

# Chapter 1

## Managerial Accounting and the Business Environment

### Solutions to Questions

**1-1** In contrast to financial accounting, managerial accounting: (1) focuses on the needs of managers rather than outsiders; (2) emphasizes decisions affecting the future rather than the financial consequences of past actions; (3) emphasizes relevance rather than objectivity and verifiability; (4) emphasizes timeliness rather than precision; (5) emphasizes the segments of an organization rather than summary data concerning the entire organization; (6) is not governed by GAAP; and (7) is not mandatory.

**1-2** A business plan is typically prepared by new businesses and contains information about the company's basic product or service and about the plans for getting it to market (i.e., the customers). Details will included in the plan will include the production method, the marketing plan and the financial resources needed. Key users are the potential providers of financial resources for the business – lenders and investors.

**1-3** Customer value propositions fall into three broad categories—customer intimacy, operational excellence, and product leadership. A company with a customer intimacy strategy attempts to better understand and respond to its customers' individual needs than its competitors. A company that adopts an operational excellence strategy attempts to deliver products faster, more conveniently, and at a lower price than its competitors. A company that has a product leadership strategy attempts to offer higher quality products than its competitors.

**1-4** Managers carry out three major activities in an organization: planning, directing and motivating, and controlling. Planning involves establishing a basic strategy, selecting a course of action, and specifying how the action will be

implemented. Directing and motivating involves mobilizing people to carry out plans and run routine operations. Controlling involves ensuring that the plan is actually carried out and is appropriately modified as circumstances change.

**1-5** The Planning and Control Cycle involves formulating plans, implementing plans, measuring performance, and evaluating differences between planned and actual performance.

**1-6** The controller is responsible for many of the technical aspects of the accounting and finance functions in an organization. The controller also often works with other managers and provides consulting and business analysis services. Controllers are often key members of cross-functional teams involved in a variety of activities including developing budgets, analyzing project proposals and targeting processes for improvement.

**1-7** A person in a line position is directly involved in achieving the basic objectives of the organization. A person in a staff position provides services and assistance to other parts of the organization, but is not directly involved in achieving the basic objectives of the organization.

**1-8** Decentralization involves the delegation of decision-making throughout an organization by giving managers at different operating levels the authority to make decisions related to their areas of responsibility.

**1-9** The three main categories of inventories in a manufacturing company are raw materials, work in process, and finished goods.

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**A Gutmann**



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**Managerial Accounting For Dummies** Mark P. Holtzman, 2013-01-28 The easy way to master a managerial accounting course Are you enrolled in a managerial accounting class and finding yourself struggling Fear not Managerial Accounting For Dummies is the go to study guide to help you easily master the concepts of this challenging course You ll discover the basic concepts terminology and methods to identify measure analyze interpret and communicate information in the pursuit of an organization s goals Tracking to a typical managerial accounting course and packed with easy to understand explanations and real life examples Managerial Accounting For Dummies explores cost behavior cost analysis profit planning and control measures accounting for decentralized operations capital budgeting decisions ethical challenges in managerial accounting and much more Covers the key concepts and tools needed to communicate accounting information for managerial decision making within an organization Plain English explanations of managerial accounting terminology and methods Tracks to a typical college level managerial accounting course Managerial Accounting For Dummies makes it fast and easy to grasp the concepts needed to score your highest in a managerial accounting course

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Charles E. Menifield,2017-08-02 Menifield s budgeting and finance book firmly connects budgetary theory and practice It provides instructors a standalone book that covers all of the major thematic areas expected of a book of this type

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