

# Chapter 9

## Profit Planning

### Solutions to Questions

**9-1** 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 the use of budgets to control the *actual* activities of a firm.

**9-2**

1. Budgets communicate management's plans throughout the organization.
2. Budgets force managers to think about and plan for the future.
3. The budgeting process provides a means of allocating resources to those parts of the organization where they can be used most effectively.
4. The budgeting process can uncover potential bottlenecks before they occur.
5. Budgets coordinate the activities of the entire organization by integrating the plans of its various parts. Budgeting helps to ensure that everyone in the organization is pulling in the same direction.
6. Budgets define goals and objectives that can serve as benchmarks for evaluating subsequent performance.

**9-3** Responsibility accounting is a system in which a manager is held responsible for those items of revenues and costs—and only those items—that the manager can control to a significant extent. Each line item in the budget is made the responsibility of a manager who is then held responsible for differences between budgeted and actual results.

**9-4** 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 generally also contains a budgeted income statement, budgeted balance sheet, and cash budget.

**9-5** 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.

**9-6** 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.

**9-7** The flow of budgeting information moves in two directions—upward and downward. The initial flow should be from the bottom of the organization upward. Each person having responsibility over revenues or costs should prepare the budget data against which his or her subsequent performance will be measured. As the budget data are communicated upward, higher-level managers should review the budgets for consistency with the overall goals of the organization and the plans of other units in the organization. Any issues should be resolved in discussions between the individuals who prepared the budgets and their managers.

All levels of an organization should participate in the budgeting process—not just top management or the accounting department. Generally, the lower levels will be more familiar with detailed, day-to-day operating data, and for this reason will have primary responsibility for developing the specifics in the budget. Top lev-

# Managerial Accounting Chapter 9 Profit Planning Solutions

**Peter James Harris, Peter Harris**



## **Managerial Accounting Chapter 9 Profit Planning Solutions:**

**Profit Planning** Peter Harris, 2010-02-17 This new edition of Profit Planning is ideal for hotel restaurant and licensed house managers as it focuses on profit planning the major area of finance which the general manager needs to get to grips with The practical aspects of day to day profit planning are emphasized which means that the reader can understand the approach with the minimum of theory and technical jargon The examples and illustrations used can easily be translated into all aspects of the hospitality industry so this book has a wide appeal Unit managers now have high levels of finance responsibility at an early stage in their career This reflects the growth in strongly branded and market oriented chains of pubs and restaurants which need to achieve swift returns on their investments The financial management skills expected of unit managers are therefore growing in sophistication and this new edition takes full account of this      Profit Planning Peter James Harris, Peter Harris, 1999 This new edition of Profit Planning is ideal for hotel restaurant and licensed house managers as it focuses on profit planning the major area of finance which the general manager needs to get to grips with The practical aspects of day to day profit planning are emphasized which means that the reader can understand the approach with the minimum of theory and technical jargon The examples and illustrations used can easily be translated into all aspects of the hospitality industry so this book has a wide appeal Unit managers now have high levels of finance responsibility at an early stage in their career This reflects the growth in strongly branded and market oriented chains of pubs and restaurants which need to achieve swift returns on their investments The financial management skills expected of unit managers are therefore growing in sophistication and this new edition takes full account of this      **Basics of Accounting** Carsten Berkau, Keabetswe Sylvia Berkau, 2018-02-19 Basics of Accounting targets students in international business study programs It covers the widely applied syllabus of Accounting at universities on bachelors and masters level In this book the application of the methods comes first The Basics teach how to do Accounting by a case study based approach All cases were taken from former exam papers at international universities and calculated completely and illustrated understandably Managerial Accounting is about Accounting for managers It is linked to General Management where companies are seen as a whole as well as to Cost Accounting which comprises all methods instruments applicable for calculations budgeting and cost monitoring in business      Managerial Accounting Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, 2009-10-19 Many corporate managers struggle to see the relevance of accounting in their everyday responsibilities Weygandt shows them how managerial accounting information fits in the larger context of business so they are better able to understand the important concepts The new Do It feature reinforces the basics by providing quick hitting examples of brief exercises The chapters also incorporate the All About You AAY feature as well as the Accounting Across the Organization AAO boxes that highlight the impact of accounting concepts With these features readers will have numerous opportunities to think about what they have just read and then apply that knowledge to sample problems      *Managerial Accounting* Michael Maher, Clyde P.

