

## ACCA Membership Pathway Program- Syllabus

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### INDICATIVE GRID

| PART         | SYLLABUS CONTENT AREA  | WEIGHTAGE   |
|--------------|--|-------------|
| A            | <b>STRATEGIC MANAGEMENT ACCOUNTING</b><br>1 Cost Management Techniques<br>2 Externally Oriented Cost Management Techniques<br>3 Short-term decisions<br>4 Multi-product breakeven analysis<br>5 Pricing decisions and pricing strategies | 50%         |
| B            | <b>STRATEGIC FINANCIAL MANAGEMENT</b><br>6 The cost of capital<br>7 Investment appraisal techniques  | 25%         |
| C            | <b>STRATEGIC MANAGEMENT</b><br>8 Strategic decision making<br>9 Change Management  | 25%         |
| <b>TOTAL</b> |  | <b>100%</b> |

## THE SYLLABUS

### **PART A: STRATEGIC MANAGEMENT ACCOUNTING**

#### **1. Cost Management Techniques**

- i. Cost Planning
- ii. Traditional vs Modern Manufacturing Philosophy
- iii. Just-in-time (JIT)
- iv. Kaizen Costing
- v. Total Quality Management
- vi. Business Process Re-engineering

#### **2. Externally Oriented Cost Management Techniques**

- i. The Value Chain
- ii. Supply Chain Management
- iii. Outsourcing
- iv. Partnering, incentives and gain-sharing arrangements

#### **3. Short-Term Decisions**

- i. Relevant Costs
- ii. Acceptance/rejection of contracts
- iii. Minimum pricing
- iv. Extra shift decisions and overtime
- v. Make or buy decisions
- vi. Other short term decisions
- vii. Allocation of joint costs

#### **4. Multi-Product Breakeven Analysis**

- i. Breakeven point for multiple products
- ii. Sales/product mix decisions
- iii. Other aspects of breakeven analysis

#### **5. Pricing Decisions And Pricing Strategies**

- i. Demand based pricing
- ii. Full cost-plus pricing
- iii. Marginal cost-plus/Mark-up pricing
- iv. Pricing strategies for new products
- v. Other pricing strategies

### **PART B STRATEGIC FINANCIAL MANAGEMENT**

#### **6. The Cost Of Capital**

- i. Investment decisions, Financing and the Cost of Capital
- ii. Dividend Valuation Model
- iii. Capital Assets Pricing Model (CAPM)
- iv. Weighted average cost of capital
- v. Arbitrage Pricing Theory (APT)
- vi. Debt finance

#### **7. Investment Appraisal Techniques**

##### **I. Capital Investment Appraisal**

- i. Investment appraisal

- ii. Investment Appraisal Methods
- iii. The impact of taxation and inflation on project analysis.
- iv. Stakeholders and maximizing shareholders wealth

##### **II. Risk and Uncertainty**

- i. Risk and uncertainty in decision making
- ii. Risk Analysis Techniques
- iii. Simulation models

### **PART C STRATEGIC MANAGEMENT**

#### **8. Strategic Decision Making**

##### **I. Business strategy and strategy development**

- i. Strategic planning
- ii. Environmental complexity and organizations
- iii. Other aspects of business strategy

##### **II. Strategic Decision Analysis:**

- i. Organization to its environment
- ii. Evaluate the process of strategy formulation
- iii. Scenario Planning in strategic decision making
- iv. Strategic intelligence
- v. Directions and Methods of Growth

##### **9. Change Management**

- i. Introduction to change management
- ii. Models of managing change
- iii. Managing resistance to change
- iv. Implementing change

