

**M.Com. Part I**  
**Compulsory Paper**  
**Subject Name -: Financial Analysis and Control**

Semester II

Subject Code: MCM 21501

Lectures: 48

**Objectives:**

1. The objective of the course is to enable students to acquire sound knowledge of concepts, methods and techniques of Financial Analysis & Control and to make the students develop competence with their usage in managerial decision making and control.
2. To highlight the cost of capital for an organisation
3. To understand the important Fixed and Variable cost for Short run decision analysis in various crucial situations
4. To comprehend how a budget prediction is activated in an organisation
5. To learn about the concept of Human Resource Accounting and its valuation.

**Topic 1: COST OF CAPITAL**

12Lects.

- Meaning – Definition and assumptions –
- Explicit and implicit cost.
- Measurement of specific cost
- Cost of debt – Preference Shares Equity shares
- Retained earnings – Weighted average cost of capital

**Topic 2: MARGINAL COSTING:**

08 Lects.

- Meaning of Marginal Cost and Marginal Costing.
- Advantages and Limitations.
- Fixed and Variable cost.



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Dr.Mrs Deepika Chadda	HOD, Assoc Prof	Deepika	Mr. Suhas Gardi	CA-Ind Expert	Suhas
Ms,Elizabeth Kanade	Asst Prof	Elizabeth Kanade	Dr.Mr Anil Adsule	Subject Expert	AB Adsule
Mrs. Dimple Buche	Asst Prof	Dimple Buche	Mr.Subash Suryavanshi	Subject Expert	Subash
Mrs. Rajeshree Yalgi	Asst Prof	R. S. Yalgi	Prof.Rekha Kankaria	Alumni	Rekha
Mrs . Deepanjali Mazumdar	Asst Prof	Deepa			



- Contribution.
- Break-even analysis.
- Profit volume ratio and Limiting factor.

Topic 3: **SHORT RUN DECISION ANALYSIS**08  
Lects.

- Introduction-Analytical Framework.
- Decision Situations:-
  1. Sales Volume related Decisions.
  2. Sale or further process.
  3. Make or buy - Product Line/divisions/departments .
  4. Short run use of scare resources.
  5. Operate or shut down.

Topic 4: **BUDGET AND BUDGETARY CONTROL**10  
Lects.

- Meaning and Definition.
- Scope of budget and budgetary control.
- Types of budgets -
  1. Cash Budget.
  2. Flexible budget.

Topic 5: **HUMAN RESOURCE ACCOUNTING**10  
Lects.

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- Meaning and Objectives
- Importance of Human Resource Accounting
- Benefits of Human Resource Accounting
- Methods of Human Resource Accounting

#### A. Cost Based Models

1. Capitalisation of Historical Cost Models
2. Replacement cost model
3. Opportunity cost model

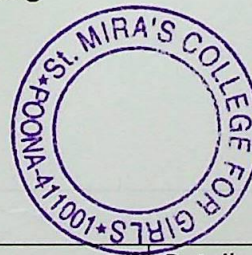
#### B. Value Based Models-

1. PV of Future Earning Model -Lev and Schartz Model
  2. Reward Valuation Model-Falmholtz Model
  3. Valuation on Group Basis
- Case Study on Human Resource Accounting in Infosys

	List of Learning Activities	Allocation of Periods
Sr. No.	Activities Learning	Hours
1	Quizzes	2
2	Assignments	2
3	Class room tests	2
4	Group discussion	3
5	Case Study	3
	Total	12 hours

#### Recommended Text Books:

1. R. N. Anthony , G. A. Walsh: Management Accounting
2. M. Y. Khan. K. P. Jain: Management Accounting
3. I. M. Pandey: Management Accounting (Vikas)



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4. J. Betty: Management Accounting
5. Sr. K. Paul: Management Accounting
6. Dr. Jawaharlal: Management Accounting
7. Man Mohan Goyal: Management Accounting
8. S. N. Maheshwari: Principles of Management Accounting
9. Ravi M. Kishore: Financial Management (Taxmann, New Delhi)
10. R. K. Sharma and Shashi K. Gupta: Management Accounting
11. Richard M. Lynch and Robert Williamson: Accounting for Management Planning and Control
12. Ravi Kishor: Advanced Management Accounting (Taxmann)
13. Guidance Note on Accounting for Self-generated Certified Emission Reductions (CERs) – Issued 2012



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