

Chapter 1

Managerial Accounting and the Business Environment

Solutions to Questions

1-1 Managerial accounting is concerned with providing information to managers for their use internally in the organization. Financial accounting is concerned with providing information to stockholders, creditors, and others outside of the organization.

1-2 Essentially, the manager carries out three major activities in an organization: planning, directing and motivating, and controlling. All three activities involve decision making.

1-3 The Planning and Control Cycle involves the following steps: formulating plans, implementing plans, measuring performance, and evaluating differences between planned and actual performance.

1-4 The manager relies on feedback to assure that activities are under control; that is, to assure that things are going according to plan.

1-5 A line position is directly related to the achievement of the basic objectives of the organization. A staff position is not directly related to the achievement of those objectives; rather, it is supportive, providing services and assistance to other parts of the organization.

1-6 In contrast to financial accounting, managerial accounting: (1) focuses on the needs of the manager; (2) places more emphasis on the future; (3) emphasizes relevance and flexibility, rather than precision; (4) emphasizes the segments of

an organization; (5) is not governed by GAAP; and (6) is not mandatory.

1-7 At the final assembly stage in a JIT system, a signal is sent to the preceding workstation as to the exact parts and materials that will be needed over the next few hours for the final assembly of products. Only those parts and materials are provided. The same signal is sent back through each preceding workstation so that a smooth flow of parts and materials is maintained with no buildup of inventories at any point. Thus, all workstations respond to the "pull" exerted by the final assembly stage.

The "pull" approach just described can be contrasted to the "push" approach used in conventional systems. In a conventional system, inventories of parts and materials are built up—often simply to keep everyone busy. These semi-completed parts and materials are "pushed" forward to the next workstation whether or not there is actually any customer demand for the products they will become part of. The result is large stockpiles of work in process inventories.

1-8 A number of benefits accrue from reduced setup time. First, reduced setup time allows a company to produce in smaller batches, which in turn reduces the level of inventories. Second, reduced setup time allows a company to spend more time producing goods and less time getting ready to produce. Third, the ability to rapidly change from making one product to making another allows the company to respond more quickly to customers. Finally, smaller batches make it easier to spot

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