

Chapter 1

Managerial Accounting and the Business Environment

Solutions to Questions

1-1 Financial accounting is concerned with reporting financial information to external parties, such as stockholders, creditors, and regulators. Managerial accounting is concerned with providing information to managers for use within the organization. Financial accounting emphasizes the financial consequences of past transactions, objectivity and verifiability, precision, and companywide performance, whereas managerial accounting emphasizes decisions affecting the future, relevance, timeliness, and segment performance. Financial accounting is mandatory for external reports and it needs to comply with rules, such as generally accepted accounting principles (GAAP) and international financial reporting standards (IFRS), whereas managerial accounting is not mandatory and it does not need to comply with externally imposed rules.

1-2 Five examples of planning activities include (1) estimating the advertising revenues for a future period, (2) estimating the total expenses for a future period, including the salaries of all actors, news reporters, and sportscasters, (3) planning how many new television shows to introduce to the market, (4) planning each television show's designated broadcast time slot, and (5) planning the network's advertising activities and expenditures.

Five examples of controlling activities include (1) comparing the actual number of viewers for each show to its viewership projections, (2) comparing the actual costs of producing a made-for-television movie to its budget, (3) comparing the revenues earned from broadcasting a sporting event to the costs incurred to broadcast that event, (4) comparing the actual costs of running a production studio to the budget, and (5) comparing the actual cost

of providing global, on-location news coverage to the budget.

1-3 The quantitative analysis would focus on determining the potential cost savings from buying the part rather than making it. The qualitative analysis would focus on broader issues such as strategy, risks, and corporate social responsibility. For example, if the part is critical to the organization's strategy, it may continue making the part regardless of any potential cost savings from outsourcing. If the overseas supplier might create quality control problems that could threaten the end consumers' welfare, then the risks of outsourcing may swamp any cost savings. Finally, from a social responsibility standpoint, a company may decide against outsourcing if it would result in layoffs at its domestic manufacturing facility.

1-4 Companies prepare budgets to translate plans into formal quantitative terms. Budgets are used for various purposes, such as forcing managers to plan ahead, allocating resources across departments, coordinating activities across departments, establishing goals that motivate people, and evaluating and rewarding employees. These various purposes often conflict with one another, which makes budgeting one of management's most challenging activities.

1-5 The three broad categories of customer value propositions are—*customer intimacy*, *operational excellence*, and *product leadership*. Companies adopting a *customer intimacy* proposition are in essence saying to their target customers, "You should choose us because we understand and respond to your individual needs better than our competitors." The Four

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Table of Contents Answer Solutions Managerial Accounting Garrison Ch7 Edition

1. Understanding the eBook Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - The Rise of Digital Reading Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Advantages of eBooks Over Traditional Books
2. Identifying Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - 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 Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - User-Friendly Interface
4. Exploring eBook Recommendations from Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Personalized Recommendations
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition User Reviews and Ratings

- Answer Solutions Managerial Accounting Garrison Ch7 Edition and Bestseller Lists
- 5. Accessing Answer Solutions Managerial Accounting Garrison Ch7 Edition Free and Paid eBooks
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition Public Domain eBooks
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition eBook Subscription Services
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition Budget-Friendly Options
- 6. Navigating Answer Solutions Managerial Accounting Garrison Ch7 Edition eBook Formats
 - ePub, PDF, MOBI, and More
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition Compatibility with Devices
 - Answer Solutions Managerial Accounting Garrison Ch7 Edition Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Highlighting and Note-Taking Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Interactive Elements Answer Solutions Managerial Accounting Garrison Ch7 Edition
- 8. Staying Engaged with Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Answer Solutions Managerial Accounting Garrison Ch7 Edition
- 9. Balancing eBooks and Physical Books Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Answer Solutions Managerial Accounting Garrison Ch7 Edition
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Setting Reading Goals Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - Fact-Checking eBook Content of Answer Solutions Managerial Accounting Garrison Ch7 Edition
 - 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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