

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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Bashker D. Biswas



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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

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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 business partners Many unfortunately lack the technical skills in financial analysis to succeed in this role Now respected HR management educator Dr Steven Director addresses this skill gap head on Writing from HR s viewpoint Director covers everything mid level and senior level HR professionals need to know to formulate model and evaluate their HR initiatives from a financial and business perspective Drawing on his unsurpassed expertise working with HR executives he walks through each crucial financial issue associated with strategic talent management including the quantifiable links between workforces and business value the cost benefit analysis of HR and strategic financial initiatives and specific issues related to total rewards programs Unlike finance books for non financial managers Financial Analysis for HR Managers focuses entirely on core HR issues

[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

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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

Breakeven Analysis Michael E. Cafferky,Jon Wentworth,2014-08-26 This second edition continues with the successful comprehensive collection of cost volume pro t applications Whether you re a business professional entrepreneur business professor or student you will bene t from this one stop how to book of formulas explanations and examples This new edition offers a wide range of topics from calculating basic breakeven to dealing with multiple products mixed costs changing costs and changing prices Michael E Cafferky is the Ruth McKee Chair for Entrepreneurship and Business Ethics at Southern Adventist University s School of Business and Management In an addition to a doctoral degree in business from Anderson University Falls School of Business he also holds masters degrees in public health and religion The author of eight books Cafferky is a member of the Academy of Management and the Christian Business Faculty Association He has received Southern s President s Award for Excellence in Scholarship and the national Sharon Johnson Award from the Christian

Business Faculty Association **Buku Referensi Tips keuangan untuk Pengusaha Pemula** E. Ratna Setyawati
Gunawan, Sepriano Sepriano, 2025-05-31 Buku ini adalah salah satu buku referensi yang dirancang untuk membantu para wirausahawan baru memahami dan mengelola keuangan usaha secara efektif. Buku ini membahas pentingnya meleak keuangan, pemisahan keuangan pribadi dan bisnis, serta langkah awal dalam menetapkan tujuan keuangan dan menyusun anggaran usaha. Dengan penjelasan sederhana namun aplikatif, pembaca akan dibekali pemahaman dasar yang kuat untuk menjalankan usaha secara finansial sehat. Pada bagian lanjutan, buku ini membahas strategi penentuan harga jual yang menguntungkan, perhitungan titik impas (break even point), serta cara menekan biaya operasional tanpa menurunkan kualitas. Disertakan pula panduan menghadapi fase pertumbuhan bisnis seperti perencanaan keuangan jangka panjang, pengelolaan risiko, serta pilihan sumber pendanaan seperti kredit atau investor. Melalui pemanfaatan laporan keuangan sebagai dasar pengambilan keputusan, buku ini menjadi referensi penting bagi pengusaha pemula untuk membangun usaha yang stabil, efisien, dan siap berkembang.

Books in Print Supplement, 1985 *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 mereview 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 *Forthcoming Books* Rose Arny, 2001-08 **The Accountant**, 1979 **Workbook/study Guide for Use with Managerial Accounting, Ninth Edition** Ray H. Garrison, Eric W. Noreen, 2000 *Study Guide for Use with Managerial Accounting* Ronald W. Hilton, 2001 Contains chapter focus suggestions read and recall questions and self test questions *Study Guide/Workbook to Accompany Intro to Managerial Accounting* Peter C. Brewer, Ray H. Garrison, Eric Noreen, Brewer Peter, Garrison Ray, Noreen Eric, 2006-03 This study aid provides suggestions for studying chapter material summarizes essential points in each chapter and tests students knowledge using self test questions and exercises

Akuntansi Kontemporer Muhamad Yamin Noch, Agus Ismaya Hasanudin, Lawe Anasta, Irvan Juliansah, Lin Oktris, Siti Choiriah, 2025-08-20 Buku Akuntansi Kontemporer disusun untuk memberikan pemahaman yang lebih mendalam mengenai perkembangan terbaru dalam dunia Akuntansi serta tantangan dan peluang yang dihadapi oleh profesi ini di era modern Seiring dengan kemajuan teknologi dan perubahan cepat dalam lingkungan bisnis pengelolaan informasi keuangan telah mengalami transformasi yang signifikan Konsep konsep seperti akuntansi berkelanjutan pengukuran berbasis nilai wajar dan integrasi teknologi informasi TI dalam praktik akuntansi menjadi sangat relevan dan penting untuk dipahami Buku ini dirancang untuk menjelaskan dan mengeksplorasi isu isu tersebut dengan pendekatan yang komprehensif dan mudah dipahami sehingga pembaca dapat mengaplikasikannya dalam konteks masing masing Materi yang dibahas dalam buku ini mencakup Bab 1 Manajemen Laba Earnings Management Bab 2 Pengukuran Measurement Bab 3 Pengambilan Keputusan Berdasarkan Biaya Cost Based Decision Making Bab 4 Biaya Berbasis Aktivitas Activity Based Costing Bab 5 Akuntansi Nilai Wajar Fair Value Bab 6 Akuntansi Internasional Bab 7 Corporate Governance Bab 8 Sustainability dan Akuntansi Lingkungan Bab 9 Teori Akuntansi **American Book Publishing Record Cumulative 1993** R R Bowker Publishing, 1994-03 Cited in BCL3 Sheehy and Walford Compiled from the 12 monthly issues of the ABPR this edition of the annual cumulation lists by Dewey sequence some 41 700 titles for books published or distributed in the US Entry information is derived from MARC II tapes and books submitted to R R Bowker an *Study Guide, Volume 2, Chapters 15-26 for Use with Financial and Managerial Accounting* Jan Williams, Sue Haka, Mark S. Bettner, 2004-01-01 Written by Jan Williams For each chapter students can measure their progress through a wealth of self test material with solutions and a summary of each chapter s key points **The Accounting Educators' Journal**, 1998 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 **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 **Workbook/study guide for use with managerial accounting** Noreen Garrison,1976

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