

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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Bruce Reinhart



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Vocational-technical Learning Materials Bruce Reinhart,1974 Reshaping Accounting and Management Control Systems Katia Corsi,Nicola Giuseppe Castellano,Rita Lamboglia,Daniela Mancini,2017-03-21 This book examines the relationship between digital innovations on the one hand and accounting and management information systems on the other In particular it addresses topics including cloud computing data mining XBRL and digital platforms It presents an analysis of how new technologies can reshape accounting and management information systems enhancing their information potentialities and their ability to support decision making processes as well as several studies that reveal how managerial information needs can affect and reshape the adoption of digital technologies Focusing on the four major aspects data management information system architecture external and internal reporting the book offers a valuable resource for CIOs CFOs and more generally for business managers as well as for researchers and scholars It is mainly based on a selection of the best papers original double blind reviewed contributions presented at the 2015 Annual Conference of the Italian Chapter of the Association for Information Systems AIS **Solutions Manual, Chapters 13-19 to Accompany Managerial Accounting** Hilton Ronald W.,1991 **Catalog of Copyright Entries. Third Series** Library of Congress. Copyright Office,1973 Canadiana ,1990 *Ebook: Managerial Accounting* Whitecotton ; L,2016-09-16 Ebook Managerial Accounting Research Methods For Business Uma Sekaran,Roger Bougie,2016-06-27 Research Methods for Business A Skill Building Approach is a concise and straightforward introduction for students to the world of business research The skill building approach provides students with practical perspectives on how research can be applied in real business situations Maintaining Uma Sekaran s popular and accessible style of writing Roger Bougie draws upon his extensive experience in the field to present an up to date guide on business research which is ideal for aspiring managers The seventh edition has been fully revised and updated to include cutting edge examples and enriched pedagogical features designed to improve student learning outcomes There is now an increased emphasis on the relationship between the scientific and the pragmatic approaches to research while the key concepts are explored and applied to real life research throughout the book *Ebook: Managerial Accounting* GARRISON,2014-05-16 Ebook Managerial Accounting **The Vocational-technical Library Collection** Bruce Reinhart,1970 *Managerial Attitudes Toward a Stakeholder Prominence within a Southeast Asia Context* Lorne Cummings,Christopher Patel,2009-04-16 Examines the attitudes of managers and managerial students in Australia China and Indonesia toward the perceived prominence and salience of selected organisational stakeholders and their subsequent class

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