

# 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

# Managerial Accounting Chapter 2 Solutions

**Pauline Weetman**



## **Managerial Accounting Chapter 2 Solutions:**

**Cost Accounting - Problem & Solution** Dheeraj Kumar Singh, **Study Guide to accompany Managerial Accounting** James Jiambalvo, 2000-09-26 The text is current concise and clearly written with cases at the end of each chapter to illustrate the material An interactive CD lets students test and expand their understanding with multiple choice questions key term matching exercises demonstrations of various concepts and techniques critical thinking exercise interactive cases and videos A dynamic Web site provides test study guides exercises games web testing relevant articles from The Wall Street Journal and other sources linked to the text links to relevant web sites additional cases and other materials

**Management Accounting in Public Service Decision Making** Malcolm J. Prowle, 2020-12-29 Radical changes to public service delivery have swept across many regions of the world Management accounting methods are vital to support operational and strategic decision making in public services internationally This book provides a comprehensive and leading edge guide to the topic Written by an expert scholar with practical experience of public service delivery the book takes account of key trends such as increased demand for public services financial austerity technological change and enhanced performance management A globally relevant book informed by cutting edge academic research and benefitting from integrated case studies this is essential reading for both students and practitioners involved with the financial aspects of public services management

**E-Book Fundamental Managerial Accounting Concepts** EDMONDS, 2016-10-16 E Book Fundamental Managerial Accounting Concepts *Problems & Solutions In Management Accounting - SBPD Publications* Dr. B. P. Agarwal, , Dr. B. K. Mehta, 2022-05-10 2 Business Budgeting 3 Budgetary Control 4 Standard Costing and Cost Variance Analysis 5 Marginal Costing and Absorption Costing 6 Break Even Point or Cost Volume Profit Analysis 7 Decision Accounting and Marginal Costing System 8 Financial Statement 9 Analysis and Interpretation of Financial Statements 10 Ratio Analysis 11 Fund Flow Statements 12 Cash Flow Statement AS 3 13 Responsibility Accounting

**Management Accounting for Health Care Organizations** Robert W. Hankins, Judith J. Baker, 2004 The authors draw on their years of teaching and consulting experience to produce a unique text that combines activity based management approaches with a solid foundation of basic management accounting concepts

**Solutions to Problems in Elementary Cost Accounting** Charles F. Schlatter, 1928 *Managerial Accounting, International Adaptation* James Jiambalvo, 2025-04-23 **Armed Services Pricing Manual (ASPM).** , 1986 **Management Accounting** Pauline Weetman, 2006 Pauline Weetman s innovative new text expertly guides students over the stepping stones of management accounting and provides a solid foundation across first and second levels as a basis for further specialist study The text is clear and well structured and brings an imaginative approach to student learning with its emphasis throughout on allowing students to practice the application of theory Key features include comprehensive coverage of management accounting topics provides a number of unique case studies complete with innovative ideas for interactive teaching sessions as well as engaging real life commentaries excellent business focus shows

students how management accounting techniques can be applied in real business situations relevant research is explained in outline to link teaching to current developments extensive coverage of service and not for profit sectors as well as manufacturing Practical and imaginative pedagogy includes group discussions and activities a management accounting consultant which helps bring topics alive as well as a wealth of examples questions and problems throughout This work is fully supported by a comprehensive suite of student and lecturer resources including cases with teaching notes questions and multiple choice questions PowerPoint slides lecture notes graded questions and solutions to questions in the book Innovative full colour design brings key issues and essential topics to life It fully reflects CIMA terminology Management Accounting aims to provide continuity of study over first and second levels in specialist accounting programmes while preserving the generality of coverage that is suitable for business studies degrees The text is also suitable for professional courses where management accounting is introduced for the first time Pauline Weetman BA BSc Econ PhD CA FRSE is Professor of Accounting at the University of Strathclyde and has extensive experience of teaching at undergraduate and postgraduate level with previous chairs held at Stirling and Heriot Watt Universities She received the Distinguished Academic Award of the British Accounting Association in 2005 She has convened the examining board of the Institute of Chartered Accountants of Scotland and was formerly Director of Research at ICAS

Management Accounting Peter Schuster, Mareike Heinemann, Peter Cleary, 2021-02-04 This textbook presents concepts and applications of Management Accounting one of the main approaches used by management to support future organisational performance It covers methods and instruments of management and cost accounting cost management and management control and is based on the German textbook *Interne Unternehmensrechnung* by Ralf Ewert and Alfred Wagenhofer Springer The authors describe the managerial uses of accounting information both for decision making and decision influencing and provide a broad perspective on the subject combining the academic foundations of the field with recent cutting edge research results Moreover traditions of German accounting theory and practice that are little known outside of the German speaking countries are reflected in the book With its unique approach based on information economics the textbook offers a comprehensive and innovative presentation to a global audience

**Spring Microservices** Rajesh RV, 2016-06-28 Build scalable microservices with Spring Docker and Mesos About This Book Learn how to efficiently build and implement microservices in Spring and how to use Docker and Mesos to push the boundaries of what you thought possible Examine a number of real world use cases and hands on code examples Distribute your microservices in a completely new way Who This Book Is For If you are a Spring developers and want to build cloud ready internet scale applications to meet modern business demands then this book is for you Developers will understand how to build simple Restful services and organically grow them to truly enterprise grade microservices ecosystems What You Will Learn Get to know the microservices development lifecycle process See how to implement microservices governance Familiarize yourself with the microservices architecture and its benefits Use Spring Boot to

