

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

- Direct materials are an integral part of a finished product and their costs can be conveniently traced to it.

- 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.

- Direct labor consists of labor costs that can be easily traced to particular products. Direct labor is also called "touch labor."

- 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.

- 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

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Ray H. Garrison



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Table of Contents Chapter 2 Managerial Accounting And Cost Concepts Solutions

1. Understanding the eBook Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - The Rise of Digital Reading Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Advantages of eBooks Over Traditional Books
2. Identifying Chapter 2 Managerial Accounting And Cost Concepts 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 Chapter 2 Managerial Accounting And Cost Concepts Solutions

- User-Friendly Interface
- 4. Exploring eBook Recommendations from Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Personalized Recommendations
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions User Reviews and Ratings
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions and Bestseller Lists
- 5. Accessing Chapter 2 Managerial Accounting And Cost Concepts Solutions Free and Paid eBooks
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions Public Domain eBooks
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions eBook Subscription Services
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions Budget-Friendly Options
- 6. Navigating Chapter 2 Managerial Accounting And Cost Concepts Solutions eBook Formats
 - ePub, PDF, MOBI, and More
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions Compatibility with Devices
 - Chapter 2 Managerial Accounting And Cost Concepts Solutions Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Highlighting and Note-Taking Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Interactive Elements Chapter 2 Managerial Accounting And Cost Concepts Solutions
- 8. Staying Engaged with Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Chapter 2 Managerial Accounting And Cost Concepts Solutions
- 9. Balancing eBooks and Physical Books Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Chapter 2 Managerial Accounting And Cost Concepts Solutions
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Setting Reading Goals Chapter 2 Managerial Accounting And Cost Concepts Solutions

- Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Chapter 2 Managerial Accounting And Cost Concepts Solutions
 - Fact-Checking eBook Content of Chapter 2 Managerial Accounting And Cost Concepts 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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