# 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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# **Managerial Accounting 9th Edition Solutions**

Martin G. Jagels

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Managerial Accounting (Sm) Garrison, Eric W. Noreen, 1999-08-01 FINANCIAL POLICY AND MANAGEMENT ACCOUNTING, Ninth Edition BANERJEE, BHABATOSH, 2017-05-01 This well received book now in its ninth edition provides a comprehensive analysis of the fundamental concepts of financial management and management accounting The elegantly combined presentation of the various aspects of financial management and management accounting is a highlight of this text Focusing on the core areas of financial management basic concepts of finance sources of finance capital structure theories and planning dividend policies investment decisions portfolio management and working capital management as well as the areas of management accounting changes in financial position financial statement analysis and inter firm comparison budgetary control and standard costing and cost information and management decisions the book also delves on the contemporary topics such as financial environment corporate governance and international financial management in detail In addition it contains a number of case studies on various areas of finance and management accounting The current edition has been thoroughly revised keeping in view contemporary developments in the literature and applicable provisions of the Companies Act 2013 Apart from updating the case studies new cases have been added to support the relevance and quality of discussion Intended primarily for postgraduate students of commerce M Com and management MBA with finance specialization the book will also be highly useful for undergraduate students of Commerce and Management students of professional courses such as CA and ICWA as well as professionals in the fields of financial management and management accounting The present treatise has been recommended by many Colleges Management Institutes and Universities in India for their respective postgraduate and undergraduate commerce and management courses Game Theory in Management Accounting David Mueller, Ralf Trost, 2017-09-21 This book demonstrates what kind of problems originating in a management accounting setting may be solved with game theoretic models Game theory has experienced growing interest and numerous applications in the field of management accounting The main focus traditionally has been on the field of non cooperative behaviour but the area of cooperative game theory has developed rapidly and has received increasing attention Intensive research in combination with the changing culture of publishing has produced a nearly unmanageable number of publications in the areas concerned Therefore one main purpose of this volume is providing an intensive analysis of the intersection of these areas In addition the book strengthens the relationship between the theory and the practical applications and it illustrates the two sided relationship between game theory and management accounting new game theoretic models offer new fields of applications and these applications raise new questions for the theory International Books in Print ,1990 **Hospitality Management Accounting** Martin G. Jagels, 2006-03-03 Hospitality Management Accounting 9th Edition The success of every business in the hospitality industry depends on maximizing revenues and minimizing costs This Ninth Edition continues its time tested presentation of fundamental concepts and analytical techniques

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