

# Chapter 8

## Master Budgeting

### Solutions to Questions

**8-1** 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.

**8-2**

1. Budgets encourage managers to *think about and plan* for the future.
2. Budgets *communicate* financial goals throughout the organization.
3. Budgets *allocate resources* within the organization where they can be used most effectively.
4. Budgets *coordinate* the plans and activities of departmental managers.
5. Budgets uncover potential *bottlenecks* before they occur.
6. Budgets can be compared to actual results to improve the efficiency and effectiveness of operations and to evaluate and reward employees.

**8-3** A perpetual budget is a 12-month budget that continuously rolls forward one month (or quarter) at a time as the current month (or quarter) is completed. This approach keeps managers continually focused one year ahead.

**8-4** 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.

**8-5** 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.

**8-6** 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.

**8-7** Creating a "budgeting assumptions" tab simplifies the process of determining how changes to a master budget's underlying assumptions impact all supporting schedules and the projected financial statements.

**8-8** A self-imposed budget is one in which persons with responsibility over cost control prepare their own budgets. This is in contrast to a budget that is imposed from above. The major advantages of a self-imposed budget are: (1) It shows respect for the opinions of lower-level managers. (2) It leverages the knowledge of lower-level managers to provide more accurate estimates than those imposed by top managers who have less intimate knowledge of day-to-day operations. (3) It increases the lower-level managers' motivation to achieve their own self-imposed goals. (4) It empowers lower-level managers to take ownership of the budget and to be accountable for deviations from it.

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