Stickney, Roman L. Weil, 2006 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 *Accounting: Business Reporting for Decision Making, 9th Edition* Jacqueline Birt, Keryn

Chalmers, Suzanne Maloney, Albie Brooks, David Bond, Judy Oliver, 2025-11-24 Birt's *Accounting Business Reporting for Decision Making 9th Edition* is the market leading text for core accounting units in business and commerce degrees specifically designed for first year students across all business disciplines including marketing and HRM What sets this text apart is its focus on the connection between accounting and business decision making presented from a management and stakeholder perspective rather than a technical accounting view *Financial Management for Hospitality Decision Makers* Chris Guilding, 2007-08-22 *Financial Management for Hospitality Decision Makers* is written specifically for those decision makers in the industry who need to be able to decipher accountant speak and reports in order to use this information to its best advantage and achieve maximum profits The area of accounting and finance is a vital but often inaccessible part of the hospitality business However having the knowledge and the ability to use it properly makes all the difference to the turnover and success of a business *Financial Management for Hospitality Decision Makers* is written specifically for those industry executives who need to be able to decipher appreciate and utilise valuable financial management tools and techniques in order to realise maximum profits Highly practical in its scope and approach this book Outlines the procedure and purpose behind various financial activities including budgeting year end financial statement analysis double entry accounting managing and analysing costs working capital management and investment decision making Demonstrates how an appropriate analysis of financial reports can drive your business strategy forward from a well informed base Clearly highlights the key financial issues you need to consider in a host of decision making situations Includes a range of problems to help readers appraise their understanding of concepts with solutions provided for lecturers at <http://textbooks.elsevier.com> At all times the book rigorously applies itself to the specific needs of the hospitality decision maker contextualising and explaining financial decision making and control in this light Combining a user friendly structure with frequent international cases worked examples and sample reports to illuminate the theory *Financial Management for Hospitality Decision Makers* is ideal for all students of hospitality as well as being a vital source of information for practitioners already in the industry

**Financial Management Theory, Problems and Solutions** Palanivelu V.R., The coverage of this book is very comprehensive and it will serve as concise guide to a wide range of areas that are relevant to the Finance field The book

contain 25 chapters and also number of real life financial problems in the Indian context in addition to the illustrative problems      **Management Accounting: Principles & Applications** Jill Hart, Clive Wilson, Chris Fergus, 2012-05-17 The 5th edition of Management Accounting Principles and Applications helps students master the complexity of cost and management accounting Using a clear concise writing style logical structure and current accounting standards the text focuses on the information students need to complete their course      **Manufacturing Systems Engineering** Katsundo Hitomi, 2017-10-19 This second edition of the classic textbook has been written to provide a completely up to date text for students of mechanical industrial manufacturing and production engineering and is an indispensable reference for professional industrial engineers and managers In his outstanding book Professor Katsundo Hitomi integrates three key themes into the text manufacturing technology production management industrial economics Manufacturing technology is concerned with the flow of materials from the acquisition of raw materials through conversion in the workshop to the shipping of finished goods to the customer Production management deals with the flow of information by which the flow of materials is managed efficiently through planning and control techniques Industrial economics focuses on the flow of production costs aiming to minimise these to facilitate competitive pricing Professor Hitomi argues that the fundamental purpose of manufacturing is to create tangible goods and it has a tradition dating back to the prehistoric toolmakers The fundamental importance of manufacturing is that it facilitates basic existence it creates wealth and it contributes to human happiness manufacturing matters Nowadays we regard manufacturing as operating in these other contexts beyond the technological It is in this unique synthesis that Professor Hitomi s study constitutes a new discipline manufacturing systems engineering a system that will promote manufacturing excellence Key Features The classic textbook in manufacturing engineering Fully revised edition providing a modern introduction to manufacturing technology production management and industrial economics Includes review questions and problems for the student reader      **Management Accounting Change** Danture Wickramasinghe, Chandana Alawattage, 2012-08-21 Written by two experienced lecturers this is the first student centered textbook to bridge the technical and theoretical aspects of management accounting change Packed full of pedagogical features including mini cases learning outcomes key terms article summaries key concept boxes real world cases chapter summaries and further reading suggestions and resources it is clear and accessibly written covering all the major emerging topics in management accounting theory Discussing technical developments in management accounting from conventional cost accounting to contemporary strategic management accounting and beyond in four parts it shows how conventional cost accounting techniques and management control models evolved in line with the development of mass production and bureaucracy explores how recent developments such as customer and strategic orientations in business flexible manufacturing post bureaucracy network and virtual organizational technologies implicate in management accounting provides a number of alternative theories through which the transition of management accounting from