## Detailed Study Guide

### **PART A:**

### **STRATEGIC MANAGEMENT ACCOUNTING**

#### **1. Cost Management Techniques**

##### **i. Cost Planning**

- Analyse and apply/calculate the following:
  - ⇒ Learning Curve
  - ⇒ Life Cycle Costing
  - ⇒ Target Costing
  - ⇒ Value Analysis
  - ⇒ Functional Analysis
- Compare and contrast value analysis and functional cost
- Prepare cost of quality
- Apply learning curves to estimate time and cost for new products and services.
- Explain how process re-engineering can be used to eliminate non-value adding activities and reduce activity costs.
- Explain how target costs can be derived from target prices and the relationship between target costs and standard costs.
- Discuss the concept of life cycle costing and interact with marketing strategies at each stage of the life cycle.
- Discuss the concept of the value chain and the management of contribution/profit generated throughout the chain

##### **ii. Traditional vs Modern Manufacturing Philosophy**

- Compare and contrast cost under traditional vs modern manufacturing philosophy
- Evaluate techniques for analyzing and managing costs for competitive advantage
- Apply the techniques of activity based management in identifying multiple cost drivers/activities
- Evaluate the impact of theory of constraints on efficiency, inventory and cost

##### **iii. Just-in-time (JIT)**

- Evaluate the impact of Just-in-Time production on efficiency, inventory and cost
- Evaluate elimination of non-value added activities (waste)
- Apply demand driven concept
- Apply JIT in service operation
- Identify the Benefits and Problems of JIT

##### **iv. Kaizen Costing**

- Explain the concepts of continuous improvement and Kaizen costing that are central to total quality management;
- Differentiate between Kaizen and standard costing
- Explain how are Kaizen Goals met

##### **v. Total Quality Management**

- Explain the basic principles of TQM
- Identify the costs of quality
- Prepare cost of quality report
- Understand the Importance of quality
- Identify the key elements of TQM
- Apply successful implementation of TQM for decision-making in the 'new manufacturing environment'
- Identify the benefits of TQM
- Apply quality assurance procedure

##### **vi. Business Process Re-engineering**

- Explain how process re-engineering can be used to eliminate non-value adding activities and reduce activity costs;
- Explain and apply/calculate the main stages of process re-engineering i.e., Process identification, Process rationalization, Process redesign, Process reassembly

#### **2. Externally Oriented Cost Management Techniques**

##### **i. The Value Chain**

- State the basic concept of Value chain
- Discuss the concept of the management of contribution/profit generated throughout the chain;
- Explain Porter's value chain
- Explain types of value
- Identify the methods of value analysis
- Discuss and apply/calculate value chain and competitive advantage using examples
- Outline the different way to create value

##### **ii. Supply Chain Management**

- Discuss the concept of supply chain management
- Explain how and where business operates in supply chain and ways in which supply chain can be managed
- Identify the element of supply chain management
- Elucidate the issues facing by supply chain managers
- Implication of supply chain with reference to Purchasing, Stocks, Customer ordering, Delivery and logistics

##### **iii. Outsourcing**

- State the reason of outsourcing
- Enumerate advantages and disadvantages of outsourcing
- Discuss how to choose activities for outsourcing
- Explain the current trends in outsourcing

##### **iv. Partnering, incentives and gain-sharing arrangements**

- Discuss the concept of partnering
- Identify fundamental components of partnering
- Explain under which circumstances partnering is used

- Enumerate types of partnering
- Discuss gain sharing arrangements whereby contractors and customers benefit if contract targets for cost, delivery etc. are beaten;

### 3. Short-Term Decisions

#### i. Relevant Costs

- Explain the concept of relevant Costs, relevant revenues and opportunity costs
- Apply relevant costs, relevant revenues and opportunity cost in decision making.

#### ii. Acceptance/rejection of contracts

- Identify relevant cash flows and their use in short-term decisions, typically concerning acceptance/rejection of contract
- Apply ranking of decisions

#### iii. Minimum pricing

- Define the concept of minimum pricing
- Determine the minimum price using an opportunity cost approach

#### iv. Extra shift decisions and overtime

- Identify qualitative factor in extra shift and overtime
- Calculation of cost extra shift and overtime
- Contrasting the cost of extra shift and overtime decision with benefits obtained

#### v. Make or buy decisions

- Apply marginal and relevant costing concepts to analyse make or buy options
- Analyse make or buy options in case of capacity constraints
- Discuss using examples the importance of qualitative considerations in make or buy decisions.

