

# Chapter 1

## An Introduction to Managerial Accounting

### Solutions to Questions

- 1-1** Managerial accounting is concerned with providing information primarily to managers for their use internally in the organization for the purposes of strategy, planning, implementation and control. Financial accounting is concerned with providing information primarily to investors, creditors, and others outside of the organization.
- 1-2** Essentially, the manager carries out three major activities in an organization: planning, implementation, and control. All three activities involve decision-making and use managerial accounting information. This is depicted in Exhibit 1-1.
- 1-3** The Planning, Implementation and Control Cycle involves the following steps: (1) formulating plans which often includes preparing budgets, (2) overseeing day-to-day activities which includes organizing, directing and motivating people, resource allocation and decision making, and (3) controlling which includes providing feedback via performance reports.
- 1-4** 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 timeliness, rather than verifiability and precision; (4) emphasizes the segments of an organization; (5) is not governed by IFRS or ASPE; and (6) is not mandatory.
- 1-5** The lean business model focuses on continuous improvement by eliminating waste in the organization. Companies that adopt the lean business model usually implement one or more of the following management practices.
- **Just-in-time (JIT):** A production and inventory control system in which materials are purchased and units are produced only as needed to meet actual customer demand.
  - **Total quality management (TQM):** An approach to continuous improvement that focuses on serving customers and uses teams of front-line workers to systematically identify and solve problems.
  - **Process re-engineering:** An approach to improvement that involves completely redesigning business processes in order to eliminate unnecessary steps, reduce errors, and reduce costs.
  - **Theory of constraints (TOC):** A management approach that emphasizes the importance of managing constraints.

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