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Cost Accounting: A Managerial Emphasis

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CHAPTER 1
THE MANAGER AND MANAGEMENT ACCOUNTING

See the front matter of this Solutions Manual for suggestions regarding your choices of assignment material for each chapter.

1-1 The recording function must be separated from the custodial function, otherwise a conflict of interest arises and this can lead to fraud or theft.

1-2 The financial data in financial accounting are derived from the bookkeeping system and past-oriented (record keeping). The data that the management accountant uses are mainly future oriented. There can be some overlap in the origin of the data (the data used to make a budget can have as a starting point the current situation as documented in the book-keeping system, but has to be supplemented by other information. In other words: the FA is concerned with the question: how are transactions registered and the MA asks himself: what should we record and why. In fact, these are two different ways that lead to Rome.

1-3 Management accountants can help to formulate strategy by providing information about the sources of competitive advantage—for example, the cost, productivity, or efficiency advantage of their company relative to competitors or the premium prices a company can charge relative to the costs of adding features that make its products or services distinctive.

1-4 This can be discussed extensively. Added Value can be defined as the difference between the revenue and the sacrifices, as the difference between the willingness of a customer to pay and the costs the company has to make to deliver the product or service. The problem is that the latter is not always visible and recognizable and so the customer must be willing to pay for intangible elements of the product or service. Things such as fame and name can play an important role.

1-5 *Supply chain* describes the flow of goods, services, and information from the initial sources of materials and services to the delivery of products to consumers, regardless of whether those activities occur in the same organization or in other organizations.

Cost management is most effective when it integrates and coordinates activities across all companies in the supply chain as well as across each business function in an individual company's value chain. Attempts are made to restructure all cost areas to be more cost-effective.

1-6 "Management accounting deals only with costs." This statement is misleading at best, and wrong at worst. Management accounting measures, analyzes, and reports financial *and nonfinancial* information that helps managers define the organization's goals and make decisions to fulfill those goals. Management accounting also analyzes revenues from products and customers in order to assess product and customer profitability. Therefore, while management accounting does use cost information, it is only a part of the organization's information recorded and analyzed by management accountants.

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