#### vi. Other short term decisions

- Evaluate and apply/ calculate other decisions regarding following:
  - ⇒ Either/or problems
  - ⇒ Shutdown problems
  - ⇒ Choosing between options
- Identify best or options under above decisions techniques by using calculations
- Analyse the above options by applying financial and non-quantifiable considerations

#### vii. Allocation of joint costs

- Describe joint and by products using examples
- Apply/ Calculate and Allocate joint production costs using sales value, physical units, average units and weighted average methods
- Account for by-products using recognition of gross revenue, recognition of net revenue and replacement

cost approaches.

- Calculate value of joint product stocks
- Identify problems of common costs and joint costs
- Evaluate further processing decisions

### 4. Multi-Product Breakeven Analysis

#### i. Breakeven point for multiple products

- Calculate contribution to sales (C/S) ratio for multiple products
- Calculate margin of safety and target profits for multiple products

#### ii. Sales/product mix decisions

- Apply and calculate cost-volume-profit analysis in a multi-product setting
- Analyse and calculate the sales product mix decisions
- Determine optimal mix of product using calculation
- Identify the assumption on which cost-volume-profit analysis is based

#### iii. Other aspects of breakeven analysis

- State advantages and limitation of break-even analysis
- Describe accountant's and economist's models of break-even analysis and the relevant range

### 5. Pricing Decisions And Pricing Strategies

#### i. Demand based pricing

- Explain the relationship between price and demand
- Identify the factors that determine the degree of elasticity
- Describe and calculate effect of other issues on proposed pricing decisions
- Derive the demand curve equations and
- Determine profit maximizing price using equation and graphical approach
- Application of approach to pricing based on profit maximization in imperfect markets

#### ii. Full cost-plus pricing

- Discuss the full cost-plus pricing
- Describe the reasons for popularity of full cost-plus pricing
- Determine the full cost-plus pricing
- Elaborate problem and advantage of full cost-plus pricing

#### iii. Marginal cost-plus/Mark-up pricing

- Define marginal cost-plus/mark-up pricing
- Determine Pricing based on mark-up per unit of limiting factor
- Identify the advantages and disadvantages of marginal cost-plus

#### iv. Pricing strategies for new products

- Discuss and calculate the following pricing strategies for new products
  - ⇒ Penetration pricing;
  - ⇒ Market skimming pricing
- Identify the circumstances where above marketing strategies are appropriate
- Application of product life cycle with respect to pricing

#### v. Other pricing strategies

- Discuss and calculate the following pricing strategies:
  - ⇒ Average or going rate pricing;
  - ⇒ Discount pricing;
  - ⇒ Premium pricing.
  - ⇒ Product bundling
  - ⇒ Loss leaders
- Discuss financial consequences of alternative pricing strategies
- Discuss the use of appropriate pricing strategies in service companies

### **PART B**

### **STRATEGIC FINANCIAL MANAGEMENT**

## **6. The Cost Of Capital**

### **i. Investment decisions, Financing and the Cost of Capital**

- Calculate and apply the cost of capital as discount rate
- Calculate Floatation cost and tax advantage of debt
- Application and calculation Subsidized finance
- Apply Changes in capital structure
- Analyze and calculate Value of securities
- Calculate cost of equity,
- Calculate cost of following debt
  - ⇒ Irredeemable debt
  - ⇒ Redeemable debt
  - ⇒ Convertible debt
  - ⇒ Preference shares
  - ⇒ Bank debt
- Calculate the weighted average cost of capital (WACC) using book value and market value weightings.

