

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

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Ray H. Garrison



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Solutions to Problems in Elementary Cost Accounting Charles F. Schlatter, 1928 Solutions Manual to Accompany Managerial Accounting Ray H. Garrison, 1988 Solutions Manual Harold Bierman, 1990 Managerial Accounting Charles E. Davis, Elizabeth Davis, 2019-11-05 Managerial Accounting 4th edition presents a modern and practical approach to managerial accounting through a combination of unique and flexible learning units real world concepts and integrated practice all within the business context Praised for its decision making framework C C Sports Continuing Case Story and Data Analytics Cases this new edition helps students develop a thorough understanding of how businesses make informed decisions and builds the skills required to be successful in tomorrow's workplace **Managerial Accounting** Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, 2018-06-06 Managerial Accounting provides students with a clear introduction to fundamental managerial accounting concepts One of the major goals of this product is to orient students to the application of accounting principles and techniques in practice By providing students with numerous opportunities for practice with a focus on real world companies students are better prepared as decision makers in the contemporary business world **Study Guide to accompany Managerial Accounting** James Jiambalvo, 2000-09-26 The text is current concise and clearly written with cases at the end of each chapter to illustrate the material An interactive CD lets students test and expand their understanding with multiple choice questions key term matching exercises demonstrations of various concepts and techniques critical thinking exercise interactive cases and videos A dynamic Web site provides test study guides exercises games web testing relevant articles from The Wall Street Journal and other sources linked to the text links to relevant web sites additional cases and other materials Managerial Accounting, International Adaptation James Jiambalvo, 2025-04-23 *Solutions Manual to Study Guide and Working Papers for College Accounting* John Ellis Price, M. David Haddock, Horace R. Brock, 1999-04 Managerial Accounting James Jiambalvo, 2000-05-08 The text is current concise and clearly written with cases at the end of each chapter to illustrate the material An interactive CD lets students test and expand their understanding with multiple choice questions key term matching exercises demonstrations of various concepts and techniques critical thinking exercise interactive cases and videos A dynamic Web site provides test study guides exercises games web testing relevant articles from The Wall Street Journal and other sources linked to the text links to relevant web sites additional cases and other materials Ebook: Managerial Accounting Whitecotton ; L, 2016-09-16 Ebook Managerial Accounting *Intermediate Accounting, Student Practice and Solutions Manual* Donald E. Kieso, 2019-08-20 The Student Practice and Solutions Manual to accompany Kieso Intermediate Accounting 17e contains a chapter review and a selection of brief exercises exercises and problems with accompanying solutions from Kieso's Problem Set B which is similar to end of chapter material **Managerial Accountant's Compass** Gary Oliver, 2018-10-09 This is the first detailed view of the managerial accountant's role and responsibilities in organization setting Its aim is to foster role development the

opportunity to work at an advanced level of practice Accounting studies develop technical skills associated with topics and responding to defined scenarios but provide very little guidance on what to recognizing and approaching the broad problems or challenges under conditions of uncertainty It is a double first because it provides the managerial accountant s compass as a general purpose analytical framework for managerial accounting independent of any selected theory and method The metaphor of a compass creates a mental schema for its four points named 1 goals and principles 2 boundaries and constraints 3 methods and models and 4 collegial relationships Dynastic Chinese and some other Central Asian cultures view the center as a fifth principal direction giving a total of five points The center represents a high standard ethical conduct and self care or moral compass Managerial Accountant s Compass offers an integrated and systematic guide to approaching situations that are constantly changing It gives a protective starting pattern which produces new meanings and awareness of the ambiguity and uncertainty for each situation Ultimately the managerial accountant s compass can help you make more effective sense of yourself your expertise and your practice in the organization where you work which should open career opportunities

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