

**Veer Narmad South Gujarat University**  
**Management Accounting-II**  
S.Y. B.B.A., Semester IV      Effective from December 2012

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**OBJECTIVES**

- To acquaint the students with the concept of management accountancy
- To develop in them the ability to evaluate and use accounting data as aid to decision making for management as a whole.

- 1. BUDGET AND BUDGETARY CONTROL** **20%**
  - Meaning, Significance and Limitation of budgetary control
  - Cash budget & Flexible budget and Zero based budgeting
  
- 2. STANDARD COSTING AND VARIANCE ANALYSIS** **30%**
  - Definition: Standard Costing and Variance
  - Standard costing v/s Budgetary Control
  - Analysis of Variance, Computation of Variance: Material Cost Variance, Labour Variance, Overhead Variance
  
- 3. COST VOLUME PROFIT ANALYSIS** **25%**
  - Meaning & significance of marginal costing
  - Break even Analysis (example including one key factor)
  
- 4. DECISION MAKING** **25%**
  - Differential cost, relative cost, application of differential cost analysis through case study in the following decision making areas:
    1. Make or buy decision,
    2. Determination of Product Mix,
    3. Dropping a product line & expand or contract.

**Reference Book**

1. Cost and Management Accounting – M. N. Arora, Himalaya Pub. House
2. Cost & Management Accounting – Ravi M. Kishore, Taxmann
3. Management Accounting – R.S.N. Pillai, Bagavathi, S.Chand
4. Management Accounting – N. Vinayakan & G. B Gupta
5. Cost and Management Accounting – S. N. Maheshwar Grewal
6. Management Accounting – Hingorani & Ramnathan
7. Management Accounting – Khan & Jain