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1. The critical distinction between for-profit businesses and not-for-profits including governments is that businesses have profit as their main motive whereas the others have service. A primary purpose of financial reporting is to report on an entity's accomplishments — how well it achieved its objectives. Accordingly, the financial statements of businesses measure profitability, their key objective. Financial reports of governments and other not-for-profits should not focus on profitability, since it is not a relevant objective. Ideally, therefore, they should focus on other performance objectives, such as how well the organizations met their service goals. In reality, however, the goal of reporting on how well they have achieved such goals has proven difficult to attain and the financial reports have focused mainly on financially-related data.
2. Governments and not-for-profits are “governed” by the budget, whereas businesses are governed by the marketplace. The budget is the key political and fiscal document of governments and not-for-profits. It determines how an entity obtains its resources and how it allocates them. It encapsulates most key decisions of consequence made by the organization. In a government the budget is not merely a managerial document; it is the law.
3. Owing to the significance of the budget, constituents want assurance that the entity achieves its revenue estimates and complies with its spending mandates. They expect the financial statements to report on how the budget was administered.
4. *Interperiod equity* is the concept that taxpayers of today pay for the services that they receive and not shift the payment burden to taxpayers of the future. Financial reporting must indicate the extent to which interperiod equity has been achieved. Therefore, it must determine and report upon the economic costs of the services performed (not merely the cash costs) and of the taxpayers' contribution toward covering those costs.
5. The *matching concept* may be less relevant for governments and not-for-profits than for businesses because there may be no connection between revenues generated and the quantity, quality or cost of services performed. An increase in the demand for, or cost of, services provided by a homeless shelter would not necessarily result in an increase in the amount of donations that it receives. Of course, governments and not-

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Table of Contents Granof 5th Edition Solution Manual

1. Understanding the eBook Granof 5th Edition Solution Manual
 - The Rise of Digital Reading Granof 5th Edition Solution Manual
 - Advantages of eBooks Over Traditional Books
2. Identifying Granof 5th Edition Solution Manual
 - 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 Granof 5th Edition Solution Manual
 - User-Friendly Interface
4. Exploring eBook Recommendations from Granof 5th Edition Solution Manual
 - Personalized Recommendations
 - Granof 5th Edition Solution Manual User Reviews and Ratings

- Granof 5th Edition Solution Manual and Bestseller Lists
- 5. Accessing Granof 5th Edition Solution Manual Free and Paid eBooks
 - Granof 5th Edition Solution Manual Public Domain eBooks
 - Granof 5th Edition Solution Manual eBook Subscription Services
 - Granof 5th Edition Solution Manual Budget-Friendly Options
- 6. Navigating Granof 5th Edition Solution Manual eBook Formats
 - ePub, PDF, MOBI, and More
 - Granof 5th Edition Solution Manual Compatibility with Devices
 - Granof 5th Edition Solution Manual Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Granof 5th Edition Solution Manual
 - Highlighting and Note-Taking Granof 5th Edition Solution Manual
 - Interactive Elements Granof 5th Edition Solution Manual
- 8. Staying Engaged with Granof 5th Edition Solution Manual
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Granof 5th Edition Solution Manual
- 9. Balancing eBooks and Physical Books Granof 5th Edition Solution Manual
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Granof 5th Edition Solution Manual
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Granof 5th Edition Solution Manual
 - Setting Reading Goals Granof 5th Edition Solution Manual
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Granof 5th Edition Solution Manual
 - Fact-Checking eBook Content of Granof 5th Edition Solution Manual
 - 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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