

# Chapter 1

## Managerial Accounting: An Overview

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### Solutions to Questions

**1-1** Financial accounting is concerned with reporting financial information to external parties, such as stockholders, creditors, and regulators. Managerial accounting is concerned with providing information to managers for use within the organization. Financial accounting emphasizes the financial consequences of past transactions, objectivity and verifiability, precision, and companywide performance, whereas managerial accounting emphasizes decisions affecting the future, relevance, timeliness, and segment performance. Financial accounting is mandatory for external reports and it needs to comply with rules, such as generally accepted accounting principles (GAAP) and international financial reporting standards (IFRS), whereas managerial accounting is not mandatory and it does not need to comply with externally imposed rules.

**1-2** Five examples of planning activities include (1) estimating the advertising revenues for a future period, (2) estimating the total expenses for a future period, including the salaries of all actors, news reporters, and sportscasters, (3) planning how many new television shows to introduce to the market, (4) planning each television show's designated broadcast time slot, and (5) planning the network's advertising activities and expenditures.

Five examples of controlling activities include (1) comparing the actual number of viewers for each show to its viewership projections, (2) comparing the actual costs of producing a made-for-television movie to its budget, (3) comparing the revenues earned from broadcasting a sporting event to the costs incurred to broadcast that event, (4) comparing the actual costs of running a production studio to the budget, and (5) comparing the actual cost of providing global, on-location news coverage to the budget.

**1-3** The quantitative analysis would focus on determining the potential cost savings from buying the part rather than making it. The qualitative analysis would focus on broader issues such as strategy, risks, and corporate social responsibility. For example, if the part is critical to the organization's strategy, it may continue making the part regardless of any potential cost savings from outsourcing. If the overseas supplier might create quality control problems that could threaten the end consumers' welfare, then the risks of outsourcing may swamp any cost savings. Finally, from a social responsibility standpoint, a company may decide against outsourcing if it would result in layoffs at its domestic manufacturing facility.

**1-4** Companies prepare budgets to translate plans into formal quantitative terms. Budgets are used for various purposes, such as forcing managers to plan ahead, allocating resources across departments, coordinating activities across departments, establishing goals that motivate people, and evaluating and rewarding employees. These various purposes often conflict with one another, which makes budgeting one of management's most challenging activities.

**1-5** Managerial accounting is relevant to all business students because all managers engage in planning, controlling, and decision making activities. If managers wish to influence co-workers across the organization, they must be able to speak in financial terms to justify their proposed courses of action.

**1-6** The Institute of Management Accountants estimates that 80% of accountants work in non-public accounting environments. Accountants that work in corporate, non-profit, and governmental organizations are expected to

# Managerial Accounting Chapter 14 Solutions

**Lloyd R. Amey, Don A. Egginton**



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Managerial Accounting: Asia-Pacific Edition John Sands,Lanita Winata,Sophia Su,Maryanne Mowen,Don Hansen,Dan L. Heitger,2018-10-01 Managerial Accounting is characterised by a strong pedagogical framework and a dynamic and practical approach that directly demonstrates how students can develop their careers in real life The text introduces students to the underlying concepts and applications of management accounting tools based on the traditional allocation approach and absorption costing method and uses Staircase exercises in each chapter to build knowledge and help learners to link the content between chapters as they progress through the book This title uses easy to understand student friendly language

uncomplicated examples a logical discussion of concepts that matches student learning processes and clear visual explanations that support student understanding

*Ebook: Managerial Accounting - Global Edition* Ronald Hilton, David Platt, 2014-09-16 We are pleased to present this Global Edition which has been developed specifically to acquaint students of business with the fundamental tools of managerial accounting and to promote their understanding of the dramatic ways in which business is changing The emphasis is on teaching students to use accounting information to best manage an organization Each chapter is written around a realistic business or focus company that guides the reader through the topics of that chapter There is significant coverage of contemporary topics such as activity based costing target costing the value chain customer profitability analysis and throughput costing while also including traditional topics such as job order costing budgeting and performance evaluation Many of the real world examples in the Management Accounting Practice boxes have been revised and updated to make them more current and several new examples have been added This Global Edition has been adapted to meet the needs of courses outside the United States and does not align with the instructor and student resources available with the U S edition

