2026

COMMERCE

Course No.: COM401C

M.Com (4th Semester)

(Accounting for Managerial Decisions)

Full Marks: 60

Time: 3 hours

The questions are of equal value

The figures in the margin indicate full marks for the questions

*Answer **all** questions*

1. (a) Discuss how management accounting is different from financial accounting. Discuss the tools and techniques of management accounting. **(4+8 = 12)**

(OR)

(b) "The managerial objectives of accounting are to provide data to help the management in planning, decision making, co-ordinating and controlling operations." Discuss. **(12)**

2. (a) Explain the concept of responsibility accounting. How responsibility centre can help management to control the activities of an organisation. **(4+8 = 12)**

(OR)

(b) "Social Responsibility accounting is an accounting technique which seeks to highlight the social responsibility of the business in addition to its economic obligations." Elucidate this statement. **(12)**

3. (a) "Budgetary control is an exercise before work rather than after." – Discuss. Also state the advantage and limitations of budgetary control. **(4+4+4 = 12)**

(OR)

(b) What is Zero-base budgeting? Distinguish between traditional budgeting and Zero -base budgeting. Write different steps of Zero-base budgeting. **(3+4+5=12)**

4. (a) Elucidate the concept of standard costing. Analyse how standard costing can be used as control techniques. **(6+6 = 12)**

(OR)

(b) From the following you are required to calculate-

(i) Material Price Variance

(ii) Material Usage Variance

(iii) Material Cost Variance

Quantity of material purchased 3000 units

Value of material purchased Rs. 9000/-

Standard quantity of material required for one tonne of finished product 25 units

Standard rate of material Rs. 2 per unit.

Opening stock of material – nil

Closing stock of material – 500 units

Finished product during the period 80 tonnes. **(12)**

5. a) what is management report? What are the essential characteristics of a good management report. **(4+8=12)**

(OR)

b) Write notes on: (Any two):

i) Objectives of management audit

ii) Performance budgeting

iii) Cost control and cost reduction **(6+6=12)**

*****