

# 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

# Managerial Accounting Solutions Mcgraw Hill Relevant Costs

**Ronald Hilton,David Platt**



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Managerial Accounting Jack L. Smith, Robert M. Keith, William L. Stephens, 1988 *Schaum's Outline of Cost Accounting, 3rd, Including 185 Solved Problems* Ralph S. Polimeni, James A. Cashin, Sheila Handy, 1994-01-22

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**Management Accounting** Al Bhimani, Michael Bromwich, 2009-09-16 Management Accounting is part of the celebrations to mark CIMA's 90th anniversary in 2009 It looks at the development of cost and management accounting from the founding of the Institute to today It

considers a number of immediate challenges to management accountants and surveys a range of issues and challenges that will likely affect management accounting thought and practice in the future The authors examine the possibilities for accountants to widen their focus and become more familiar with the enterprise technology determining their organisations cost structures and with the effects of multiple production in various locations such as economies or diseconomies of scale Such change may require the alteration of traditional cost models used by accountants to become more nuanced The book suggests how this may be accomplished and highlights the need for management accountants to work as part of management teams throughout the organisation as business partners rather than remain grounded in specialist information provision roles

Alnoor Bhimani is Professor of Management Accounting at the London School of Economics He is also a Certified Management Accountant as well as an author of 15 books and over 100 articles Michael Bromwich was CIMA s Professor of Accounting and Financial Management at the London School of Economics and Political Science 1985 to 2006 now Emeritus He is a Past President of CIMA 1987 88 and currently serves on CIMA s Technical Committee A unique survey of 90 years of CIMA research Analyses the research to determine future challenges for management accounting and business practices Charts the history of management accountancy and business practice over nearly 100 years *Study Guide for Use with Fundamental Managerial Accounting Concepts* Thomas P. Edmonds, Cindy D. Edmonds, Michael Hockenstein, Philip R. Olds, 2003 *Fundamental Managerial Accounting Concepts 4e* by Edmonds Edmonds Tsay Olds focuses on concepts that are isolated and introduced in a logical sequence The authors intentionally limit the scope of the material to help students build a solid foundation of the most important concepts in managerial accounting *Fundamental Managerial Accounting Concepts 4e* is organized in a distinctive way particularly in the first six chapters The objective is to establish a coherent integrative framework that enables students to build knowledge in stepwise fashion The authors goal is for students to understand the underlying principles of accounting not just memorize content **Cost and Managerial Accounting** Jack C. Gray, Don Ricketts, 1982 EBOOK: Management Accounting, 7e Carsten Rohde, Karen Mustard, 2024-09-23 *Management Accounting* is a market leading textbook that offers comprehensive coverage of cost and management accounting understanding information for decision making planning and controlling budgets and reporting and understanding performance management in a strategic context The much anticipated seventh edition places special emphasis on employability skills and spotlights latest environmental social and governance considerations The book offers a balanced discussion of management accounting theory and practice and has been tailored specifically to courses across the UK and Europe Retaining its student friendly writing style and practical approach it is the ideal text for students studying management accounting from introductory through to advanced levels Key Features Clear user friendly style Focus on Practice boxes in every chapter illustrate precisely how management accounting theory affects companies using examples from well known companies and industry sectors *Management Accounting in Action* dialogues demonstrate topical issues in real world scenarios Chapter

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Hilton,2002-03-01      **Workbook/Study Guide for Use with Managerial Accounting, 6th Canadian Edition** Michael Hockenstein,2004

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