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**Cost Accounting Theory, Typical Problems with Full Solution , Fundamental Managerial Accounting Concepts 7e** Thomas Edmonds,Bor-Yi Tsay,2014-09-16 **Next Generation Telecommunications Networks, Services, and Management** Thomas Plevyak,Veli Sahin,2011-09-20 An unprecedented look into the present and future of next generation networks services and management in the telecommunications industry The telecommunications industry has advanced in rapid significant and unpredictable ways into the twenty first century Next Generation Telecommunications Networks Services and Management guides the global industry and academia even further by providing an in depth look at current and developing trends as well as examining the complex issues of developing introducing and managing cutting edge telecommunications technologies This is an orchestrated set of original chapters written expressly for this book by topic experts from around the globe It addresses next generation technologies and architectures with the focus on networks services and management Key topics include Opportunities and challenges of next generation telecommunications networks services and management Tri Quad Play and IP based networks and services Fault Configuration Accounting Performance and Security FCAPS requirements Convergence and an important convergence vehicle IP Multimedia Subsystem IMS Next generation operations and network management architecture Ad hoc wireless and sensor networks and their management Next generation operations and network management standards from a strategic perspective A defining look at the future in this field This book will serve as a contemporary reference for the growing global community of telecommunication and information professionals in industry government and academia It will be important to faculty and graduate students of telecommunications as a graduate textbook

**Schaum's Outline of Managerial Accounting** Jae Shim,Joel

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Goretzki,Erik Strauss,2017-09-27 There is considerable national variation in the professionalization and status of the management accountant Although researchers from different countries have contributed to our knowledge about tasks and roles we have limited insights into the development education and socio cultural influences in different countries and surprisingly little is known about the local and national contexts in which these roles are learned and performed This book bridges this research gap using two complementary perspectives The first part explores management accountants in a range of different national contexts providing information about country specific historical developments and educational standards as well as specific roles and tasks The second part focusses on important global developments that will increasingly impact management accountants in the future such as sustainability the financial crisis technology and changing roles By combining local context with a global overview this insightful volume provides an agenda for future research which will be of great interest to scholars and advanced students in management accounting throughout the world Service Systems

Management and Engineering Ching M. Chang,2018-01-05 The ultimate instructional guide to achieving success in the service sector Already responsible for employing the bulk of the U S workforce service providing industries continue to increase their economic dominance Because of this fact these companies are looking for talented new service systems engineers to take on strategic and operational challenges This instructional guide supplies essential tools for career seekers in the service field including techniques on how to apply scientific engineering and business management principles effectively to integrate technology into the workplace This book provides Broad based concepts skills and capabilities in twelve categories which form the Three Decker Leadership Architecture including creative thinking and innovations in services knowledge management and globalization Materials supplemented and enhanced by a large number of case studies and examples Skills for successful service engineering and management to create strategic differentiation and operational excellence for service organizations Focused training on becoming a systems engineer a critically needed position that according to a 2009 Moneyline article on the best jobs in America ranks at the top of the list Service Systems Management and Engineering is not only a valuable addition to a college classroom but also an extremely handy reference for industry

leaders looking to explore the possibilities presented by the expanding service economy allowing them to better target strategies for greater achievement

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*Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA, and Harvard Business Review article "How Will You Measure Your Life?")* (4 Items) Clayton M. Christensen, Michael E. Raynor, Jeff Dyer, Hal Gregersen, 2011-07-19 Clayton Christensen's definitive works on innovation offered together for the first time Will you fall victim to disruptive innovation or become a disruptor yourself Tip the odds in your favor with the bestselling books that have made Christensen one of the world's foremost authorities on innovation You'll also get his award winning HBR article full of inspiration for finding meaning and happiness in your life using the principles of business The 4 volume collection includes The Innovator's Dilemma When New Technologies Cause Great Firms to Fail In one of the most influential business books of our time Christensen introduced the world to the concept of disruptive innovation showing how even the most outstanding companies can do everything right yet still lose market leadership Don't repeat their mistakes The Innovator's Solution Creating and Sustaining Successful Growth Citing in depth research and theories tested in hundreds of companies across many industries Christensen and co author Michael Raynor provide the tools organizations need to become disruptors themselves The Innovator's DNA Mastering the Five Skills of Disruptive Innovators Christensen and coauthors Jeffrey Dyer and Hal Gregersen identify behaviors of the world's best innovators from leaders at Amazon and Apple to those at Google Skype and the Virgin Group to show how you and your team can unlock the code to generating and executing more innovative ideas How Will You Measure Your Life HBR article At Harvard Business School Clayton Christensen teaches aspiring MBAs how to apply management and innovation theories to build stronger companies But he also believes that these models can help people lead better lives In this award winning Harvard Business Review article he explains how exploring questions everyone needs to ask How can I be happy in my career How can I be sure that my relationship with my family is an enduring source of happiness And how can I live my life with integrity

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