

CA Final
Paper 5: Strategic Cost Management and Performance Evaluation
Changes made in Module of May, 2021 examination & onwards

Chapter 1: Introduction of Strategic Cost Management:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Test Your Understanding in Porter's Five Forces	1.13
2	Addition of Concept Insight- Focus Strategy (Details are not given but understanding of concept may be beneficial)	1.18
3	Addition of Illustration 1	1.20
4	Addition of Practical Insight (May be asked as part of fact of case study, need to understand only)	1.25
5	Addition of Question 2	1.30

Link of new Chapter 1: <https://resource.cdn.icai.org/62266bos50447-cp1.pdf>

Chapter 2: Modern Business Environment:

Sr. No.	Particulars	Page No. of new Module
1	Examples of Prevention Cost are changed	2.4
2	Examples of Appraisal Cost are changed	2.5
3	Examples of Internal Failure Cost are reduced	2.5
4	Examples of Appraisal Cost are changed	2.6
5	Addition of Example of TOC	2.21
6	Addition of Concept Insight – IT a source of Competitive Advantage	2.32
7	Addition of Case Scenario	2.45
8	Addition of Question 2	2.49
9	Addition of Question 5	2.52
10	Addition of Question 8	2.54

Link of new Chapter 2: <https://resource.cdn.icai.org/62267bos50447-cp2.pdf>

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Chapter 3: Lean System and Innovation:

Sr. No.	Particulars	Page No. of new Module
1	Performance Measurement in a JIT System is removed (Pg No. 3.9 to 3.11 of old module)	-
2	Addition of Application of 5S	3.22
3	Illustration of OEE is changed (Old illustration is now under Test Your Knowledge part as Question No. 4, Pg No. 3.48)	3.25
4	Addition of formulas to calculate OEE	3.24
5	Addition of Question 1	3.45
6	Addition of Question 3	3.47
7	Question 5 of new module is similar to Question 2 of old module (Only name and figures changed)	3.48

Link of new Chapter 3: <https://resource.cdn.icai.org/62268bos50447-cp3.pdf>

Chapter 4: Cost Management Techniques:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Types of Targets and Prerequisites of Cost Control	4.2
2	Addition of Concept Insight in Cost Reduction	4.3
3	Addition of chart in Cost Reduction	4.4
4	Addition of Test Your Understanding	4.5
5	Changes in the text of Target Costing concept	4.6
6	Additional phase of Life Cycle Costing (Addition of Note) (Details are not given but understanding of concept may be beneficial)	4.20
7	Addition of Practical Insight and Test Your Understanding (May be asked as part of fact of case study, need to understand only)	4.26
8	Addition of Test Your Understanding	4.28
9	Addition of Illustration 3 and 4	4.28
10	Addition in text of Pareto Analysis Concept	4.30 to 4.33
11	Addition of Concept Insight	4.35
12	Content of EMA is changed	4.35-4.50
13	Question 2 of old Module is removed (Pg. No. 4.49 of old Module)	-
14	Addition of Question 3 to 5	4.54
15	Question 5 & 6 of old Module are removed (Pg. No. 4.52 of Module)	-
16	Addition of Question 7 & 8	4.57

Link of new Chapter 4: <https://resource.cdn.icai.org/62269bos50447-cp4.pdf>

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Chapter 5: Cost Management for Specific Sector:

All the concepts are given in detail, and Case Studies/ Case Scenarios/ Questions are added.

Link of new Chapter 5: <https://resource.cdn.icai.org/62270bos50447-cp5.pdf>

Chapter 6: Decision Making:

Sr. No.	Particulars	Page No. of new Module
1	Content of CVP Analysis is changed and Illustration 1 is added	6.2-6.7
2	CVP Analysis – Conditions of Uncertainty is removed (Pg. No. 6.5-6.6 of old Module)	-
3	Addition of Case Scenario	6.14
4	Addition of Question 3 to 5	6.35-6.37
5	Addition of Question 10 & 11	6.42

