

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 Garrison 13th Edition Exercise

**Katia Corsi,Nicola Giuseppe
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Mancini**

Managerial Accounting Garrison 13th Edition Exercise:

Management Accounting: Principles & Practice, 3rd Edition Sahaf M.A., 2018 This book is meant for students of accounting management and business studies It not only describes the principles procedures and techniques of management accounting but also explains and analyses the core concepts that have driven the development of the subject for decades The book is a perfect blend of conceptual and practical approaches to accounting NEW IN THIS EDITION Completely revised and updated New chapters on strategic management accounting product costing and service costing Coverage of total quality management TQM just in time JIT life cycle costing and Kaizen costing Worked out solutions to problems and latest professional examination questions **Ebook: Managerial Accounting** GARRISON, 2014-05-16 Ebook Managerial Accounting

Advanced Management Accounting (Text, Problems & Cases) Jawahar Lal, This revised edition of ADVANCED MANAGEMENT ACCOUNTING provides a comprehensive and updated coverage of important topics current trends latest ideas and researches in management accounting Expanding on its theoretical base the book provides practical exposition to help students strengthen conceptual understanding and develop problem solving skills to succeed in the classroom and beyond Pedagogically enriched with new features and an impressive layout this new edition is an essential text for students of M Com MBA CA ICWA CS CFA and other professional courses **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 **Akuntansi Manajemen: Pendekatan Tradisional dan Kontemporer - Rajawali Pers** Riwayadi, 2022-06-25 Buku ini membahas akuntansi manajemen tradisional yang disebut akuntansi manajemen berbasis fungsi functional based management accounting FBM dan akuntansi manajemen kontemporer yang disebut akuntansi manajemen berbasis aktivitas activity based management accounting ABM Akuntansi manajemen tradisional menekankan pada unit organisasi dan penilaian kinerja manajer unit hanya bersifat keuangan Sebaliknya akuntansi manajemen kontemporer menekankan pada proses bisnis dan penilaian kinerja manajer unit tidak hanya bersifat keuangan tetapi juga bersifat non keuangan seperti kualitas dan waktu Tidak banyak buku akuntansi manajemen yang

membahas kedua pendekatan ini Dengan pembahasan kedua pendekatan ini pembaca akan memahami kelemahan pendekatan tradisional dan keunggulan pendekatan kontemporer Agar pembaca buku ini dapat memahami perbedaan pendekatan ini secara mudah maka sebagian besar bab buku ini membahas kedua pendekatan tersebut seperti perilaku biaya berbasis fungsi dan aktivitas functional and activity based cost behaviour variable costing berbasis fungsi dan aktivitas CVP Analysis berbasis fungsi dan aktivitas dan akuntansi pertanggungjawaban berbasis fungsi aktivitas dan strategi Buku ini juga membahas laporan dan manajemen biaya kualitas Laporan biaya kualitas diperlukan untuk memudahkan manajemen dalam membangun daya saing produknya Secara lengkap materi dalam buku ini mencakup Bab 1 Pengantar Akuntansi Manajemen Bab 2 Konsep Dasar Akuntansi Manajemen Bab 3 Perhitungan Harga Pokok Standar Bab 4 Perhitungan Harga Pokok Variabel Berbasis Fungsi dan Aktivitas Bab 5 Cost Volume Profit CVP Analysis Berbasis Fungsi dan Aktivitas Bab 6 Pengambilan Keputusan Taktis Bab 7 Akuntansi Pertanggungjawaban Bab 8 Penetapan Harga Transfer Bab 9 Laporan dan Manajemen Biaya Kualitas Setiap awal bab terdapat tujuan pembelajaran yang merupakan capaian pembelajaran learning outcomes yang harus dicapai oleh mahasiswa Di akhir pembahasan diberikan rangkuman yang disinkronkan dengan tujuan pembelajaran Hal ini akan memudahkan mahasiswa untuk me review kembali apakah tujuan pembelajaran sudah dicapainya Di akhir buku ini juga ada pertanyaan soal pilihan ganda latihan dan soal kasus yang dapat diselesaikan untuk memperdalam pemahaman

Books in Print Supplement ,1988 Cost Management and Control in Government Dale R.

