



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA



UNDERSTANDING COST AND FINANCE FOR BUSINESS DECISIONS



Programme Director: Prof. Manju Jaiswall



Programme Dates: February 24 - 28, 2025



Programme Venue: MDC, IIM Calcutta

INTRODUCTION

This programme is geared to develop a deeper managerial intuition for financial concepts in business. Managerial roles are increasingly getting cross functional and interdependent. Financial impact of any managerial decision-making is all pervasive, with the need for a non-finance manager to assess the impact of his functional decisions on the top line (Sales) and the bottom line (Profits), becoming indispensable. As building blocks of financial analysis, financial statements are the interface provided by organizations to share information and communicate with both people inside and outside the organization. Interpreting and analysing relevant financial information in decision making contexts is important for every functional manager to contribute effectively to their own and their organization's growth and success.

OBJECTIVES

This programme will guide the participants through concepts required to process financial information generated by organizations in an intelligent manner. It will help understand the use of cash as a proxy for creating business value and difference between cash versus profits. Understanding levers for financial performance facilitates better managerial decision making by interpreting those financial information, as every managerial decision has a certain financial implication. With increasing complexity and uncertainty in the business environment, competing profitably requires continued efforts and apt decision making competencies by business managers across functions. Optimum capital allocation by understanding cost of capital and how capital markets function. This programme aims to make financial concepts easier to understand and interpret for managers at all levels in a firm, to elevate business knowledge and gear up for leadership positions. It would equip them with the tools and techniques covering financial reporting, cost management, and financial decision making in firms. Which of one's products or services is most profitable, would for example make the managers more cost conscious and also improve the quality of their future decisions.



PEDAGOGY

Delivery would be through a balanced mix of laying out concepts, discussions, case analysis, problem solving and applying the learning using corporate financial data. 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

The programme would be immensely useful for new leaders, early and mid-career professionals at all levels including functional heads, team leaders, supervisors desirous of understanding financial statements and managing costs, irrespective of their domain area of work. No prior knowledge of Finance and Accounting is required.



KEY TOPICS

The programme intends to cover broad working knowledge of financial reporting, cost analysis and financial management concepts from a cross functional decision making perspective to facilitate value creation.

The programme will cover the following broad areas:

- Understanding Corporate Financial Statements as building blocks of Financial Communication
 - Balance Sheet
 - Income Statement
 - Cash Flow Statement
- Analysis of Corporate Financial Statements from Annual Reports
 - Overview of association between Financial statements and Market prices
 - Basic Analytical tools & techniques like Horizontal & Vertical Analysis and Financial Ratios
 - Applying the concepts and tools on real life companies data for Firm and Industry Analysis
- Budgeting & Earnings Quality – difference between Cash versus Profits and its importance in Business
- Understanding & using Cost information for managerial decision making
 - Cost determination techniques like Activity based costing
 - Budgeting & Variance Analysis
 - C-V-P Analysis & Relevant Costing for optimal product decisions
- Overview of Indian Financial Markets and Systems
- Sources of Capital – to evaluate capital allocation
- Cost of Capital
- Working Capital Management & Short-term Financing
- Capex decisions in Businesses through Capital Budgeting & Long-term Financing decisions
- Business Valuation – to evaluate various valuation methods for potential projects



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 February 24, 2025
- ☐ **Programme Conclusion:** 2:00 PM on February 28, 2025
- ☐ **Accommodation:** For Residential participants, on single occupancy
 - **Check-in:** February 23, 2025 (6:00 PM onward)
 - **Check-out:** February 28, 2025 (2:00 PM)



PROGRAMME FEES

- ☐ **Residential (R):** ₹ 1,25,000/- plus taxes and surcharges as applicable.
- ☐ **Non-Residential (NR):** ₹ 1,15,000/- 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



Our correspondence address is as follows:

CMDP Office

Management Development Centre (MDC)

Indian Institute of Management Calcutta, Diamond Harbour Road, Joka, Kolkata - 700 104

Phone: **Board** +91 33 7121 6000-01, #6012, 6016 | **Direct** +91 33 7121 6016

Email: program_mdp@iimcal.ac.in | Weblink: <https://www.iimcal.ac.in/mdp/mdp-calendar>

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