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**EBOOK: Management Accounting, 7e** Carsten Rohde, Karen Mustard, 2024-09-23 Management Accounting is a market leading textbook that offers comprehensive coverage of cost and management accounting understanding information for decision making planning and controlling budgets and reporting and understanding performance management in a strategic context The much anticipated seventh edition places special emphasis on employability skills and spotlights latest environmental social and governance considerations The book offers a balanced discussion of management accounting theory and practice and has been tailored specifically to courses across the UK and Europe Retaining its student friendly writing style and practical approach it is the ideal text for students studying management accounting from introductory through to advanced levels Key Features Clear user friendly style Focus on Practice boxes in every chapter illustrate precisely how management accounting theory affects companies using examples from well known companies and industry sectors Management Accounting in Action dialogues demonstrate topical issues in real world scenarios Chapter links throughout provide quick cross referencing to show the connections between topics Review Questions designed to test you on material learned in a more formal style New to this Edition Brand new Focus on Practice boxes based on the CGMA Competency Framework to showcase the variety of job roles within the field of accountancy and to highlight key skills they may require Updated discussions and new sections on sustainability and corporate social responsibility big data and data analytics risk management post COVID 19 and graphing skills Fully updated questions exercises problems and cases are categorized by level of difficulty to offer progressive learning for students Applying Excel Exercises have been expanded to further support student Excel skills Available on McGraw Hill s Connect the well established online learning platform which features our award winning adaptive reading experience as well as resources to help faculty and institutions improve student outcomes and course delivery efficiency To learn more visit [mheducation.co.uk/connect](http://mheducation.co.uk/connect)

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## **Table of Contents Managerial Accounting Chapter 9 Profit Planning Solutions**

1. Understanding the eBook Managerial Accounting Chapter 9 Profit Planning Solutions
  - The Rise of Digital Reading Managerial Accounting Chapter 9 Profit Planning Solutions
  - Advantages of eBooks Over Traditional Books
2. Identifying Managerial Accounting Chapter 9 Profit Planning 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 Managerial Accounting Chapter 9 Profit Planning Solutions
  - User-Friendly Interface

4. Exploring eBook Recommendations from Managerial Accounting Chapter 9 Profit Planning Solutions
  - Personalized Recommendations
  - Managerial Accounting Chapter 9 Profit Planning Solutions User Reviews and Ratings
  - Managerial Accounting Chapter 9 Profit Planning Solutions and Bestseller Lists
5. Accessing Managerial Accounting Chapter 9 Profit Planning Solutions Free and Paid eBooks
  - Managerial Accounting Chapter 9 Profit Planning Solutions Public Domain eBooks
  - Managerial Accounting Chapter 9 Profit Planning Solutions eBook Subscription Services
  - Managerial Accounting Chapter 9 Profit Planning Solutions Budget-Friendly Options
6. Navigating Managerial Accounting Chapter 9 Profit Planning Solutions eBook Formats
  - ePub, PDF, MOBI, and More
  - Managerial Accounting Chapter 9 Profit Planning Solutions Compatibility with Devices
  - Managerial Accounting Chapter 9 Profit Planning Solutions Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Managerial Accounting Chapter 9 Profit Planning Solutions
  - Highlighting and Note-Taking Managerial Accounting Chapter 9 Profit Planning Solutions
  - Interactive Elements Managerial Accounting Chapter 9 Profit Planning Solutions
8. Staying Engaged with Managerial Accounting Chapter 9 Profit Planning Solutions
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Managerial Accounting Chapter 9 Profit Planning Solutions
9. Balancing eBooks and Physical Books Managerial Accounting Chapter 9 Profit Planning Solutions
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Managerial Accounting Chapter 9 Profit Planning Solutions
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Managerial Accounting Chapter 9 Profit Planning Solutions
  - Setting Reading Goals Managerial Accounting Chapter 9 Profit Planning Solutions
  - Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Managerial Accounting Chapter 9 Profit Planning Solutions
  - Fact-Checking eBook Content of Managerial Accounting Chapter 9 Profit Planning 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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