



SYMBIOSIS COLLEGE OF ARTS & COMMERCE

An Autonomous College | Under Savitribai Phule Pune University

Reaccredited 'A+' with 3.51 CGPA For Third Cycle By NAAC | College with Potential for Excellence

| Bachelor's Degree | | First Year | | Second Year | | Third Year | | Master's Degree | | First Year | | Second Year | |
|---|----------------|------------------------------------|----|-------------|----|------------|----|--|----------------|------------|----|-------------|----|
| Semester (Tick the relevant semester) ✓ | | I | II | III | IV | V | VI | Semester (Tick the relevant semester) ✓ | | I | II | III | IV |
| Programme | Programme Code | | | | | | | Programme | Programme Code | | | | |
| BCOM (Management Accounting) | | | | | ✓ | | | MCOM | | | | | |
| BA | | | | | | | | MA Economics | | | | | |
| BCOM Honours | | | | | | | | MA English | | | | | |
| BA Honours | | | | | | | | MA Psychology | | | | | |
| Name of the Department | | Accountancy and Costing | | | | | | | | | | | |
| Name of the faculty/s preparing syllabus | | CMA Monica Parikh | | | | | | | | | | | |
| Name of the faculty/s reviewing syllabus | | Dr. Tessy Thadathil | | | | | | | | | | | |
| Title of the Subject | | Advanced Management Accounting(P2) | | | | | | | | | | | |
| Paper Number (In case of Specialization) | | 5 | | | | | | | | | | | |
| Subject Code: | | 40705C19 | | | | | | | | | | | |

| | | | |
|---|--|---------------------|---------------------------|
| Number of Credits: | 4 | | |
| Date of BOS when subject was approved | | | |
| % of Syllabus Revision (Tick the relevant %) ✓ | 100 % ✓ | 50 % to 99 % | Less than 50 % |
| Date of Implementation of Revised/Changed Syllabus | August2021 | | |
| Objectives of the Course: | <div>1. To Understand the advanced cost and management techniques applicable in a modern production environment to gain a competitive and strategic advantage.</div> <div>2. To understand the importance and the behavioral aspects of responsibility centres in performance evaluation, transfer pricing policy and management.</div> <div>3. To understand the investment appraisal techniques assisting companies in making prudent investment decisions.</div> <div>4. To understand the application of risk management tools to ensure decision making in the light of risk and uncertainties.</div> | | |
| Gist of this course in maximum 3 to 4 lines | Tools and techniques of managing and controlling the performance of the organisation, and analyse the risks and uncertainties with respect to medium decision making. | | |
| Detailed syllabus | | | |
| Unit | Contents of the syllabus | | Number of Lectures |
| 1. | Cost planning and analysis for competitive Advantage <div>1.1 Techniques for analysing and managing costs for competitive advantage Statistical techniques (ABM, TMQ, application of learning curve)</div> <div>1.2 Quality and Value management techniques - Just in Time, Kaizen costing and Business Process Re-engineering, target costing, value chain analysis and life cycle costing Flexible budgets</div> | | 16 |
| 2. | Control and performance management of Responsibility centres <div>2.1 Decision making in responsibility centres - information needed for decision making in different organisational structures – preparation of reports to inform decisions</div> | | 18 |

