



# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



## STRATEGIC COST AND FINANCIAL ANALYSIS OF BUSINESS



**Programme Director: Prof. Manju Jaiswall**



**Programme Dates: December 02 - 06, 2024**



**Programme Venue: MDC, IIM Calcutta**

# INTRODUCTION

The paradigm shift from cost accounting and control to strategic cost management and performance management has become imperative for organizations in today's times - where cost leadership and performance management is a vital strategy. In this scenario managing costs strategically and monitoring and controlling performance in tune with managerial decisions, is clearly important for the long term sustainability of organizations.

## OBJECTIVES

In an increasingly competitive environment – spanning now beyond national boundaries - a key critical success factor is effective cost management by business enterprises. In this context, there is a need for practising managers to update their knowledge and skills to enable them to improve the effectiveness of their cost management initiatives. The objective of the programme is to provide necessary skills to participants which can be easily adapted to their work environment. Understanding costs, using it for planning (budgeting), pricing, cross functional decision making as also for cost management is a key requirement. This programme will provide a succinct introduction to these vital issues.

In addition, effective performance management, is becoming a vital initiative – given the enhanced competitiveness of markets in the face of unpredictable and volatile environment.



## PEDAGOGY

Delivery would be through a balanced mix of concepts, discussions, case analysis and live corporate financial examples. The programme is structured to enable a high level of interaction whereby a key benefit will be derived in terms of sharing and validating experiences. The participants would get to apply the concepts learnt through a project, using real financial data for firms to get hands-on experience.



## WHO MAY ATTEND

This programme is targeted to Managers and functional heads across different functional domains like marketing, finance, operations, HR, quality control, etc. No prior working knowledge of Cost and Financial management is required.



## KEY TOPICS

The programme will cover the following broad areas:

- Overview of cost management issues for different business situations
- Overview of Financial Statements and Fundamental Analysis – Balance Sheet, Profit & Loss & Cash Flow Statement
- Cost determination techniques like Activity based costing (ABC & ABM)
- Relevant Costing for Managerial decision making
- Standard costing, Budgeting & Variance Analysis
- Divisional Performance measurement and evaluation for SBUs and profit centres
- Responsibility Accounting including Transfer Pricing
- Balanced Scorecard for tracking performance
- Customer Profitability Analysis
- Cost Management and Shareholder Value Creation
- Earnings Management & Fraud
- Corporate Governance & Corporate Social Responsibility





## PROGRAMME DIRECTOR

**Prof. Manju Jaiswall** is a Professor in Finance & Control at Indian Institute of Management Calcutta. She is a gold medalist in M. Phil in Commerce from Calcutta University and has a doctoral degree in Finance and Accounting from Indian Institute of Management Bangalore. She has about 18 years of experience of training, research, and corporate engagement. At IIM Calcutta, she was heading the diploma students' corporate placement office during the challenges of the demonetization phase in 2017. She teaches courses in accounting and finance, such as Corporate Financial Reporting, Cost Management, Financial Statement Analysis, and Corporate Governance. She also teaches PhD level course titled Empirical Accounting Research, wherein doctoral students get exposed to different areas of accounting research. She has conducted corporate training programmes for executives of several reputed organizations across public and private sectors such as IOCL, Hindustan Zinc Ltd, Cognizant Technologies, Bharat Electronics Ltd., CESE, Maruti Suzuki Ltd., NTPC, WBPDC, Accenture, Deloitte, AstraZeneca, Tata Projects, Exide, Nestle, etc. These programmes cover areas like Cost Analysis, Financial Valuation, Strategic Cost Management, Financial Decision Making and Earnings Management.

Prof. Jaiswall has presented and discussed research papers at various reputed conferences, symposiums, and universities in the U.S., India, Europe and South-east Asia. Her research work has been published in prestigious journals both national as well as international. Her research interests include Earnings management, Corporate Governance, Audit pricing, Mergers and Acquisitions. She held membership of several renowned academic and professional organizations including American Accounting Association, European Accounting Association, Indian Finance Association.

In addition to Prof. Jaiswall, other faculty member(s) from IIM Calcutta, with expertise in the relevant areas would also teach in the programme.



## PROGRAMME DETAILS

- Programme Commencement:** 9:00 AM on December 02, 2024
- Programme Conclusion:** 2:00 PM on December 06, 2024
- Accommodation:** For Residential participants, on single occupancy
  - **Check-in:** December 01, 2024 (6:00 PM onward)
  - **Check-out:** December 06, 2024 (2:00 PM)



## PROGRAMME FEES

- Residential (R):** ₹ 1,30,000/- plus taxes and surcharges as applicable.
- Non-Residential (NR):** ₹ 1,20,000/- plus taxes and surcharges as applicable.

We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode.

### Discount on Programme fees:

A discount of 10% on the Programme fees can be availed by an organization if it nominates at least 4 participants for a particular MDP.



## TERMS & CONDITIONS

- Participants would have to make their own travel arrangements.
- Accommodation at IIM Calcutta will be provided till 2:00 PM on the last day of the Programme. Participants who may wish to stay beyond this time will have to check with the CMDP Office for room availability, and associated charges. IIM Calcutta does not provide any family accommodation.
- Cancellation Policy: In case you/your nominated candidate(s) does(do) not attend the programme, 40% of the programme fees will be retained, as per policy.
- Executive Education Alumni: With effect from April 01, 2017, participants of IIM Calcutta's 'Open' MDPs who attend 20 days of learning through two or more Open MDPs will be eligible to apply for 'Executive Education Alumni of IIM Calcutta' status.



## HOW TO APPLY

- You can apply/nominate your personnel by clicking on the “Apply Now” link corresponding to the particular MDP, as appearing on our online calendar available at: <https://iimcal.ac.in/mdp/mdp-calendar>
- Once the candidature(s) is (are) approved, the sponsoring authority or participant (in case of self-nomination) will be intimated over email along with a Proforma Invoice seeking programme fees in advance.
- Programme fees can be remitted online through Electronic Fund Transfer (NEFT/RTGS).
- Upon remitting the fees online, kindly intimate CMDP office with the UTRNo./relevant transaction details through email, so that we can connect your remittance to your nomination(s). Please note that confirmation of participation is subject to receipt of Programme fees by CMDP Office before commencement of the MDP.

## IIM CALCUTTA’S ACCREDITATIONS AND RANKINGS

- Triple accreditations by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs) & EQUIS.
- IIM Calcutta is the only B school in India to be a member of CEMS, a global alliance of leading business schools, multinational companies and NGOs
- IIM Calcutta’s MBA programme has been ranked 60th and MBA-Ex programme 76th in Financial Times Global rankings, 2023. In Domestic rankings, the Institute has secured 1st position in both BT-MDRA and Fortune India Best B-School Survey 2023



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For all other details on administrative matters please refer to the ‘Guidelines for Participants’ on our website or e-mail to [program\\_mdp@iimcal.ac.in](mailto:program_mdp@iimcal.ac.in)