Geiger,2011-06-19 Government organizations spend enormous amounts of money They employ a large percentage of the work force They have an undeniably huge impact on the national economy and wealth Yet they are for the most part unmanaged What passes for management is a combination of oversight and audit Oversight is primarily reactive offering negative feedback for failures and demanding additional rules and regulations to prevent reoccurrences Audits look for bright line discrepancies and clear violations to those rules and regulations Government operations are often criticized for waste and mismanagement Yet the current situation unfortunately can best be described as one of un management rather than mis management Government can run better The purpose of this book is to look at how government can move from rule driven to leadership driven management Specifically it will document and discuss specific examples of successful cost informed decision making and cost management and control in government It will also delineate the requirements of such success and explore the special needs of transforming the management culture of government from its well embedded past practices to a new paradigm of leadership driven management

Subject Guide to Books in Print ,1997 **Regulations and Applications of Ethics in Business Practice** Jing Bian,Kıymet Tunca Çalıyurt,2018-06-29 This book presents a variety of discussions from different countries about regulations and applications of ethics in business practice It demonstrates how Ethics both in the world of business and in academic life is consistently a central and unavoidable issue that institutions must devise new regulations on a regular basis to address Given that applying such regulations becomes complicated in a global

business landscape and that International companies have lost large amounts of revenues due to fraudulent activities the book provides insights for professionals in business world to teach learn apply measure and report on companies daily business Business and Professional Ethics Theories Standards and Analysis is essential reading for researchers and students in business schools around the world **Books in Print**, 1991 *Biography* Charles Knight, 1867 *The Definitive Guide to HR Management Tools (Collection)* Alison Davis, Jane Shannon, Wayne Cascio, John Boudreau, James C. Sesil, Ben Waber, Bashker D. Biswas, Steven Director, 2013-11-07 A brand new collection of high value HR techniques skills strategies and metrics now in a convenient e format at a great price HR management for a new generation 6 breakthrough eBooks help you help your people deliver more value on every metric that matters This unique 6 eBook package presents all the tools you need to tightly link HR strategy with business goals systematically optimize the value of all your HR investments and take your seat at the table where enterprise decisions are made In *The Definitive Guide to HR Communication Engaging Employees in Benefits Pay and Performance* Alison Davis and Jane Shannon help you improve the effectiveness of every HR message you deliver Learn how to treat employees as customers clarify their needs and motivations leverage the same strategies and tools your company uses to sell products and services package information for faster better decision making clearly explain benefits pay and policies improve recruiting orientation outplacement and much more In *Investing in People Second Edition* Wayne Cascio and John W Boudreau help you use metrics to improve HR decision making optimize organizational effectiveness and increase the value of strategic investments You ll master powerful solutions for integrating HR with enterprise strategy and budgeting and for gaining commitment from business leaders outside HR In *Financial Analysis for HR Managers* Dr Steven Director teaches the financial analysis skills you need to become a true strategic business partner and get boardroom and CFO buy in for your high priority initiatives Director covers everything HR pros need to formulate model and evaluate HR initiatives from a financial perspective He walks through crucial financial issues associated with strategic talent management offering cost benefit analyses of HR and strategic financial initiatives and even addressing issues related to total rewards programs In *Applying Advanced Analytics to HR Management Decisions* pioneering HR technology expert James C Sesil shows how to use advanced analytics and Big Data to optimize decisions about performance management strategy alignment collaboration workforce succession planning talent acquisition career development corporate learning and more You ll learn how to integrate business intelligence ERP Strategy Maps Talent Management Suites and advanced analytics and use them together to make far more robust choices In *Compensation and Benefit Design* world renowned compensation expert Bashker D Biswas helps you bring financial rigor to compensation and benefit program development He introduces a powerful Human Resource Life Cycle Model for considering compensation and benefit programs fully addresses issues related to acquisition general compensation equity compensation and pension accounting assesses the full financial impact of executive compensation and employee benefit programs and discusses the

unique issues associated with international HR programs Finally in People Analytics Ben Waber helps you discover powerful hidden social levers and networks within your company and tweak them to dramatically improve business performance and employee fulfillment Drawing on his cutting edge work at MIT and Harvard Waber shows how sensors and analytics can give you an unprecedented understanding of how your people work and collaborate and actionable insights for building a more effective productive and positive organization Whatever your HR role these 6 eBooks will help you apply today s most advanced innovations and best practices to optimize workplace performance and drive unprecedented business value From world renowned human resources experts Alison Davis Jane Shannon Wayne Cascio John W Boudreau Steven Director James C Sesil Bashker D Biswas and Ben Waber