| | | |
|---|--|-----------|
| | <p>2.2 Issues arising from the use of performance measures and budgets for control – preparation of performance reports for the evaluation of projected and actual performance traditional and non-traditional approaches to performance measurement - criticisms and behavioural aspects of budgeting in responsibility centres. Reconciliation of budgeted and actual profit</p> <p>2.3 Issues arising from the division of the organisation into responsibility centres -behavioural consequences of performance measurement within an organisation</p> <p>2.4 Transfer pricing and issues arising out of transfer pricing policies - types of transfer prices and their applications - effect of transfer pricing on group profitability and autonomy and other behavioural aspects relating to transfer pricing</p> | |
| 3. | <p>Long-term decision making</p> <p>3.1 Information to support project appraisal – analysis of information for use in long-term decision making (including consideration of tax, inflation and other factors) – financial consequences of dealing with long-run projects, in particular the importance of accounting for the time value of money ‘ - investment appraisal techniques and their results. Cost reductions and value enhancement.</p> <p>3.2 Pricing strategies and their consequences - pricing strategies and their consequences.</p> | 10 |
| 4. | <p>Management control and risk</p> <p>4.1 Analysis of information to assess its impact on long-term decisions – application sensitivity analysis - analysis risk and uncertainty.</p> <p>4.2 Management ‘s responsibilities with regard to risk - risk management - risks associated with the collection and use of information</p> | 10 |
| | Total Number of Lectures | 54 |
| <p>Relevance to the local/ national /regional/global developmental needs with learning objectives including program outcomes, program specific outcomes and course outcomes of all programs offered by the Institution: (Mention relevant topics below and highlight it in syllabus above in maroon color)</p> <p>Program Specific Outcomes</p> | | |

PSO: Apply management and cost accounting skills for decision making in a dynamic business environment.

PSO: Demonstrate critical thinking and problem-solving skills within the prevalent corporate governance framework

Learning Outcomes:

- To evaluate information to support project appraisal and the pricing strategies and their consequences.
- Analyse risk and uncertainty associated with medium-term decision-making and analyse types of risk in the medium term.

Topics that focuses on Employability, Entrepreneurship and Skill Development. (Mention relevant topics below and highlight it in syllabus above in blue color)

- **Employability, Entrepreneurship and Skill Development – Units 1,2,3,4**

Topics that integrates Cross cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics into the Curriculum: (Mention relevant topics below and highlight it in syllabus above in green color)

Sustainability, Human Values and Professional Ethics – 2,4,

Course Learning Outcomes:

On successful completion of the module students will be able to:

O1: Apply cost management and cost transformation methodology to manage costs and improve profitability, Compare and contrast quality management methodologies.

CO2: Apply data and explain the pertinent issue in decision-making process.

CO3: Apply investment appraisal techniques to evaluate different projects.

CO4: Discuss pricing strategies and explain the behavioural and transfer pricing issues related to the management of responsibility centres.

CO5: Develop employability, professional and technical skills

Projects as part of continuous assessment:

Topic: case based evaluation

Objectives: Application of knowledge and skills to real life scenarios

Learning Outcomes:

Analyse risk and uncertainty associated with medium-term decision-making and analyse types of risk in the medium term.

Internship for Students if any: NA

Suggested Reference Books:

1. Management Accounting (Study Text and Exam Kit) Published by Kaplan
2. Management Accounting (Study Text and Exam Kit) published by BPP
3. Strategic Cost Management - Ravi M Kishore - Taxmann

Signatures of Board of Studies Members:

| Designations | Names of BOS members | Signatures |
|--------------------------|---|------------|
| Chairman | Dr. Tessy Thadathil Head, Dept of Costing | |
| University Nominee | CA Shilpa Bhide | |
| Member, Academic Council | Dr V K Sawant | |
| Member, Academic Council | Dr Prasanna Kulkarni | |
| Industry Expert | Mr. Puratan Bharati | |
| Alumni Representative | Mr. Shreyas Bagmar | |

| | | |
|---------------------------|---|--|
| Department Head | CA Umesh Kulkarni, Head Dept of Accountancy | |
| Department Teacher | Dr Yogini Chiplunkar | |
| Department Teacher | Dr Santosh Marwadikumbhar | |
| Department Teacher | Dr Nilesh Waghmare | |
| Department Teacher | Dr. Sharayu Bhakare | |
| Department Teacher | Mrs. Sarika Wagh | |
| Department Teacher | CMA Monica Parikh | |
| Department Teacher | Mr. Shekhar Paranjape | |
| Department Teacher | Ms. Aishwarya Kalyanshetti | |
| Department Teacher | Ms. Poorti Gangal | |