**Management Accounting** Carsten Berkau, 2023-09-25 Management Accounting is a textbook for business management study programmes It covers the international syllabus of cost accounting and controlling on bachelor s and master s levels Prof Berkau has more than 25 years of teaching experience in Germany UAS Osnabr ck and at international universities in South Africa Malaysia China the Netherlands and South Korea The textbook strictly follows a case study based approach All methods are discussed by easily understandable cases The calculations demonstrate how to apply management accounting step by step In the first chapters the case study PENOR PLC about a British windows doors manufacturer explains the differences between financial accounting IFRSs and management accounting In the next following sections the textbook covers two points of view 1 a controlling view with budgeting cost volume profit analysis degree of operating leverage investment appraisal mergers and cross border acquisitions and risk valuation MonteCarloSimulation 2 a cost accounting view that covers management accounting systems flexible budgeting cost allocation methods performance measurement monitoring reporting product calculation manufacturing accounting job order and process costing activity based costing target costing and contribution margin accounting On the UVK website numerous exam tasks with complete solutions further study materials and links to video clips produced by Prof Berkau are available for download

**Managerial Accounting** Michael W. Maher, Clyde P. Stickney, Roman L. Weil, 2004 This classic text for MBA programs offers balanced coverage of concepts methods and uses of managerial accounting with an increasingly strong emphasis on management decision making This approach helps focus on concepts and managerial uses of financial information rather than techniques of cost accounting The current edition emphasizes international issues strategic effects of decisions ethics and new management accounting trends Also emphasized are process improvement integration of financial reporting issues for management decision making and application of managerial accounting tools to the emerging

service sector government and nonprofits in examples and problem material      **The CPA Examination: Suggested solutions** John William Anderson, Robert Ward Lentilhon, 1978      Management Accounting Don R. Hansen, Maryanne M. Mowen, 2000 Management Accounting 5e integrates coverage of both traditional topics such as job order and process costing and more innovative topics such as strategic cost analysis activity based tactical decision making productivity measurement and control quality cost management theory of constraints process value analysis and international topics This approach emphasizes that changing conditions often require a change in cost management systems      **Managerial Accounting** Irvin N. Gleim, Terry L. Campbell, 1988      **Introduction to Management Accounting** Dudley W. Curry, 1987      **Managerial Accounting** Steve Jackson, Roby Sawyers, 2003 This text is unique in its first person discovery learning approach using a 4 step decision making model throughout It truly conveys a management perspective by including coverage of topics such as ABM the value chain and balanced scorecard evaluation techniques It is also the first managerial text to incorporate coverage on knowledge management Ch 13 highlighting the latest developments for improved managerial decision making

*Management Accounting Demystified* Leonard Eugene Berry, 2005-12-14 Learn the essentials of management accounting in a flash This hands on self teaching guide covers the fundamentals of management accounting including cost accounting how to develop and use information for costing products and services decision making operational budgeting performance evaluation and other important subjects and provides an update on recent developments in the field You will learn the key aspects of management accounting as they apply to both for profit companies and nonprofits      **Management Accounting**, 1999      *Century 21 Accounting*, 2000      **Managerial Accounting** Jack L. Smith, Robert M. Keith, William L. Stephens, 1988      Management Accounting Lloyd R. Amey, Don A. Egginton, 1973      **Managerial Economics for Business, Management and Accounting** Howard Davies, 1991 This text aims to show how managerial economic analysis is relevant to decision making Managerial economics is a subject which relates closely to more practical business disciplines including management accounting marketing and corporate strategy Topics discussed include consumer behaviour market behaviour demand production costing competitive structure business strategy pricing and investment Business studies undergraduates may find the book useful those studying for MBA s or the DMS may also find the book interesting Each chapter contains a list of self test questions and at the end of each chapter there is a question of examination standard Answers have been provided at the end of the book      Managerial Accounting Belverd E. Needles, Susan V. Crosson, 2002      **Managerial Accounting** Michael Maher, Clyde P. Stickney, Roman L. Weil, 1994

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