

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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Chapter 2 Solutions

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Managerial Accounting Irvin N. Gleim, Terry L. Campbell, 1984 *Solutions Manual ... to Accompany Accounting a Business Perspective, Seventh Edition* Hermanson, Roger H. Hermanson, 1998 *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 Subject Guide to Books in Print, 2001 *The Vocational-technical Library Collection* Bruce Reinhart, 1970 **Handbook of Textile and Apparel Costing R.** Rathinamoorthy, R. Surjit, K. J. Vishnu Vardhini, 2024-04-30 Handbook of Textile and Apparel Costing covers a wider area of the costing aspects of industrial and academic requirements from spinning to the apparel sector It is a one of its kind in the textile and fashion discipline that covers the cost calculation methods of every manufacturing step in entirety spinning weaving processing and apparel manufacturing Print edition not for sale in South Asia Bangladesh Bhutan India Nepal Pakistan and Sri Lanka **Glencoe Accounting, Accounting Systems and Procedures, Textbook** McGraw-Hill, 1988-01-01 *Canadiana*, 1989-05 **Forthcoming Books** Rose Arny, 1999 The British National Bibliography Arthur James Wells, 1998 Introduction to Simulation and SLAM II A. Alan B. Pritsker, 1995-01-31 A lavishly illustrated reference with over 500 depictions diagrams figures and tables that combines the presentation of a simulation language and information on the use of simulation for problem solving This edition contains extensive documentation on SLAM II simulation language with emphasis on developing modeling skills Chapters on applications probability and statistics and support systems provide substantial material on problem solving Color screen capture is also introduced Subject Index of Modern Books Acquired British Library, 1974 **The Wiley Encyclopedia of Packaging Technology** Kit L. Yam, 2010-01-05 The complete and authoritative guide to modern packaging technologies updated and expanded From A to Z The Wiley Encyclopedia of Packaging Technology Third Edition covers all aspects of packaging technologies essential to the food and pharmaceutical industries among others This edition has been thoroughly updated and expanded to include important innovations and changes in materials processes and technologies that have occurred over the past decade It is an

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,1970 **Manufacturing Cost Policy Deployment (MCPD) and Methods Design Concept (MDC)** Alin Posteucă,Shigeyasu Sakamoto,2017-03-27 Providing a reasonable level of profitability through productivity is and will remain one of the fundamental tasks of the management teams of any production company Manufacturing Cost Policy Deployment MCPD and Methods Design Concept MDC The Path to Competitiveness contains two new methodologies to improving the productivity and profitability of production systems that continuously increase competitiveness Manufacturing Cost Policy Deployment MCPD and Methods Design Concept MDC Both MCPD and MDC are the result of long time synthesis and distillation being implemented successfully totally or partially in many companies The MCPD system developed by Alin Posteucă is a manufacturing cost policy aimed at continuous cost improvement through a systemic and systematic approach The MCPD is a methodology that improves the production flow driven by the need for Manufacturing Cost Improvement MCI for both existing and future products through setting targets and means to continuously improve production process productivity for each product family cost The MDC developed by Shigeyasu Sakamoto design the effective manufacturing methods using a tool of engineering steps identifying ideas for increasing productivity called KAIZENSHIRO improvable

value as a target The MDC results on production methods lead to effectiveness of work measurement for performance P and to knowledge and improvement of production control and planning as utilization U in order to achieve labor target costs The combination of MCPD and MDC methodologies can provide a unique approach for the managers who are seeking new ways for increasing productivity and profitability to increase the competitive level of their manufacturing company Project Management Harvey Maylor, 2005 Combining a strong academic approach with relevant practical cases this text skilfully shows the range of issues that face project managers throughout the project cycle Harvey Maylor considers projects as being a core business activity and approaches the subject from a strategic perspective covering both the role of projects in the execution of organisational strategy and the application of strategic principles in projects Classic features Covers a wide range of project settings from traditional large scale industrial projects through to small scale personal projects in both service and manufacturing settings Each chapter contains examples of Project Management in Practice as well as case studies discussion questions and exercises to help you check your understanding This new Media Edition comes with a free CD Rom containing a 60 day evaluation version of Microsoft Office Project Professional 2003 to help familiarise you with the most commonly used project management software Project Management is used extensively to accompany courses on undergraduate masters and MBA programmes as well as for in company training and for professionals wanting to bring themselves up to date with developments in the field Extra teaching materials are available online for lecturers at <http://www.booksites.net/maylor> Dr Harvey Maylor is Lecturer in Operations and Project Management at the University of Bath School of Management He is also a consultant and trainer in the area of Project Management and has received funding for his research from industry government the European Commission and most recently the Project Management Institute For all involved in projects it s a book that needs to be on your bookshelf but better in your hand Bob Saunders Open University and Association for Project Management A thorough introduction to project management Highly recommended for use as an introductory course text Paul Walley Lecturer in Operations Management Warwick Business School A useful introduction to the subject for students as it indicates the complexity of the subject and its importance in a wide range of industries Prof J H Rogerson Dean of Engineering Science and Manufacturing Cranfield University

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Table of Contents Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions

1. Understanding the eBook Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - The Rise of Digital Reading Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Advantages of eBooks Over Traditional Books
2. Identifying Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - User-Friendly Interface
4. Exploring eBook Recommendations from Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Personalized Recommendations
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions User Reviews and Ratings

- Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions and Bestseller Lists
- 5. Accessing Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions Free and Paid eBooks
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions Public Domain eBooks
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions eBook Subscription Services
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions Budget-Friendly Options
- 6. Navigating Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions eBook Formats
 - ePub, PDF, MOBI, and More
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions Compatibility with Devices
 - Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Highlighting and Note-Taking Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Interactive Elements Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
- 8. Staying Engaged with Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
- 9. Balancing eBooks and Physical Books Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Setting Reading Goals Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Fact-Checking eBook Content of Mcgraw Hill Managerial Accounting 14th Edition Chapter 2 Solutions
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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