

COST ACCOUNTING



Basis & Principles

- I. Management accounting.**
 - A. Internal Division
 - B. Helps management plan, organize, and direct
 - C. Provides guidelines and information for organizational decisions/ goals
 - D. Provides feedback for control functions
 - E. Forward-looking
 - F. Most important quality is usefulness
- II. Financial accounting**
 - A. External focus
 - B. Reports to outside parties such as shareholders, creditors, and regulators
 - C. Reports must follow Generally Accepted Accounting Principles (GAAP)
 - D. Key outputs are financial statements
 - E. Relies on historical data
- III. Cost accounting**
 - A. A mixture of management and financial accounting
 - B. Derives information from internal sources that aid in the preparation of external reports
 - C. Measures cost of resources consumed
 - D. Provides data for budgets
 - E. Supports decision making to cut a company's costs and improve profitability

What is Cost?

- I. Cost**
 - A. Economic sacrifice (Source: Concept Statement No. 4 of the Financial Accounting Standards Board (FASB))
 - B. The sacrifice or cash equivalent value required to obtain an objective (Source: National Association of Accountants, 1983)
- II. Historical cost**
 - A. Original monetary value of an economic item
 - B. Transactions are recorded at cash or cash equivalent at the time of the transaction
- III. Cost basis**
 - A. The original value of an asset for tax purposes (usually the purchase price)
 - B. Used to determine the capital gain, which is equal to the difference between the asset's cost basis and the current market value

Origins & Evolution of Cost Accounting

- I. Accounting introduced in 19th century**
 - A. Pacioli is considered the father of accounting
 - 1. Codified the system of debits and credits (bookkeeping)
 - 2. Created system used to track commerce in Venice, Italy
 - 3. Didn't invent cost accounting but was interested in variances and budgeting
- II. Cost accounting's first widespread use**
 - A. Industrial revolution (late 18th and early 19th century)
 - 1. Complex, large manufacturing leads to recording and tracking of costs
 - a) Cost of materials and labor is main focus for manufacturers
 - 2. Frederick Taylor's scientific management analysis of mass production puts emphasis on standards for material and labor
- III. Beginning of 20th century: Greater focus on overhead**
 - A. Absorption costing tracks materials, labor, and overhead in inventories
 - B. Standard costing becomes widespread
- IV. 1920s: National Association of Cost Accountants (NACA) forms**
 - A. Promotes study and application of cost accounting
 - B. NACA is later renamed Institute of Management Accountants (IMA)
 - 1. IMA is the professional organization of cost accountants
- V. 1930s: Toyota introduces lean production to focus on cost reduction**
- VI. 1978: U.S. Congress creates Cost Accounting Standards Board (CASB)**
 - A. Promotes consistency in cost accounting practices
 - B. Acts in the fair and accurate reporting of actual costs of governmental contracts
- VII. 1980: Reference Cost book by Johnson and Kaplan, demonstrates shortcomings of traditional overhead cost allocations**
 - A. Leads to popularity of activity-based cost accounting
- VIII. Recent innovations**
 - A. Adoption to computer-aided manufacturing
 - B. Application of cost concepts by service sector
 - C. Tracking cost of quality
 - D. Enterprise software and Internet are changing business practices and management accounting

Cost Classifications

- I. Direct costs**
 - A. Costs that are directly related to the production of a particular cost object (i.e., direct labor is related to product)
 - B. Traced to cost object in an economically feasible manner
 - C. Examples
 - 1. Tires on an automobile
 - 2. Wages of carpenter building a house
 - 3. Cost of lawyer in lawsuit
- II. Indirect costs**
 - A. Costs that are related generally to all cost objects
 - B. Cannot be traced to cost object in an economically feasible manner
 - C. Examples
 - 1. Rent on a factory that produces lawn mowers
 - 2. Salaried costs of an audit
 - 3. Blast for a retail outlet selling sporting goods
 - 4. Overhead
- III. Cost drivers**
 - A. Any factors that have an effect on cost
 - B. Examples
 - 1. Volume: Cost increases as more units are produced
 - 2. Time: Cost of activity increases based on the length of time required to complete the activity, such as renting of production equipment

- 3. Handless: Cost increases as an item is handled by workers or machines
- 4. Space: Storage cost increases as more space is used to store items
- 5. Distance: Miles driven increases production or delivery costs
- 6. Inspection: Cost of quality increases each time an item is inspected

IV. Variable costs

- A. Costs that change in total due to changes in the cost driver
- B. As cost driver measure increases, total variable cost increases
- C. Variable cost on a per-unit basis remains constant; for example, cost of material is same per unit
- D. Examples
 - 1. Raw materials, packaging, and labor directly involved in a company's manufacturing process

V. Fixed costs

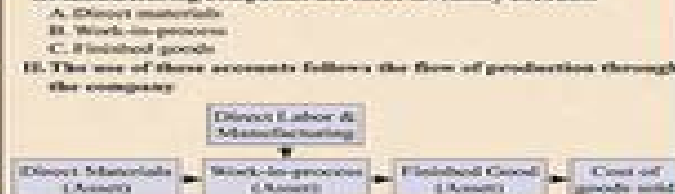
- A. Costs that do not change in total as a result of cost driver changes
- B. Examples
 - 1. Rent, utilities, insurance, salaries, and most forms of depreciation

Cost Terms

- I. Cost object**
 - A. Any item for which cost measurement is needed to help decision making
- II. Cost accumulation**
 - A. The collection of cost data in some organized way
- III. Cost assignment**
 - A. Tracing direct costs and allocating indirect costs to cost objects
- IV. Cost management**
 - A. Techniques and systems to control costs of processes, products, and services used and produced by an organization
- B. Budgeting is part of cost management**
- C. Value engineering (VE)**
 - 1. Began at General Electric during World War II
 - 2. Faced shortages of labor materials and component parts
 - 3. VE helped managers find acceptable substitutes at reduced costs
 - a) Effort directed at analyzing systems, equipment, facilities, and services to achieve essential functions at lowest cost while meeting performance, reliability, quality, and safety standards
 - 4. Used to reduce costs via functional and design analysis
 - a) Design analysis: How can design reduce costs?
 - b) Functional analysis: What is the balance between functional features, performance, and cost?

Manufacturing Cost Flows

I. Manufacturing companies use three inventory accounts



II. Cost flows in T accounts

Direct Materials		Work-in-Process		Finished Goods	
Beginning Purchases	COGM used → to WIP	Beginning DM used	COGM → to FG	Beginning COGM	COGS → to COGS
Ending		Ending		Ending	

Legend: DM = direct materials, DL = direct labor, WIP = work-in-process, OH = overhead, COGM = cost of goods manufactured, FG = finished goods, COGS = cost of goods sold

Inventory Methods & Types

- I. Inventory**
 - A. Significant current asset of merchandising and manufacturing firms
 - B. Items for sale
- II. Perpetual inventory**
 - A. Continuous record of changes and fluctuations in direct materials, work-in-process, and finished goods inventories
- III. Periodic inventory**
 - A. Record is updated periodically
 - B. Requires a periodic physical count of items in inventory
- IV. Direct materials inventory**
 - A. Also known as raw materials inventory
 - B. Includes materials that are in stock and ready for use in the production of a product
- V. Work-in-process inventory**
 - A. Goods partially worked on but not yet fully completed
- VI. Finished goods inventory**

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