

CHAPTER 1 THE MANAGER AND MANAGEMENT ACCOUNTING

1-1 How does management accounting differ from financial accounting?

Management accounting measures, analyzes, and reports financial and nonfinancial information that helps managers make decisions to fulfill the goals of an organization. It focuses on internal reporting and is not restricted by generally accepted accounting principles (GAAP).

Financial accounting focuses on reporting to external parties such as investors, government agencies, and banks. It measures and records business transactions and provides financial statements that are based on generally accepted accounting principles (GAAP).

Other differences include (1) management accounting emphasizes the future (not the past), and (2) management accounting influences the behavior of managers and other employees (rather than primarily reporting economic events).

1-2 “Management accounting should not fit the straitjacket of financial accounting.” Explain and give an example.

Financial accounting is constrained by generally accepted accounting principles. Management accounting is not restricted to these principles. The result is that

- management accounting allows managers to charge interest on owners’ capital to help judge a division’s performance, even though such a charge is not allowed under GAAP,
- management accounting can include assets or liabilities (such as “brand names” developed internally) not recognized under GAAP, and
- management accounting can use asset or liability measurement rules (such as present values or resale prices) not permitted under GAAP.

1-3 How can management accounting information help managers formulate strategies?

Management accounting information helps manager formulate strategy by answering the following questions, which could contribute to formulation of strategies:

- Who are our most important customers and what are our critical capabilities?
- What are the bargaining power of our customers and our suppliers?
- What substitute products exist in the marketplace, and how do they differ from our products in terms of features, price, cost, and quality?

1-4 Define the term “value chain” and state its six primary business functions.

The value chain is the sequence of business functions by which a product is made progressively more useful and added value to customers. Its six primary business functions are research and development (R&D), design of products and processes, production, marketing, distribution, and customer service. In addition to the six primary business functions, value chain may involve an

Solution To Chapter Cost Accounting A Managerial Emphasis

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Advanced Management Accounting Ahmed Riahi-Belkaoui,2000-12-30 Drawing upon cost accounting mathematics operations research economics and the behavioral sciences Riahi Belkaoui answers the call for a unique multifaceted approach to the study of management accounting His goal to enhance performance in the essential tasks of cost estimation allocation planning control and performance evaluation He covers the traditional techniques but expands into quantitative methods and applications then extends further into the behavioral unification of these techniques His book is state of the art ingenious in the way it adapts quantitative methods solutions to traditional cost accounting topics and innovative in its use of the behavioral implications The result is an important resource for professionals academics and upper level students in the field Riahi Belkaoui arranges his various techniques chapter by chapter First he looks at cost allocation and then at cost volume profit analysis under stochastic conditions In Chapter three he treats regression for cost estimation in Chapter Four the learning curve for the same purpose He takes up advanced planning analysis in Chapter Five advanced control analysis in Chapter Six and decentralizing and performance evaluation in Chapter Seven He then finishes with an important discussion of transfer pricing

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Information Resolution and Subnational Capital Markets Christine R. Martell,Tima T. Moldogaziev,Salvador Espinosa,2021-08-10 Information Resolution and Subnational Capital Markets argues that capital markets are a viable financing alternative for subnational borrowers It explains how subnational governments can manage their fiscal and debt choices to leverage capital markets to finance efficient effective and equitable infrastructure provision

Handbook of

Financial Planning and Control Robert P. Greenwood, 2002 This book provides not only practical guidance on how to manage resources but also a critical examination of the conventional techniques of financial planning and control through the introduction of new approaches Additional chapters have been added to introduce Strategic Management Accounting Activity Based Costing and the Balanced Scorecard New Performance Measures Venture Capital Knowledge Management and Outsourcing and Financial Considerations of eBusiness In this third edition the book has been revised to encourage the reader to think about and reflect upon the emergence of recent principles and practices related to financial planning and control While it is addressed primarily to business managers with an interest in financial planning and control the range of subjects covered and the breadth of approach adopted by many of the contributors will make the Handbook of Financial Planning and Control especially useful to those managers in non financial functions as well as students of management who must reconcile theory with the everyday reality of modern business practice **The Publishers' Trade List Annual** ,1981

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