### **ii. Dividend Valuation Model**

- Apply dividend valuation method with constant growth and multiple growth rates
- Apply concepts of relevance and irrelevance of dividends illustrated with relevant models as mentioned below:
  - ⇒ Residual Theory of Dividends
  - ⇒ Modigliani and Miller (MM) Hypothesis
  - ⇒ Walter's Model
  - ⇒ Apply Gordon's Growth Model
  - ⇒ Dividend Capitalization Model

### **iii. Capital Assets Pricing Model (CAPM)**

- Apply CAPM and its assumptions,
- Identify advantages and disadvantages of CAPM
- State the relationship between portfolio theory and CAPM

### **iv. Weightage Average Cost of Capital**

- Describe advantages of the CAPM over WACC in determining a project-specific cost of capital.
- Apply CAPM in calculating a project-specific discount rate.
- Calculate Risk-adjusted WACC for evaluating the project
- Calculation of Beta
- Calculate and evaluate CAPM and Gearing, cost of capital and share prices

### **v. Arbitrage Pricing Theory (APT)**

- Describe and apply the Arbitrage Pricing Theory (APT) as a model of security/asset pricing as an alternative to CAPM
- Calculate Leverage ratios

### **vi. Debt Financing**

- Calculate and analyze yield to maturity or yield to call
- Describe the reasons for upward sloping of yield to maturity curve
- Identify the factors that determine yield
- Calculate and analyse the following:
  - ⇒ Medium Term Finance
  - ⇒ Long Term Debt
  - ⇒ Convertible Securities
  - ⇒ Warrants
  - ⇒ International Debt Finance

## **7. Investment Appraisal Techniques**

### **i. Capital Investment Appraisal**

#### **i. Investment appraisal**

- Calculate and evaluate project proposals using the techniques of investment appraisal;
- Calculate , compare and contrast the alternative techniques of investment appraisal
- Identify investment appraisal data requirements
- Calculated and recommend methods of funding specific investments, taking account of basic tax considerations and risk exposures (to interest and currency exchange rate fluctuations)

#### **ii. Investment Appraisal Methods**

- Calculate, evaluate and apply following methods of investment appraisal
  - ⇒ Profitability Index and Payback period
  - ⇒ Accounting Rate of Return (ARR)
  - ⇒ Discounted Cash Flow (DCF) Investment Appraisal Methods

- ⇒ Net Present Value (NPV)
- ⇒ The internal rate of return (IRR) and Modified Internal rate of return (MIRR)
- ⇒ Certainty Equivalent Method
- ⇒ Adjusted Present Value (APV)
  - Identify and calculate project's relevant costs and benefits
  - Compute and illustrate terminal value (TV) method as capital budgeting evaluation technique
  - Calculate and use present value profile to compare and evaluate NPV and IRR techniques
  - Compare and contrast NPV and PI evaluation techniques

### iii. **The impact of taxation and inflation on project analysis.**

- Calculate and discuss impact and treatment of inflation
- Calculate and discuss impact and treatment of taxation including depreciation
- Calculate and compare projects with unequal lives and capital rationing and recommend investment choice in the presence of capital rationing and/or real options

### iv. **Stakeholders and maximizing shareholders wealth**

- Review of stakeholders and strategic considerations in addition to financial methods to evaluate investment appraisal
- Calculate and evaluate the share price as an outcome of undertaking an investment and impact of shareholders wealth using following business valuation techniques
  - ⇒ Asset Valuation bases
  - ⇒ Earning Valuation bases
  - ⇒ Dividend Valuation bases
  - ⇒ Cash Flow Valuation Method

## II. **Risk and Uncertainty**

### i. **Risk and uncertainty in decision making**

- Discuss basic concept of risk and uncertainty in decision making
- Discuss ways of identifying, measuring and assessing the types of risk facing an organisation, including the organisation's ability to bear such risks;
- Calculate and evaluate risks facing an organization

### ii. **Risk Analysis Techniques**

- Calculate and analyse the impact of uncertainty and risk on decision models that may be based on relevant cash flows, learning curves, discounting techniques etc;
- Discuss and apply probability analysis and expected values
- Use and application/calculation of data tables technique

