

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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Includes Part 1 Number 1 Books and Pamphlets Including Serials and Contributions to Periodicals January June Books in Print , 1993-09 V 1 Authors A D v 2 Authors E K v 3 Authors L R v 4 S Z v 5 Titles A D v 6 Titles E K v 7 Titles L Q v 8 Titles R Z v 9 Out of print out of stock indefinitely v 10 Publishers Maintenance Company Defense , 1982 **Targeting Top Terrorists** Bryan C. Price, 2019-01-15 When President Barack Obama announced the assassination of Osama bin Laden many Americans hoped the killing of al Qaida s leader would sound the death knell for the organization Since 9 11 killing and capturing terrorist leaders has been a central element in U S counterterrorism strategy This practice known as leadership decapitation is based on the logic that removing key figures will disrupt the organization and contribute to its ultimate failure Yet many scholars have argued that targeted killings are ineffective or counterproductive questioning whether taking out a terror network s leaders causes more problems than it solves In Targeting Top Terrorists Bryan C Price offers a rich data driven examination of leadership decapitation tactics providing theoretical and empirical explanations of the conditions under which they can be successful Analyzing hundreds of cases of leadership turnover from over two hundred terrorist groups Price demonstrates that although the tactic may result in short term negative side effects the loss of top leaders significantly reduces terror groups life spans He explains vital questions such as What factors make some terrorist groups more vulnerable than others Is it better to kill or capture terrorist leaders How does leadership decapitation compare to other counterterrorism options With compelling evidence based on an original dataset along with an in depth case study of Hamas Targeting Top Terrorists contributes to scholarship on terrorism and organizational theory and provides insights for policy makers and practitioners on some of the most pressing debates in the field **Paperbound Books in Print** , 1984
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