

IGNOU ASSIGNMENT GURU

MCO-05

Accounting For Managerial Decisions

Disclaimer/Special Note: The Question Paper and the answers given here provide you with just the approximate pattern of the actual question paper. However, the actual question paper might somewhat vary in its contents, distribution of marks, and its level of difficulty. These Sample Answers/ Solutions are prepared by the specialists for the help of the student to get an idea of how he/she can answer the questions. Sample answers may be seen in the Guide/Reference Guide. Any Omission or Error is highly regretted though every care has been taken while preparing these Sample Answers/ Solutions. Please consult your Teacher/Tutor or refer to the prescribed & recommended study material of the university. If you have any doubt or confusion before appearing in the exam.

Q. 1. Discuss the role and functions of management accountant in a modern business organization.

Ans. Management accounting plays a significant role in decision-making process of the organisation. Management accountant supplies information and gives his views about the data and leaves the final decision to functional heads. The functions of the management accountant depends on the position he occupies in the organisation. Following are the important functions of a management accountant:

1. Planning for Control: Management accountant establishes, coordinates and maintains an integrated plan for the control of operations. Such a plan would provide cost standards, expenses budgets, sales forecasts, capital investment programmes, profit- planning and the system to effectuate the plans.

2. Reporting: Management accountant measures performance against given plans and standards. The results of operations are interpreted to all levels to management. This function will include installation of accounting and costing system and recording of actual performance so as to find out deviations, if any.

3. Evaluating: He should evaluate various policies and programmes. The effectiveness of planning and procedures to attain the objectives of the organisation will depend upon the calibre of the management accountant.

4. Administration of Tax: Management accountant is expected to report to government agencies as required under different laws and to supervise all matters relating to taxes.

5. Appraisal of External Effects: He is to assess the effect of various economic and fiscal policies of the government and also to evaluate the impact of other external factors on the attainment of organisational objects.

6. Protection of Assets: The protection of business assets is another function assigned to the management accountant. This function is performed through the maintenance of internal controls, auditing and assuring proper insurance coverage of assets.

Any person responsible for the supply of accounting information to the management is known as management accountant. He feeds informational needs of different managerial levels.

The functions of Management Accountant depend upon his status in the organisation, needs of the enterprise and personal capabilities of the persons. But whatever may be the status of management accountant is a business concern, his main function is to help management in performing the various functions. In addition to his routine duties an accountant has a responsibility to analyse, interpret and report the operating results to top management with an objective to assist in framing policy and in directing and controlling day-to-day operations. It is his duty to keep management at all levels duly informed of their actual positions.

The Financial Executives Institute, America has specified the functions of the comptroller (Management Accountant) as follows:

- (i) Planning and control
- (ii) Reporting and interpreting
- (iii) Evaluation of policies and programmes
- (iv) Tax administration
- (v) Protection of assets
- (vi) Appraisal of external effects

Q. 2. Describe the different methods of costing, and state the particular industries in which these can be applied.

Ans. A method of costing collection and presentation of costs for the purpose of ascertaining the cost. Method of costing differs from industry to industry because method of costing primarily depends on the nature and type of manufacturing process. Basically there are two methods of costing: (a) specific order costing (job costing) and (b) process costing. All other methods of costing are variation of these two basic methods. Following are the main methods of costing:

(1) Unit, Single or Output Costing: Unit, single or output costing is that method of costing in which costs are ascertained per unit of a single product in a continuous manufacturing activity. It is used by concerns producing a single

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