

Chapter 2

Managerial Accounting and Cost Concepts

Solutions to Questions

2-1 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.

2-2 The planning and control cycle involves formulating plans, implementing plans, measuring performance, and evaluating differences between planned and actual performance.

2-3 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.

2-4 The three major elements of product costs in a manufacturing company are direct materials, direct labor, and manufacturing overhead.

2-5

a. Direct materials are an integral part of a finished product and their costs can be conveniently traced to it.

b. Indirect materials are generally small items of material such as glue and nails. They may be an integral part of a finished product but their costs can be traced to the product only at great cost or inconvenience.

c. Direct labor consists of labor costs that can be easily traced to particular products. Direct labor is also called "touch labor."

d. Indirect labor consists of the labor costs of janitors, supervisors, materials handlers, and other factory workers that cannot be conveniently traced to particular products. These labor costs are incurred to support production, but the workers involved do not directly work on the product.

e. Manufacturing overhead includes all manufacturing costs except direct materials and direct labor. Consequently, manufacturing overhead includes indirect materials and indirect labor as well as other manufacturing costs.

2-6 A product cost is any cost involved in purchasing or manufacturing goods. In the case of manufactured goods, these costs consist of direct materials, direct labor, and manufacturing overhead. A period cost is a cost that is taken directly to the income statement as an expense in the period in which it is incurred.

2-7 The income statement of a manufacturing company differs from the income statement of a merchandising company in the cost of goods sold section. A merchandising company sells finished goods that it has purchased from a supplier. These goods are listed as "purchases" in the cost of goods sold section. Because a manufacturing company produces its goods rather than buying them from a supplier, it lists "cost of goods manufactured" in place of "purchases." Also, the manufacturing company identifies its inventory

Managerial Accounting Chapter 11 Solutions

Pall M. Rikhardsson



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Ebook: Managerial Accounting Whitecotton ; L,2016-09-16 *Ebook Managerial Accounting* Management Accounting Carsten Berkau,2023-09-25 Management Accounting is a textbook for business management study programmes It covers the international syllabus of cost accounting and controlling on bachelor s and master s levels Prof Berkau has more than 25 years of teaching experience in Germany UAS Osnabr ck and at international universities in South Africa Malaysia China the Netherlands and South Korea The textbook strictly follows a case study based approach All methods are discussed by easily understandable cases The calculations demonstrate how to apply management accounting step by step In the first chapters the case study PENOR PLC about a British windows doors manufacturer explains the differences between financial accounting IFRSs and management accounting In the next following sections the textbook covers two points of view 1 a controlling view with budgeting cost volume profit analysis degree of operating leverage investment appraisal mergers and cross border acquisitions and risk valuation MonteCarloSimulation 2 a cost accounting view that covers management accounting systems flexible budgeting cost allocation methods performance measurement monitoring reporting product calculation manufacturing accounting job order and process costing activity based costing target costing and contribution margin accounting On the UVK website numerous exam tasks with complete solutions further study materials and links to video clips produced by Prof Berkau are available for download A Textbook of Cost and Management Accounting, 10th Edition Arora M.N.,2012 A Textbook of Cost and Management Accounting provides the students with thorough grounding in cost concepts cost behaviour and methods and techniques of cost and management accounting with an understanding of the uses and limitations of cost and financial data for managerial operations The text of the subject matter has been presented in a student friendly simple and intelligible manner Every discussion involving conceptual complexity is immediately illustrated by a numerical example In addition the book contains a liberal sprinkling of charts and diagrams so as to make the subject easily understandable and highlight its finer points The subject matter has been organized on first things first basis for its logical presentation that sustains interest The approach of the book is examination oriented Thus a good number of problems and solutions have been included in its chapters Theoretical and numerical questions have been mostly selected from various examinations Objective type questions have been given to serve as self test by students This is an ideal book for self study New to this edition All chapters thoroughly revised Latest information on Cost Accounting Standards CAS issued by the Institute of Cost Accountants of India ICAI Chapter on Miscellaneous Topics made more contemporary by including some new sub topics and thus re named Advanced Cost Management Techniques Revision and augmentation of practical problems Financial Policy and Management Accounting Bhabatosh Banerjee,2012-06-30 Now in its eighth edition this title provides a comprehensive analysis of the fundamental concepts of financial management and management accounting Extensively revised updated and reorganised it also presents significant and contemporary topics such as the financial environment

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protection and integrated pest and disease management This last effort deals with management of arthropods and is organized with a first section on biological control in citrus orchards a second one on advanced and integrated technologies for insect pest management and a last section dealing with mites and their biological control A wide and exhaustive literature already covers several aspects of chemical or biological control of insects and mites but there is still a need for a more holistic vision of management accounting for different problems and solutions as they are applied or developed in different regions and cropping systems worldwide In this series we attempted to fill this gap providing an informative coverage for a broad range of agricultural systems and situations *Total Capacity Management* The Ima Foundation Far,C. J.

McNair,Richard Vangermeersch,2020-07-26 Ten years in discussion and development Total Capacity Management provides the most complete overview of the history and techniques of capacity cost management a timely yet timeless issue applicable to both capital intensive and labor intensive organizations Through explanations of various capacity cost management models executives and managers can create the most appropriate model for their organization s distinct needs Total Capacity Management shows the way for companies and managers to gain and maintain an exceptional competitive edge *EBOOK: Management Accounting, 7e* Carsten Rohde,Karen Mustard,2024-09-23 Management Accounting is a market leading textbook that offers comprehensive coverage of cost and management accounting understanding information for decision making planning and controlling budgets and reporting and understanding performance management in a strategic context The much anticipated seventh edition places special emphasis on employability skills and spotlights latest environmental social and governance considerations The book offers a balanced discussion of management accounting theory and practice and has been tailored specifically to courses across the UK and Europe Retaining its student friendly writing style and practical approach it is the ideal text for students studying management accounting from introductory through to advanced levels Key Features Clear user friendly style Focus on Practice boxes in every chapter illustrate precisely how management accounting theory affects companies using examples from well known companies and industry sectors Management Accounting in Action dialogues demonstrate topical issues in real world scenarios Chapter links throughout provide quick cross referencing to show the connections between topics Review Questions designed to test you on material learned in a more formal style New to this Edition Brand new Focus on Practice boxes based on the CGMA Competency Framework to showcase the variety of job roles within the field of accountancy and to highlight key skills they may require Updated discussions and new sections on sustainability and corporate social responsibility big data and data analytics risk management post COVID 19 and graphing skills Fully updated questions exercises problems and cases are categorized by level of difficulty to offer progressive learning for students Applying Excel Exercises have been expanded to further support student Excel skills Available on McGraw Hill s Connect the well established online learning platform which features our award winning adaptive reading experience as well as resources to help faculty and institutions improve student outcomes

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