- Calculate and use the standard deviation to measure risk
- Illustrate and apply/ calculate decision trees approach to evaluate risky investment proposals
- Calculate the value of information
- Apply sensitivity analysis to both short and long-run decision models to identify variables that might have significant impacts on project outcomes

### iii. **Simulation models**

- Identify the steps of simulation
- Apply simulation model in risk analysis of project
- Enumerate advantages and drawbacks of simulation

## **PART C**

### **STRATEGIC MANAGEMENT**

## 8. **Strategic Decision Making**

### i. **Business strategy and strategy development**

#### **Strategic planning**

- Define strategic planning
  - Discuss Strategic planning using the rational model
  - Apply Resource-based strategy
  - Discuss the benefits of strategic planning
  - Discuss pitfalls in strategic planning
  - Use of strategy lenses to review strategy
- ### ii. **Environmental complexity and organizations**
- Discuss the importance of the business environment
  - Identify environmental segmentation
  - Describe the process of understanding environment
  - Describe the causes of environmental uncertainty and impact of uncertainty

### iii. **Other aspects of business strategy**

- Discuss resource based view in strategic management (converting resources, the supply chain, product portfolio and new products and innovation)
- Discuss different levels of strategy
- Discuss the use of management accounting in business strategy
- Identify director's strategic roles and responsibilities in the strategy formulation and implementation
- Analyze The competitive environment: the five forces
- Discuss Competitive strategies, Porter's diamond model
- Evaluate Corporate appraisal (SWOT Analysis)

## II. **Strategic Decision Analysis:**

### i. **Organization to its environment**

- Analyse organization's position in relation to its external environment using (PEST Analysis)

- Evaluate the impact and influence of the external environment on an organisation and its strategy;
- Analyse environmental information and impact of uncertainty on strategy
- Discuss corporate social responsibility and sustainability
- Recommend how to manage relationships with stakeholders

## ii. Evaluate the process of strategy formulation

- Define and use gap analysis to evaluate the achievement of organization objective
- Apply forecasting techniques using statistical models, system modeling, Intuitive forecasting methods
- Apply Game theory approaches to strategic planning and decision making

### i. Scenario Planning in strategic decision making

- Discuss and apply scenario planning and long range planning as tools in strategic decision making
- Identify the steps involved in scenario planning
- Discuss advantages of scenario planning

### ii. Strategic intelligence

- Discuss the concept of strategic intelligence
- Outline the model of the process of creating strategic intelligence
- Identify key dimension of strategic intelligence
- Discuss sources of strategic intelligence
- Evaluate the tools and techniques for strategic implementation using

### iii. Directions And Methods Of Growth

- Evaluate alternate models of implementing strategies and choosing the best alternative subject to prevailing market suitability
- Evaluate Product-market strategy: direction of growth
- Discuss Methods of growth
- Discuss Organic growth and in-house innovation
- Elaborate Mergers and acquisitions
- Discuss Joint ventures and strategic alliances
- State Divestment and rationalization

## 9. Change Management

### i. Introduction to change management

- Discuss the concept of organizational change;
- Evaluate key aspects of organization change
- Discuss and recommend techniques to manage resistance to change
- Identify triggers for organizational change

### ii. Models of managing change

- Evaluate stage models of change
- Discuss Bullock and Batten's model of change
- Discuss Kotter-eight step model

- Explain theory E & O by Beer and Nohria
- Explain force field analysis
- Discuss Lewin's three-stage model
- Analyze Gemini 4Rs framework
- Evaluate tools, techniques and strategies for managing and leading change process
- Identify stages of change management process

### iii. Managing resistance to change

- Identify reasons for resisting organizational change
- Explain how to overcome resistance to change
- Discuss Kotter & Schlesinger's six approaches for dealing with resistance to change
- Discuss Kotter & Schlesinger's reasons for resisting change

