

Chapter 1: Managerial Accounting and the Business Environment

Solutions to Questions

Exercise 1-1 (20 minutes)

- i. Developing sales estimates of a product for use in the annual budget for a product is a *planning* activity since doing so will establish a goal for sales levels in the coming year.
- ii. The review of the monthly quality control reports is a *controlling* activity aimed at determining whether production processes are operating as planned. Identifying the team members to investigate the problem is a *directing and motivating* activity since it involves assigning tasks to specific individuals. The selection of team members is also a *decision-making activity* since the manager will need to determine which employees are best suited (e.g., which ones have the necessary skills, the time available, etc.) to conduct the investigation.
- iii. Choosing from the two design alternatives for the speakers is a *decision-making activity*. It could also be argued that this is a *planning activity* since it will affect which speaker design the company decides to offer to its customers in future periods.
- iv. Reviewing the monthly performance report is a *controlling* activity. Determining the production schedule in the coming months is both a *planning* and *directing and motivating* activity since it involves the future scheduling of day-to-day activities related to manufacturing the televisions. Evaluating how to motivate retailers to improve sales is also a *directing and motivating* activity and has an element of *planning* as well assuming changes are going to be made to the current incentive system. The evaluation also involves *decision-making* with respect to continuing or discontinuing the

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Walter Harrison, Charles Horngren



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Mining and Metallurgy, 1923 **Certificate in Management Accounting Review** Grant W. Newton, 1984
Canadiana, 1991 **Applications in Cost Accounting with the TWIN/Lotus 1-2-3** David M. Buehlmann, Dennis P. Curtin, 1987
Pennsylvania Farmer Consolidated with the Pennsylvania Stockman and Farmer, 1914 **Tb T/A**
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