

# 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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## **Table of Contents Managerial Accounting 9th Canadian Edition With Connect**

1. Understanding the eBook Managerial Accounting 9th Canadian Edition With Connect
  - The Rise of Digital Reading Managerial Accounting 9th Canadian Edition With Connect
  - Advantages of eBooks Over Traditional Books
2. Identifying Managerial Accounting 9th Canadian Edition With Connect
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Managerial Accounting 9th Canadian Edition With Connect
  - User-Friendly Interface
4. Exploring eBook Recommendations from Managerial Accounting 9th Canadian Edition With Connect
  - Personalized Recommendations
  - Managerial Accounting 9th Canadian Edition With Connect User Reviews and Ratings
  - Managerial Accounting 9th Canadian Edition With Connect and Bestseller Lists
5. Accessing Managerial Accounting 9th Canadian Edition With Connect Free and Paid eBooks
  - Managerial Accounting 9th Canadian Edition With Connect Public Domain eBooks
  - Managerial Accounting 9th Canadian Edition With Connect eBook Subscription Services
  - Managerial Accounting 9th Canadian Edition With Connect Budget-Friendly Options

6. Navigating Managerial Accounting 9th Canadian Edition With Connect eBook Formats
  - ePub, PDF, MOBI, and More
  - Managerial Accounting 9th Canadian Edition With Connect Compatibility with Devices
  - Managerial Accounting 9th Canadian Edition With Connect Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Managerial Accounting 9th Canadian Edition With Connect
  - Highlighting and Note-Taking Managerial Accounting 9th Canadian Edition With Connect
  - Interactive Elements Managerial Accounting 9th Canadian Edition With Connect
8. Staying Engaged with Managerial Accounting 9th Canadian Edition With Connect
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Managerial Accounting 9th Canadian Edition With Connect
9. Balancing eBooks and Physical Books Managerial Accounting 9th Canadian Edition With Connect
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Managerial Accounting 9th Canadian Edition With Connect
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Managerial Accounting 9th Canadian Edition With Connect
  - Setting Reading Goals Managerial Accounting 9th Canadian Edition With Connect
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Managerial Accounting 9th Canadian Edition With Connect
  - Fact-Checking eBook Content of Managerial Accounting 9th Canadian Edition With Connect
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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