### iii. Implementing change

- Elaborate following types of change considering speed and scale of change required
  - ⇒ Planned or emergent change
  - ⇒ Incremental change
  - ⇒ Big Bang
  - ⇒ Realignment
  - ⇒ Proactive and Reactive
  - ⇒ Step change
  - ⇒ Transformational change
- Explain Hard or soft change
- Explain the context of change
- Discuss culture and change including:
  - ⇒ The cultural web
  - ⇒ McKinsey 7'S' model
- Evaluate following leadership styles for managing change
  - ⇒ Coercive/ edit style
  - ⇒ Collaborative style
  - ⇒ Reardon & Rowe leadership style inventory
- Explain why change succeed or fails
- Evaluate the role of leadership in managing and implementing the change process in organization.

| Syllabus Content Details  | Study Time (Hours) | Book Reference  |
|---|--------------------|---|
| <b>PART A - STRATEGIC MANAGEMENT ACCOUNTING</b>   |                    |   |
| <b>1. Cost Management Techniques</b>  | <b>13 Hrs</b>      |   |
| <ul style="list-style-type: none"> <li>i. Cost Planning</li> <li>ii. Traditional vs Modern Manufacturing Philosophy</li> <li>iii. Just-in-time (JIT)</li> <li>iv. Kaizen Costing</li> <li>v. Total Quality Management</li> <li>vi. Business Process Re-engineering</li> </ul> |                    | <ul style="list-style-type: none"> <li><b>i. CIMA P2 (2014), Publisher: BPP learning Media.</b><br/>Ch # 7- Cost Planning<br/>Ch #8 - Cost Analysis<br/>Ch # 9A, 9B- Cost Management Technique</li> <li><b>ii. ICMA 601-2014 PUBLISHER : ICMAP- Publisher ICMAP</b><br/>Ch # 4 - Learning Curves<br/>Ch # 6 - Achieving Competitive Advantage</li> <li><b>iii. Cost &amp; M. A / Drury (8th), Publisher Cengage Learning</b><br/>Ch # 9- Measuring Relevant Cost and Revenues for Decision Making<br/>Ch # 10 - Pricing Decisions and Profitability Analysis</li> </ul> |
| <b>2. Externally Oriented Cost Management Techniques</b>  | <b>5 Hrs</b>       |   |
| <ul style="list-style-type: none"> <li>i. The Value Chain</li> <li>ii. Supply Chain Management</li> <li>iii. Outsourcing</li> <li>iv. Partnering, incentives and gain-sharing arrangements</li> </ul>   |                    | <ul style="list-style-type: none"> <li><b>(i) Supply Chain Management &amp; Competitive Advantages / Narayan Ganga Raj- 2009, Publisher : Tata McGraw Hill</b><br/>Ch # 02- Understanding supply change Dynamics<br/>Ch # 06-SCM across organization : upstream Interface-</li> <li><b>(ii) Costing / T. Lucey- 6<sup>th</sup> ed., Publisher: Thomson learning</b><br/>Ch # 4 -Materials: purchasing, reception &amp; storage,</li> </ul>  |
| <b>3. Short-Term Decisions</b>  | <b>6 Hrs</b>       |   |
| <ul style="list-style-type: none"> <li>i. Relevant Costs</li> <li>ii. Acceptance/rejection of contracts</li> <li>iii. Minimum pricing</li> <li>iv. Extra shift decisions and overtime</li> <li>v. Make or buy decisions</li> <li>vi. Other short term decisions</li> </ul>    |                    | <ul style="list-style-type: none"> <li><b>(i) CIMA P2- (2014) Publisher: BPP Learning Media</b><br/>Ch # 1B - Short Term Decision-</li> <li><b>(ii) Costing / T. Lucey – 6<sup>th</sup> Publisher: Thomson Learning</b><br/>Ch # 16 -Costing Methods: Joint product &amp; by-product Costing,</li> </ul>  |