Compensation and Benefit Design Bashker D. Biswas,2012-12-07 In Compensation and Benefit Design Bashker D Biswas shows exactly how to bring financial rigor to crucial people decisions associated with compensation and benefit program development This comprehensive book begins by introducing a valuable Human Resource Life Cycle Model for considering compensation and benefit programs Biswas thoroughly addresses the acquisition component of compensation as well as issues related to general compensation equity compensation and pension accounting He assesses the full financial impact of executive compensation programs and employee benefit plans and discusses the unique issues associated with international HR systems and programs This book contains a full chapter on HR key indicator reporting and concludes with detailed coverage of trends in human resource accounting and the deepening linkages between financial and HR planning Replete with both full and mini case examples throughout this book will be valuable to a wide spectrum of HR and financial professionals with titles including compensation and benefits analysts managers directors and consultants HR specialists accounting specialists financial analysts total rewards directors controller finance director benefits actuaries executive compensation consultants corporate regulators and labor attorneys It also contains chapter ending exercises and problems for use by students in HR and finance programs

How to Use Finance and Accounting in HR (Collection) Bashker D. Biswas,Steven Director,2013-08-08 In Compensation and Benefit Design Bashker D Biswas shows exactly how to bring financial rigor to the crucial people decisions associated with compensation and benefit program development This comprehensive book begins by introducing a valuable Human Resource Life Cycle Model for considering compensation and benefit programs Next Biswas thoroughly addresses the acquisition component of compensation as well as issues related to general compensation equity compensation and pension accounting He assesses the full financial impact of executive compensation programs and employee benefit plans and discusses the unique issues associated with international HR systems and programs This book contains a full chapter on HR key indicator reporting and concludes with detailed coverage of trends in human resource accounting and the deepening linkages between financial and HR planning Replete with both full and mini case examples throughout the book also contains chapter ending exercises and problems for use by students in HR and finance programs HR managers are under intense pressure to become strategic

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Analytical Corporate Valuation Pasquale De Luca,2018-10-31 This book integrates the models employed in the fundamental analysis of a company with the models used by investors in the capital markets to diversify risks and maximize expected returns The underlying thesis is that the company creates value only if the return on capital invested exceeds the cost of capital while the objective is to demonstrate how integration of the fields of corporate finance and asset pricing enables comprehensive and accurate company valuation Companies can thrive only if they are able to create value for shareholders over time A company s value creation and the correct approach to its measurement require two main skills first the ability to analyze and evaluate the company s fundamentals with respect to its business model and its performance over time and second knowledge of investors models with regard to risk diversification and return maximization from which the cost of capital for the firm is derived Based on this perspective the book combines rigorous quantitative analysis with effective use of graphics to aid intuitive understanding

Ready Notes to Accompany Managerial

Accounting Ray H. Garrison,Eric W. Noreen,1994 Professional Practice for Interior Designers Christine M. Piotrowski,1994-09-16 This definitive book provides information on establishing and managing an interior design practice Equally relevant for commercial and residential designers it covers all the basics from legal responsibilities to financial

management personnel management licensing marketing and general business issues The First Edition was the winner of the prestigious Joel Polsky award from ASID **How to Apply HR Financial Strategies (Collection)** Bashker D.

Biswas, Wayne Cascio, John Boudreau, 2013-08-08 In Compensation and Benefit Design Bashker D Biswas shows exactly how to bring financial rigor to the crucial people decisions associated with compensation and benefit program development This comprehensive book begins by introducing a valuable Human Resource Life Cycle Model for considering compensation and benefit programs Next Biswas thoroughly addresses the acquisition component of compensation as well as issues related to general compensation equity compensation and pension accounting He assesses the full financial impact of executive compensation programs and employee benefit plans and discusses the unique issues associated with international HR systems and programs This book contains a full chapter on HR key indicator reporting and concludes with detailed coverage of trends in human resource accounting and the deepening linkages between financial and HR planning Replete with both full and mini case examples throughout the book also contains chapter ending exercises and problems for use by students in HR and finance programs More than ever before HR practitioners must empirically demonstrate a clear link between their practices and firm performance In Investing in People Wayne F Cascio and John W Boudreau show exactly how to choose implement and use metrics to improve decision making optimize organizational effectiveness and maximize the value of HR investments They provide powerful techniques for looking inside the HR black box implementing human capital metrics that track the effectiveness of talent policies and practices demonstrating the logical connections to financial and line of business and using HR metrics to drive more effective decision making Using their powerful LAMP methodology Logic Analytics Measures and Process the authors demonstrate how to measure and analyze the value of every area of HR that impacts strategic value **ICMLG 2018 6th International Conference on Management Leadership and Governance** Dr

Vincent Ribiere, 2018-05-24 These proceedings represent the work of researchers participating in the 6th International Conference on Management Leadership and Governance ICMLG 2018 which is being hosted this year by the Institute for Knowledge and Innovation Southeast Asia IKI SEA a Centre of Excellence of at Bangkok University Thailand on 24 25 May 2018

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