

**SES's L.S. RAHEJA COLLEGE OF ARTS AND COMMERCE
(AUTONOMOUS)**



BOARD OF STUDIES: ACCOUNTANCY & FINANCE

PROGRAMME: B.COM (Management studies)

SEMESTER: III

NOMENCLATURE OF THE COURSE: Accounting for Managerial Decision

NEP Vertical: Major

Credit: 4

(As Per Choice Based Credit System (under NEP 2020) with effect from the academic year 2025-26)



Programme:	B.COM(Management studies)
Nomenclature of the Course	Accounting for Managerial Decision
Total Marks	100 marks
Semester:	III
Academic year	2025-26

LEARNING OBJECTIVES:

- To Define the concepts, nature, objectives, and functions of management accounting in business decision-making.
- To Analyze financial statements using trend analysis, comparative statements, and common size analysis, with a focus on the Vertical Form of Balance Sheet and Profit & Loss Account.
- To understand working capital requirements and apply receivables management techniques, including credit evaluation methods and monitoring tools like Days Sales Outstanding (DSO) and Aging Schedules.

COURSE OUTCOMES:

- Students will be able to apply the concepts, nature, objectives, and functions of management accounting to make informed managerial decisions.
- Students will be able to interpret cash flow statements and analyze financial statements using trend analysis, common size, and comparative techniques.
- Students will be able to estimate working capital needs and apply effective receivables management techniques to optimize business liquidity and financial performance.

Unit	Course Content	Andragogy	No of Lectures
1	Management Accounting and Financial Analysis <ul style="list-style-type: none"> ● Management Accounting-Concept, Nature, Objectives and Functions ● Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size. 	Case studies, real-world applications	15
2	Ratio analysis and interpretations <ul style="list-style-type: none"> ● Introduction to Ratio analysis ● Types of Ratios-Balance sheet, revenue, combined ratios. ● Interpretation and application of ratios 	Problem solving, Assignments on predicted financial Statements	15
3	Cash flow statement <ul style="list-style-type: none"> ● Preparation of cash flow statement (Accounting Standard-3)(revised) 	interactive lectures	15

4	Working capital <ul style="list-style-type: none"> ● Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. ● Receivables management-Meaning & Importance, Credit Policy Variables, methods of 	Problem solving	15
	<ul style="list-style-type: none"> ● Credit Evaluation(Traditional and Numerical-Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule] 		

SUGGESTED READINGS

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. N. (2021). Management accounting: Principles and practice (19th ed.). New Delhi, India: Sultan Chand & Sons.
2. Gupta, R. L., & Radhaswamy, M. (2020). Advanced management accounting (13th ed.). New Delhi, India: Sultan Chand & Sons.
3. Khan, M. Y., & Jain, P. K. (2018). Management accounting (7th ed.). New Delhi, India: McGraw Hill Education.
4. Arora, M. N. (2019). Cost and management accounting (12th ed.). New Delhi, India: Vikas Publishing House.
5. Pandey, I. M. (2015). Management accounting (3rd ed.). Noida, India: Vikas Publishing House.
6. Horngren, C. T., Datar, S. M., & Rajan, M. (2018). Cost accounting: A managerial emphasis (16th ed.). New Delhi, India: Pearson Education India.

Note: Latest edition of text books may be used.

QUESTION PAPER PATTERN

(A) FOR CONTINUOUS EVALUATION

20 Multiple Choice Questions of 1 mark each – 20

Marks (A-1) RUBRICS FOR CONTINUOUS EVALUATION

Sr No.	Examination Method	Marks
1	Class Test	20
2	Assignment/Project	10
4	Presentation / Viva-Voce	10
	TOTAL	40

(B) QUESTION PAPER PATTERN FOR SEMESTER END EXAMINATION

Maximum Marks: 60

Duration: 2 Hours

Question No. 1 is compulsory.

Solve any three Questions from Question Nos. 2 to 5

Question No.	Description	Total Marks
1	Theory question	15
2	Practical Problem	15
3	Practical Problem	15
4	Practical Problem	15
5	Short Notes: Answer any 3 out of 5 given (5 marks each)	15

Note: The practical problem of 15 marks each may be split up into two smaller problems carrying 8 marks and 7 marks respectively.