|   |   |               |  |
|---|---|---------------|--|
| vii.  | Allocation of joint costs                               |               |  |
| <b>4.</b>                                     | <b>Multi-Product Breakeven Analysis</b>                 | <b>5 Hrs</b>  |  |
| i.  | Breakeven point for multiple products                   |               | <b>(i) CIMA P2- (2014) Publisher: BPP Learning Media</b><br>Ch # 05- Multi –Product breakeven Analysis   |
| ii.   | Sales/product mix decisions                             |               |  |
| iii.  | Other aspects of breakeven analysis                     |               |  |
| <b>5.</b>                                     | <b>Pricing Decisions And Pricing Strategies</b>         | <b>9 Hrs</b>  |  |
| i.  | Demand based pricing                                    |               | <b>(i) CIMA P2- (2014) Publisher: BPP Learning Media</b><br>Ch # 06 - Pricing Decision and Pricing Strategy-<br><b>(ii)ICMA 601-2014 PUBLISHER : ICMAP-</b><br>Ch # 2- Decision Making and Relevant Costs<br>Ch # 5- The Pricing decision  |
| ii.   | Full cost-plus pricing                                  |               |  |
| iii.  | Marginal cost-plus/Mark-up pricing                      |               |  |
| iv.   | Pricing strategies for new products                     |               |  |
| v.  | Other pricing strategies                                |               |  |
| <b>PART B -STRATEGIC FINANCIAL MANAGEMENT</b> |   |               |  |
| <b>6.</b>                                     | <b>The Cost Of Capital</b>                              | <b>19 Hrs</b> |  |
| i.  | Investment decisions, Financing and the Cost of Capital |               | <b>(i) Financial Management / Khan &amp; Jain, 7ed.,<br/>Publisher McGraw-Hill India</b><br>Ch # 10 -Creating Value through required returns<br>Ch # 19-Capital Structure cost of Capital & Valuation-<br>Ch # 30 -Dividend & Valuation<br><b>(ii)CIMA F3 2016-Kaplan</b><br>Ch # 3- Development of Financial Strategy<br>Ch # 5, Finance- Equity Finance<br>Ch # 6- Financing- Debt Finance.<br>Ch # 7-Financing- Capital Structure<br>Ch # 10- Business Valuation<br><b>(iii) ACCA P-4 , 2015-16,Publisher: Kaplan</b><br>Ch # 2- Investment Appraisal<br>Ch # 3- The Financing Decision<br>Chapter 5 - international Operations and international investment appraisal,<br>Ch # 8- WACC<br>Ch # 9- Risk Adjusted WACC and Adjusted present Value<br>Ch # 15- Business Valuation |
| ii.   | Dividend Valuation Model                                |               |  |
| iii.  | Capital Assets Pricing Model (CAPM)                     |               |  |
| iv.   | Weighted average cost of capital                        |               |  |
| v.  | Arbitrage Pricing Theory (APT)                          |               |  |
| vi.   | Debt finance  |               |  |
| <b>7.</b>                                     | <b>Investment Appraisal Techniques</b>                  |               |  |

