



MANAGEMENT ACCOUNTING AND CONTROL SYSTEM **23MBPE673**

(COURSE HANDBOOK)

MBA

COURSE FACULTY:

Dr. Amith D. Menezes

1. GENERAL INFORMATION

Welcome to the Management Accounting & Control System Course!

This course is designed to provide you with a comprehensive understanding of the principles and techniques used in management accounting to support strategic decision-making and organizational control. Throughout this journey, you will explore key concepts such as cost behaviour, variance analysis, responsibility accounting, and performance measurement, along with modern frameworks like Environmental, Social, and Governance (ESG) and the Triple Bottom Line (TBL). The curriculum is carefully structured into five modules, each building upon the last to create a cohesive and enriching learning experience.

In addition to theoretical insights, the course incorporates practical applications to deepen your understanding of management accounting principles in real-world business contexts. For instance, Module 2 will focus on Cost-Volume-Profit (CVP) Analysis and Break-Even Point (BEP) Analysis, providing you with hands-on exercises to evaluate cost structures, profit planning, and decision-making under different scenarios. Other topics, such as variance analysis and alternative decision-making techniques, will further enhance your ability to assess financial performance and implement effective control mechanisms.

We highly encourage active participation in discussions, case studies, and interactive problem-solving sessions to refine your analytical and critical thinking skills. Collaborative learning will provide a platform to explore diverse perspectives on management control systems and their impact on business sustainability.

Our goal is for this course to not only enhance your knowledge of management accounting and control systems but also inspire you to integrate these insights into your professional decision-making processes. Please review this course handbook carefully—it contains essential details about assessments, learning objectives, and resources designed to support you throughout the program.

We look forward to exploring the dynamic world of Management Accounting & Control Systems with you!

1.1. Course Objectives

This course is designed to:

- **Provide a thorough understanding of Management Accounting and its principles for Business Decision-Making.**
- **Develop Knowledge of Cost-Volume-Profit (CVP) and other Cost-related Analysis.**
- **Recognize and Apply Variance Analysis** and understand its significance in operational performance assessment and control.
- **Explore Emerging Trends in Accounting and Reporting.**

1.2. Course Outcomes:

At the end of the course, students will be able to:

- CO1:** Relate the support of management accounting in business decision-making.
- CO2:** Analyze the behavior of fixed, variable, and mixed costs in various business scenarios.
- CO3:** Apply different types of costs for short-term business decisions.
- CO4:** Apply variance analysis to improve operational business efficiency.
- CO5:** Summarize the concepts of responsibility accounting and sustainability in business.

1.3. Recommended and Reference Text Books

All books are available in the library.

Recommended Text Books:

- M.N.Arora “A Textbook of Cost and Management Accounting”, 11th Edition, Vikas Publishing, 2021
- T.S. Reddy & Y. Hariprasad Reddy, “Management Accounting”, 6th Edition, Margham Publications, 2023

Reference Textbooks:

- Gunnar Rimmel, “Accounting for Sustainability”, 1st edition, Taylor & Francis, 2020.
- M. Y. Khan & P.K. Jain, “Management Accounting”, 8th Edition, McGraw Hill, 2021.

Important Web Links

1. Introduction to Cost & Management Accounting
[NPTEL :: Management - NOC:Management Accounting](#)
2. CVP Analysis
[NPTEL :: Management - NOC:Cost Accounting](#)
3. Long Term Decision Making
[Bing Videos](#)
4. Variance Analysis
[Bing Videos](#)
5. Break even Analysis
[Bing Videos](#)

2. THE COURSE

2.1. Course Description

MANAGEMENT ACCOUNTING AND CONTROL SYSTEM			
Semester	IV	CIE Marks	50
Course Code	23MBPE673	SEE Marks	50
Teaching Hrs/Week (L:T:P)	3:0:0	Exam Hrs	03
Total Hrs	42	Credits	03

The **Management Accounting & control systems** course is designed to provide students with advanced knowledge in Finance specialization with over 13 weeks during Semester 4. The course consists of five modules covering essential topics in Management Accounting in organizations. Each week includes four lectures, with Dr. Amith of the course. These lectures focus on theoretical concepts, practical applications, and course-related activities. Spanning a total of 42 hours, this 3-credit course is assessed through Continuous Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks. This structure ensures a balanced and engaging learning experience for students.

2.2. Initiating Contact with Staff and Other Students

We welcome your inquiries about the course. Please use email and office hours thoughtfully, and check previous communications and handbook materials before reaching out with administrative questions. Engage with peers for discussions and collaborative learning to enhance your understanding and foster a supportive academic community.

2.3. Resources

Resources include digital libraries, e-learning platforms, and research databases, offering students anytime, anywhere access to academic materials and interactive courses. On the college website, students can access the VTU Consortium, open-access repositories (e.g., NPTEL, NDLI), e-books, research papers, video lectures, and interactive tutorials, providing a flexible and comprehensive learning experience.

