dividend - Bonus Shares

Note - Problems should be covered on the following topics –

*a. Simple problems on Ratio Analysis*

*b. Simple problems on Funds Flow Analysis and Cash Flow Analysis.*

*c. Calculation of Cost of Capital*

*d. Estimation of Working Capital Requirement*

*e. Methods for evaluation of Capital Expenditure*



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<b>Management Control systems</b>
<b>SEM-III, FIN-MJ-33</b>

- 1. Characteristics of Management Control System** – Evolution of control systems in an organization – Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control – Goal Congruence – Cybernetic Paradigm of Grissinger – Functions of the Controller
- 2. Responsibility Centers** – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs – Approaches to budgeting w.r.t. Engineered and Discretionary costs – Benchmarking and Total Cost Management
- 3. Transfer Pricing (Market based and Cost Based)** – Related numerical problems – Return on Investment, Economic Value Added, Capital Budgeting and ratio analysis as a tool for management performance measurement
- 4. Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector**
- 5. Financial and non- financial performance measures w.r.t. Balanced Scorecard ( Rock Water’s Model)**
- 6. Long Range Planning** – Converting corporate vision into a long-range plan – input output relationship.
- 7. Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit** – Principles and Objectives
- 8. A Minimum Five cases I designing and implementation of control systems.**



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<b>International Finance</b>
<b>SEM-III, FIN-MN-34</b>

- 1. International Trade:** Dynamics of Export Growth – Integration of Global Markets – Trade Blocks – International Financial Institutions – Development Banks – International Liquidity and Special Drawing Rights- International financial crisis- origin, history and status
- 2. Forex Markets:** Operations in Foreign Exchange Markets – Mechanism of Spot and Forward Exchange contracts – Exchange Trading, and position –international money- Capital and Forex Markets with reference to new York, London, Hong Kong, Singapore, Euro land - Theories of Exchange Rate – Purchasing power Parity, Interest Rate Parity, Demand & Supply and Elasticity in Foreign Exchange Rate determination – Balance of Payment –historical perspective on interest rates– Gold Standard -Inter war instability –Bretton woods– International Monetary System - Fixed Vs. Fluctuating Exchange Rates – The rise of Euro currencies – the rise of private world money.
- 3. Exchange Control Regulations & FEMA:** Export Credit Guarantee Corporation – Exim Bank – Foreign Exchange Dealers’ Association of India – Convertibility – UCPDC- URC- URR.
- 4. Export Import Financing Mechanism:** Buyers’ Credit – Suppliers’ Credit – Financing in foreign currency for exports and rupee finance
- 5. Financial Management of the Multinational Firm:** Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm – ADRs, GDRs, ECBs – Syndication - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements



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<b>Mergers and Acquisition</b>
<b>SEM-III, FIN-MN-35</b>

- 1. Mergers:** Types of merge, theories operating, financial and managerial synergy of mergers horizontal, vertical and conglomerate mergers internal and external change forces contributing to M & A activities Impact of M & A on stakeholders.
- 2. Corporate restructuring:** Significance, forms of restructuring, joint ventures sell off and spin off, divestitures equity carve out leveraged buy outs (LBO) management buy outs, Takeovers, types, takeover strategies.
- 3. Process of Merger:** Due Diligence, Impact of Finance, organizational and human aspects, managerial challenges of M & A.
- 4. Legal Aspects:** Provisions in Company's Act and SEBI.



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<b>Portfolio Management</b>
<b>SEM-III, FIN-MJ-42</b>

- 1. Introduction and Investment scenario - Stock Market in India - Security Market Indicators – Primary and Secondary Market**
- 2. Risk and Return – Alpha & beta**
- 3. Fundamental Analysis, Technical analysis**
- 4. Equity stock valuation models - Bond valuation**
- 5. Portfolio analysis and portfolio Selection-Managed portfolios and performance measurements**
- 6. Derivatives Market- Futures- Options – Swaps**
- 7. Trading and investments in commodity markets**



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<b>The Goods and Services Tax</b>
<b>SEM-IV, FIN-MJ-43</b>

- 1. Introduction, Overview and Evolution of GST:** Indirect tax structure in India, Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, Taxes under GST.
- 2. Registration and Compliance under GST:** Threshold for Registration, Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, Unique Identification Number, Registration Number Format, Compliance under GST like, Payments, Returns, Audit.
- 3. Supply under GST and Valuation of Supply:** Supply, Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods, Valuation of Supply (Numerical on valuation and calculation of tax).
- 4. Input Tax Credit under GST & Returns:** Input tax credit process, Negative List for Input tax credit, Input Tax Credit Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest.
- 5. Custom Duty and Indirect Taxation:** Definitions of certain terms relating to the custom act, Levy and types of custom duties, Indirect taxation applicable to few commodities levied by either Central or State Government.

Notes:

- Assessment Year applicable for the paper will be the Assessment Year pertaining to the academic year. E.g. for the academic year 2021-2022 applicable assessment year will be 2021-2022
- Problems will be asked on the following areas;

- i. Simple Problems on computation of Income from Salaries with deduction there from.
- ii. Simple Problems on computation of income from business and profession
- iii. Simple problems on GST and Custom duty.





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<b>Cost Accounting</b>
<b>SEM-IV, FIN-MN-44</b>

- 1. Accountancy:** Origin, Objectives and Features of Cost Accounting, Difference between Financial and Cost Accounting, Conceptual analysis of Cost Unit & Cost Centre
- 2. Elements of Costs:** Material, Labour and other Expenses, Classification of Cost & Types of Costs, Preparation of Cost Sheet
- 3. Material:** Inventory Valuation- FIFO and Weighted Average Method
- 4. Labor:** Labour Turnover- Types
- 5. Overheads:** Collection, allocation, apportionment and reapportionment of overheads, Under and over absorption
- 6. Methods of Costing:** Process costing, Job Costing, Service Costing, contract costing
- 7. Standard Costing:** Variance analysis- Material Cost and Labour Cost Variances

Note: Problems to be covered on Cost Sheet, Inventory Valuation and Methods of Costing, Material Cost and Labour Cost Variances.



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<b>Small Business and Corporate Finance</b>
<b>SEM-IV, FIN-MN-45</b>

- 1. MSME:** Definition and classification of Micro Small and Medium scale Enterprises, Role of MSME in Economic Development of India.
- 2. Finance and Support for Small business:** Role of Various Institutions –Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC Industrial Sickness: Definition of 'Sickness' in MSME
- 3. Sources of Finance for Small Businesses**
- 4. Working Capital Management for Small Businesses**
- 5. Capital Budgeting:** - Capital rationing, Capital budgeting during, capital asset pricing model (CAPM).

Note : Numerical on Working Capital , Capital Budgeting