|  |              |   |
|--|--------------|---|
| <b>I. Capital Investment Appraisal</b>   | <b>8 Hrs</b> |   |
| <ul style="list-style-type: none"> <li>i. Investment appraisal</li> <li>ii. Investment Appraisal Methods</li> <li>iii. The impact of taxation and inflation on project analysis.</li> <li>iv. Stakeholders and maximizing shareholders wealth</li> </ul> |              | <p><b>(i) ACCA P-4 , 2015-16,Publisher: Kaplan</b></p> <p>Ch # 2- Investment Appraisal</p> <p>Ch # 3- The Financing Decision</p> <p>Chapter 5 - international Operations and international investment appraisal,</p>  |
| <b>II. Risk and Uncertainty</b>  | <b>6 Hrs</b> |   |
| <ul style="list-style-type: none"> <li>i. Risk and uncertainty in decision making</li> <li>ii. Risk Analysis Techniques</li> <li>iii. Simulation models</li> </ul>   |              | <p><b>(i)Financial management / Khan &amp; Jain, 7ed., McGraw-Hill India-</b></p> <p>Ch # 12- Analysis of Risk &amp; Uncertainty-</p> <p>Ch # 3- Risk and Return</p> <p>Ch # 12 -Analysis &amp; Risk of Uncertainty</p> <p><b>(ii)CIMA E3 - 2014, BPP LEARNING MEDIA- 2014, BPP Learning Media</b></p> <p>Ch # 07 -Evaluating Strategic Options-</p> <p>Ch # 5 - Generic Strategies</p> |
| <b>PART C -STRATEGIC MANAGEMENT</b>  |              |   |
| <b>8. Strategic Decision Making</b>  |              |   |
| <b>1. Business strategy and strategy development</b>   | <b>7 Hrs</b> |   |
| <ul style="list-style-type: none"> <li>i. Strategic planning</li> <li>ii. Environmental complexity and organizations</li> <li>iii. Other aspects of business strategy</li> </ul>   |              | <p><b>(i)ICMA 603, 2014- Publisher: ICMA PAKISTAN</b></p> <p>CH # 1 - The Process of Strategy Formulation</p> <p>Ch 5 - Resources, Capabilities &amp; Competencies</p> <p><b>(ii)CIMA E3 - 2014, BPP LEARNING MEDIA (2014)</b></p> <p>Ch # 1 -Business Strategy &amp; Strategy Development</p> <p>Ch 5 -Generic Strategies</p>  |
| <b>2. Strategic Decision Analysis:</b>   | <b>7 Hrs</b> |   |
| <ul style="list-style-type: none"> <li>i. Organization to its environment</li> <li>ii. Evaluate the process of strategy formulation</li> <li>iii. Scenario Planning in strategic decision making</li> </ul>  |              | <p><b>(i)CIMA E3 - 2014, BPP LEARNING MEDIA (2014) BPP</b></p> <p>Ch 2- Stakeholders &amp; Corporate Objectives</p> <p>Ch 4 - Resource Audit</p> <p>Ch # 3-Strategic Decision Making</p> <p>Ch # 9 -Information System &amp; Strategy -</p>   |

|                            |   |              |  |
|----------------------------|---|--------------|--|
| iv.                        | Strategic intelligence  |              | Ch # 11 - Organizational Change-               |
| v.                         | Directions and Methods of Growth  |              | CH # 14 -Enterprise Performance Management     |
| <b>9.</b>                  | <b>Change Management</b>  | <b>5 Hrs</b> |  |
| i.                         | Introduction to change management   |              | <b>(i)ICMA 603, 2014- ICMA PAKISTAN-</b>       |
| ii.                        | Models of managing change   |              | CH # 14- Chain Management- understanding the   |
| iii.                       | Managing resistance to change   |              | context of change,                             |
| iv.                        | Implementing change   |              | <b>(ii)CIMA E3 - 2014, BPP LEARNING MEDIA-</b> |
|                            |   |              | Ch # 10 - Issues in Strategic Management-      |
|                            |   |              | Ch # 12 -Implementing Change                   |
| <b>Additional Readings</b> |   |              |  |
| <b>01</b>                  | Strategic Management/ Fred R. David, 15th ed., Pearson                            |              |  |
| <b>02</b>                  | ACCA F2- 2015-16 Publisher : Kaplan   |              |  |
| <b>03</b>                  | ACCA F9 2015-16- Kaplan   |              |  |
| <b>04</b>                  | Financial Management & Policy / Van Horne – 12th, Publisher Pearson               |              |  |
| <b>05</b>                  | Cost Accounting: planning & control/ Matz & Usry- 7th Publisher: Cengage Learning |              |  |
| <b>06</b>                  | Financial Management/ Brigham- 14th , Publisher Cengage Learning                  |              |  |
| <b>07</b>                  | Cost Accounting / Horngren (15th), Publisher : Pearson India                      |              |  |

**Note:**

- (i) Examination questions may be tested from any of the above topics of syllabus. Reference study material can be used for study purpose only.
- (ii) The study hours shown against each topic indicates, study time required for the topics in that section. This weightage does not necessarily specify the number of marks to be allocated to that section in the examination.