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

2.4. Staff

Course Lecturer: Dr. Amith Donald Menezes
Cabin: 3rd floor, PG Block
Email: amith@mite.ac.in

2.5. Topics and Reading Materials for each module

<u>Module 1</u>	<i>(No. of Hours: 9)</i>
<ul style="list-style-type: none">- Topic: Introduction to Data and Management Decision-Making<ul style="list-style-type: none">o Definition, Scope, and Objectives of Management Accounting; Differences between Financial, cost, and Management Accounting; Role of Management Accounting in Decision-Making. Management Control - Operational Control – Task Control. Concept of Cost Centers, Profit Centers and Investment Centers- Sources for Cost Information, Cost Units- Classification of Costs- Cost Analysis for Management Decision Making- Activities<ul style="list-style-type: none">o Assignment on key concepts & its application in business.- Essential Readings<ul style="list-style-type: none">o M.N.Arora “A Textbook of Cost and Management Accounting”, 11th Edition, Vikas Publishing, 2021- (Chapter 1)o T.S. Reddy & Y. Hariprasad Reddy, “Management Accounting”, 6th Edition, Margham Publications, 2023- (Chapter 1)- Additional Reading<ul style="list-style-type: none">o M. Y. Khan & P.K. Jain, “Management Accounting”, 8th Edition, McGraw Hill, 2021- (Chapter 1)- Additional Web Links<ul style="list-style-type: none">o Introduction to Cost & Management Accounting NPTEL :: Management - NOC:Management Accounting	
<u>Module 2</u>	<i>(No. of Hours: 8)</i>
<ul style="list-style-type: none">- Topic: Cost-Volume-Profit (CVP) Analysis and Break-Even Point (BEP) Analysis<ul style="list-style-type: none">o Cost Behavior: Fixed, Variable, and Mixed Costs; Contribution Margin and Contribution Margin Ratio, CVP Analysis for Profit Planning, Break-Even Analysis: Concepts and Applications, Margin of Safety, case studies- Activities<ul style="list-style-type: none">o Assignment on practical problems- Essential Reading:<ul style="list-style-type: none">o T.S. Reddy & Y. Hariprasad Reddy, “Management Accounting”, 6th Edition, Margham Publications, 2023 – (Chapter 5)- Additional Reading<ul style="list-style-type: none">o M. Y. Khan & P.K. Jain, “Management Accounting”, 8th Edition, McGraw Hill, 2021- (Chapter 6)	

- **Additional Web Links**

- CVP Analysis

[NPTEL :: Management - NOC:Cost Accounting](#)

Module 3

(No. of Hours: 8)

- **Topic: Short-Term Business Decisions**

- Make-or-Buy Decisions: Key Factors and Case Applications, Add or Delete Product Line/Service Decisions, Special Order Decisions and Opportunity Costs, Product Mix Decisions Under Constraints, Pricing Decisions Using Relevant Costs, case study.

- **Activities**

- Assignment on practical problems

- **Essential Readings**

- T.S. Reddy & Y. Hariprasad Reddy, “Management Accounting”, 6th Edition, Margham Publications, 2023- (Chapter 7)

- **Additional Reading**

- M. Y. Khan & P.K. Jain, “Management Accounting”, 8th Edition, McGraw Hill, 2021- (Chapter 5)

- **Additional Web Links**

- Long Term Decision Making
[Bing Videos](#)

Module 4

(No. of Hours: 8)

- **Topic: Variance Analysis**

- Material, Labour, and Overhead Variances; Sales Volume and Sales Price Variances; Operational vs. Planning Variances.

- **Activities**

- Assignment on practical problems

- **Essential Readings**

- M.N.Arora “A Textbook of Cost and Management Accounting”, 11th Edition, Vikas Publishing, 2021 – (Chapter 4 & 5)

- **Additional Reading**

- M. Y. Khan & P.K. Jain, “Management Accounting”, 8th Edition, McGraw Hill, 2021 – (Chapter 4)

- **Additional Web Links**

- Variance Analysis
[Bing Videos](#)

Module 5

(No. of Hours: 9)

- **Topic: Responsibility Accounting and Sustainability**
 - Responsibility Accounting and Performance Reporting; Concept of Responsibility Centers; Performance Measurement for Cost, Profit, and Investment; Environmental, Social, and Governance (ESG) Reporting; Triple Bottom Line (TBL) Reporting; Sustainability Performance Metrics; Green Accounting and Carbon Footprint Analysis
- **Activities**
 - Assignment on key concepts & its application in business.
 - Student group presentation on Cost and other related accounting concepts.
- **Essential Readings**
 - M.N.Arora “A Textbook of Cost and Management Accounting”, 11th Edition, Vikas Publishing, 2021 – Chapter 7
- **Additional Reading**
 - Gunnar Rimmel, “Accounting for Sustainability”, 1st edition, Taylor& Francis, 2020 – (Chapter 4 & 5)
- **Additional Web Links**
 - Break even Analysis
[Bing Videos](#)

3. ASSESSMENT

The Management Accounting & Control Systems course assessment is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

Continuous Internal Evaluation (CIE) comprises two internal tests, scheduled for 8th and 14th week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks is allotted for completion of module wise assignments and 10 marks are allotted for student performance in group presentation).

Semester End Examination (SEE) constitutes the remaining 50% of the total marks i.e. a 3 hour written examination. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

1. Module wise assignment (10 Marks)				
Criteria	10 Marks (Excellent)	8 Marks (Good)	6 Marks (Fair)	3-5 Marks (Poor)
Completion	Completed all modules and tasks.	Completed most modules.	Completed some modules.	Incomplete or missed modules.
Timeliness	Completed on time.	Completed slightly late.	Completed much later than due.	Missed the deadline.

2. Student group presentation on specific topics (10 Marks)					
Criteria	10 Marks (Excellent)	8 Marks (Proficient)	6 Marks (Adequate)	4 Marks (Basic)	3- 1 Mark (Unsatisfactory)
Financial Concepts	Strong fundamental analysis, active in all stages	Good fundamental analysis, involved in most stages	Moderate fundamental analysis and contribution	Minimal fundamental analysis and contribution	No fundamental analysis and initiative
Leadership Collaboration and Teamwork	Excellent collaboration, highly cooperative	Good Collaboration and teamwork	Average collaboration and teamwork	Limited collaboration and teamwork	No teamwork and collaboration