

Chapter 9

Profit Planning

Solutions to Questions

9-1 A budget is a detailed quantitative plan for the acquisition and use of financial and other resources over a given time period. Budgetary control involves using budgets to increase the likelihood that all parts of an organization are working together to achieve the goals set down in the planning stage.

9-2

1. Budgets communicate management's plans throughout the organization.
2. Budgets force managers to think about and plan for the future. In the absence of the necessity to prepare a budget, many managers would spend all of their time dealing with day-to-day emergencies.
3. The budgeting process provides a means of allocating resources to those parts of the organization where they can be used most effectively.
4. The budgeting process can uncover potential bottlenecks before they occur.
5. Budgets coordinate the activities of the entire organization by integrating the plans of its various parts. Budgeting helps to ensure that everyone in the organization is pulling in the same direction.
6. Budgets define goals and objectives that can serve as benchmarks for evaluating subsequent performance.

9-3 Responsibility accounting is a system in which a manager is held responsible for those items of revenues and costs—and only those items—that the manager can control to a significant extent. Each line item in the budget is made the responsibility of a manager who is then held responsible for differences between budgeted and actual results.

9-4 A master budget represents a summary of all of management's plans and goals for the

future, and outlines the way in which these plans are to be accomplished. The master budget is composed of a number of smaller, specific budgets encompassing sales, production, raw materials, direct labor, manufacturing overhead, selling and administrative expenses, and inventories. The master budget usually also contains a budgeted income statement, budgeted balance sheet, and cash budget.

9-5 The level of sales impacts virtually every other aspect of the firm's activities. It determines the production budget, cash collections, cash disbursements, and selling and administrative budget that in turn determine the cash budget and budgeted income statement and balance sheet.

9-6 No. Planning and control are different, although related, concepts. Planning involves developing goals and developing budgets to achieve those goals. Control, by contrast, involves the means by which management attempts to ensure that the goals set down at the planning stage are attained.

9-7 The flow of budgeting information moves in two directions—upward and downward. The initial flow should be from the bottom of the organization upward. Each person having responsibility over revenues or costs should prepare the budget data against which his or her subsequent performance will be measured. As the budget data are communicated upward, higher-level managers should review the budgets for consistency with the overall goals of the organization and the plans of other units in the organization. Any issues should be resolved in discussions between the individuals who prepared the budgets and their managers.

Managerial Accounting Chapter 9

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Table of Contents Managerial Accounting Chapter 9

1. Understanding the eBook Managerial Accounting Chapter 9
 - The Rise of Digital Reading Managerial Accounting Chapter 9
 - Advantages of eBooks Over Traditional Books
2. Identifying Managerial Accounting Chapter 9
 - 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 Managerial Accounting Chapter 9
 - User-Friendly Interface
4. Exploring eBook Recommendations from Managerial Accounting Chapter 9
 - Personalized Recommendations
 - Managerial Accounting Chapter 9 User Reviews and Ratings
 - Managerial Accounting Chapter 9 and Bestseller Lists
5. Accessing Managerial Accounting Chapter 9 Free and Paid eBooks
 - Managerial Accounting Chapter 9 Public Domain eBooks
 - Managerial Accounting Chapter 9 eBook Subscription Services
 - Managerial Accounting Chapter 9 Budget-Friendly Options
6. Navigating Managerial Accounting Chapter 9 eBook Formats

- ePub, PDF, MOBI, and More
- Managerial Accounting Chapter 9 Compatibility with Devices
- Managerial Accounting Chapter 9 Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Managerial Accounting Chapter 9
 - Highlighting and Note-Taking Managerial Accounting Chapter 9
 - Interactive Elements Managerial Accounting Chapter 9
- 8. Staying Engaged with Managerial Accounting Chapter 9
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Managerial Accounting Chapter 9
- 9. Balancing eBooks and Physical Books Managerial Accounting Chapter 9
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Managerial Accounting Chapter 9
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Managerial Accounting Chapter 9
 - Setting Reading Goals Managerial Accounting Chapter 9
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Managerial Accounting Chapter 9
 - Fact-Checking eBook Content of Managerial Accounting Chapter 9
 - 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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