



Financial Analysis and Control
Financial Analysis and Control
[Core Course]

Semester: II	Credits: 4	Subject Code: MCM22001	Lectures: 48
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Course Outcomes:

At the end of this course, the learner will be able to:

- Design and analyse the Common Size Statements
- Compute and analyse ratios from published Annual Reports of companies
- Prepare and examine Fund Flow Statement and Cash Flow Statement
- Develop the ability to critically evaluate the impact of performance measurement
- Design and interpret appropriate performance measures to evaluate the performance of responsibility centres

Unit 1: Introduction to Financial Analysis and Control	08
<ul style="list-style-type: none"> • Introduction, meaning and importance of Financial Analysis • Advantages and Limitations of Financial Analysis • Parties interested in Financial Statement Analysis • Comparative Financial Statements • Common-Size Financial Statements • Trend Analysis • Practical problems on Inter-firm and Intra-firm comparison • Case Studies 	

Unit 2: Financial Statement Analysis and Interpretation	14
<ul style="list-style-type: none"> • Introduction to Ratios and Ratio Analysis • Advantages and Limitations of Ratio Analysis • Classification of Ratios <ul style="list-style-type: none"> ○ Profitability Ratios ○ Activity Ratios ○ Liquidity Ratios ○ Solvency Ratios • Problems on computation, analysis and interpretation of Ratios • Case Studies 	

Unit 3: Fund Flow and Cash Flow Analysis	14
<ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> ○ Meaning of Fund Flow and Fund Flow Statement 	

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<ul style="list-style-type: none"> ○ Uses of Fund Flow Statement • Preparation of Fund Flow Statement • Introduction <ul style="list-style-type: none"> ○ Meaning of Cash Flow and Cash Flow Statement ○ Difference between Cash Flow Analysis and Fund Flow Analysis ○ Utility of Cash Flow Analysis and its limitations • Preparation of Cash Flow Statement-Indirect Method • Case Studies 	
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Unit 4: Responsibility Accounting, Performance Measurement and Control	12
<ul style="list-style-type: none"> • Responsibility Accounting <ul style="list-style-type: none"> ○ Meaning and significance of Responsibility Accounting ○ Steps involved in Responsibility Accounting ○ Types of Responsibility Centres ○ Advantages and Limitations of Responsibility Accounting • Performance Measurement and Control • Performance analysis in Private Sector organizations • Performance analysis in Not-For-Profit organizations and the Public Sector • Divisional performance and Transfer Pricing • External considerations and behavioral aspects • Case Studies 	

#12 contact hours for Assignments, Visits, Research, Field Studies, etc.

Recommended Reference Books:

- Atkinson, A. Kaplan, R. Matsumura, E. Young, S. and Kumar, A. *Management Accounting Information for Decision Making and Strategy Execution*. Dorling Kindersley (India) Pvt. Ltd; Noida; 2014.
- Jain, I.C. *Management Accounting*. Taxmann Allied Services (P) Ltd: New Delhi; 2008.
- Khan, M.Y. and Jain, P.K. *Management Accounting Text, Problems and Cases*. Tata McGraw Hill Education Private Limited: New Delhi; 2010.
- Khatri, P. V. *Management Accounting*. Global Vision Publishing House: New Delhi; 2010.
- Maheshwari, S.N. and Maheshwari, S.K. *Advanced Accountancy Volume II*. Vikas Publishing House Pvt. Ltd: New Delhi; 2011.
- Paul, S.K.R. *Management Accounting*. New Central Book Agency (P) Ltd.: Kolkata; 2007.
- Shukla, M.C. *Advanced Accounts Volume II*. S. Chand and Company Limited: New Delhi; 2016.
- Sikka, T.R. *Fundamentals of Cost Accounting*. Viva Books Pvt. Ltd.: New Delhi; 2012.

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MCOM 2020-2023

- Singhvi, N. M. *Management Accounting Text and Cases*. Prentice Hall of India: New Delhi; 2006.
- Tulsian, P.C. and Tulsian, B. *Advanced Management Accounting*. S Chand and Company Pvt. Ltd.: New Delhi; 2014.
- Tyagi, C.L. and Tyagi, M. *Financial and Management Accounting*. Atlantic Publishers and Distributors: New Delhi; 2003.
- Tyagi, C.L. and Tyagi, M. *Introduction to Management Accounting*. Galgotia Publishers and Distributors: New Delhi; 1998.

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