

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