Link of new Chapter 6: <https://resource.cdn.icai.org/62271bos50447-cp6.pdf>

Chapter 7: Pricing Decision:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Test Your Understanding	7.22
2	Addition of Question 2	7.29

Link of new Chapter 7: <https://resource.cdn.icai.org/62272bos50447-cp7.pdf>

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Chapter 8: Performance Measurement and Evaluation:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Test Your Understanding and Entrepreneurial Organisation Structure	8.3
2	Addition of Matrix Organisational Structure	8.5
3	Content of Responsibility Centres and its Performance is changed	8.5-8.8
4	Addition of concept of Performance Management System	8.8
5	Addition of content in the concept of Divisional Performance Measures (Benefits and problems are given in detail)	8.9-8.11
6	Content of ROI is changed	8.12
7	Addition of Test Your Understanding	8.14
8	Addition of Illustration 1	8.14
9	Addition of Limitations of EVA and Test Your Understanding	8.17
10	Addition of Practical Insight	8.18
11	Concept of SVA is removed (Pg. No. 8.9-8.10 of old Module)	-
12	Addition of concept of Non-financial Performance Measures	8.19-8.20
13	Addition of Examples	8.24
14	Concept of Strategy Mapping is removed (Pg. No. 8.16 of old Module)	-
15	Content of Performance Pyramid is changed	8.28-8.29
16	Addition of Practical Insight	8.33
17	Addition of content in the concept of TBL	8.35-8.37
18	Content of CSF & KPI is changed	8.37-8.38
19	Content of Benchmarking is changed	8.39-8.45
20	Content of Performance Measurement in the Not for Profit Sector is changed	8.46-8.51
21	Content of Performance Reports is changed	8.51-8.52
23	Addition of Question 1	8.54
24	Question 6 of old Module is given as Illustration 3	8.25
25	Addition of Question 7 & 8	8.60
26	Question 7 & 8 of old Module are removed (Pg. No. 8.48 of old module)	-

Link of new Chapter 8: <https://resource.cdn.icai.org/62273bos50447-cp8.pdf>

Chapter 9: Divisional Transfer Pricing:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Question 4 & 5	9.35

Link of new Chapter 9: <https://resource.cdn.icai.org/62274bos50447-cp9.pdf>

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Chapter 10: Strategic Analysis of Operating Income:

Sr. No.	Particulars	Page No. of new Module
1	Content of ABC in Advanced Manufacturing Environment is changed	10.16
2	Content of Designing and Implementing ABM is changed	10.18
3	Content of Non-Value-Added Activities is changed	10.20-10.22
4	Addition of Question 1	10.35
5	Addition of Question 4	10.38
6	Addition of Question 8	10.41

Link of new Chapter 10: <https://resource.cdn.icai.org/62275bos50447-cp10.pdf>

Chapter 11: Budgetary Control:

Sr. No.	Particulars	Page No. of new Module
1	Addition of 2 paragraphs in Feedback Control and 1 chart	11.4-11.5
2	Addition of Example 2 in Feed-forward Control	11.7
3	Content of Beyond Budgeting – Principles for Adaptive Performance Management is changed	11.20-11.21

Link of new Chapter 11: <https://resource.cdn.icai.org/62276bos50447-cp11.pdf>

Chapter 12: Standard Costing:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Illustration 4	12.20
2	Concept of Determining Probabilities and Statistical Control Charts as part of Methods used for Investing Variance is removed (Old Module Pg. No. 12.23 to 12.26)	-
3	Addition of Question 4 to 8	12.53
4	Question 4 of Old Module is removed (Pg. No. 12.54 of Old Module)	-
5	Addition of Question 11 & 12	12.58

Link of new Chapter 12: <https://resource.cdn.icai.org/62277bos50447-cp12.pdf>

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Chapter 13: Case Study:

Sr. No.	Particulars	Page No. of new Module
1	Addition of Case Study 7 & 8	13.26
2	Addition of Case Study 10	13.36
3	Addition of Case Study 15	13.59
4	Addition of Case Study 21	13.83

Link of new Chapter 13: <https://resource.cdn.icai.org/62278bos50447-cp13.pdf>

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