

# CHAPTER 8

## BUDGETING FOR PLANNING AND CONTROL

### QUESTIONS FOR WRITING AND DISCUSSION

1. Budgets are the quantitative expressions of plans. Budgets are used to translate the goals and strategies of an organization into operational terms.
2. Control is the process of setting standards, receiving feedback on actual performance, and taking corrective action whenever actual performance deviates from planned performance. Budgets are standards, and they are compared with actual costs and revenues to provide feedback.
3. The planning and control functions of budgeting can benefit all organizations regardless of size. All organizations need to determine what their goals are and how best to attain those goals. This is the planning function of budgeting. In addition, organizations can compare what actually happens with what was planned to see if the plans are unfolding as anticipated. This is the control function of budgeting.
4. Budgeting forces managers to plan, provides resource information for decision making, sets benchmarks for control and evaluation, and improves the functions of communication and coordination.
5. A master budget is the collection of all individual area and activity budgets. Operating budgets are concerned with the income-generating activities of a firm. Financial budgets are concerned with the inflows and outflows of cash and with planned capital expenditures.
6. The sales forecast is a critical input for building the sales budget. However, it is not necessarily equivalent to the sales budget. Upon receiving the sales forecast, management may decide that the firm can do better than the forecast indicates. Consequently, actions may be taken to increase the sales potential for the coming year (e.g., increasing advertising). This adjusted forecast then becomes the sales budget.
7. Yes. All budgets are founded on the sales budget. Before a production budget can be created, it must have the planned sales. The manufacturing budgets, in turn, depend on the production budget. The same is true for the financial budgets since sales is a critical input for budgets in that category.
8. For a merchandising firm, the production budget is replaced by a merchandise purchases budget. Merchandising firms also lack direct materials and direct labor budgets. All other budgets are essentially the same. For a service firm (for-profit), the sales budget doubles as the production budget, and there is no finished goods inventory budget. The rest of the budgets have counterparts.
9. A static budget is for a particular level of activity. A flexible budget is one that can be established for any level of activity. For performance reporting, it is necessary to compare the actual costs for the actual level of activity with the budgeted costs for the actual level of activity. A flexible budget provides the means to compute the budgeted costs for the actual level of activity, after the fact.
10. A flexible budget is based on a simple formula:  $Y = F + vX$ , which requires knowledge of both fixed and variable components.
11. Goal congruence is important because it means that the employees of an organization are working toward the goals of that organization.
12. Frequent feedback is important so that corrective action can be taken, increasing the likelihood of achieving budget.
13. Both monetary and nonmonetary incentives are used to encourage employees of an organization to achieve the organization's goals. Monetary incentives appeal to the economic needs of an individual, and nonmonetary incentives appeal to the psychological needs. Since individuals are motivated by both economic and psychological factors, both types of incentives ought to be present in a good budgetary system.

# Chapter 8 Budgeting For Planning And Control

**F Rizvi**



## Chapter 8 Budgeting For Planning And Control:

*Developing Control Concepts in the Twentieth Century (RLE Accounting)* Lee Parker, 2013-12-04 This book examines the conceptual development of control in the literature of both management and accounting disciplines from 1900 to 1980 In order to portray the development of control concepts over time the chapters are organized into sections relating to the schools of thought from which they emanated and a model of control is constructed to represent each group of concepts and their hypothesised inter relationships Having traced the development of control models a comparative analysis of historical development in the two streams of management and accounting literature is undertaken This analysis reveals a pronounced lag of accounting development behind that of management literature The reasons for this are then discussed Financial and Management Accounting Dr. Meenu Baliyan, S. Balakrishnan, Dr. Shariq Mohammed, Appa Rao Nagubandi, 2025-12-19 *Financial and Management Accounting* introduces the principles and practices used to record analyze and interpret financial information for effective decision making The subject covers financial accounting concepts preparation and analysis of financial statements cost determination budgeting and performance evaluation It also emphasizes managerial accounting tools such as cost volume profit analysis standard costing and variance analysis to support planning control and strategic management The course equips learners with the skills required to assess organizational performance and make informed financial decisions **Issues in Cost Accounting for Health Care Organizations** Steven A. Finkler, 1999 Faco R F VanEtten P W An integrated planning and management control system for hospitals 16 Performance evaluation and incentive compensation Finkler S A Measuring segment performance New ventures of today s innovative hospital system pose evaluation challenges Alger J The impact of motivation and incentive programs on financial budgets 17 New approaches to cost accounting Baker J J and Boyd G F Activity based costing in the operating room at Valley View Hospital Udpa S Activity based costing for hospitals Holmes R L and Schroeder R E Estimation of unit costs for emergency department 18 Total cost management Finkler S A Measuring the cost of quality Latzer D B Total quality management An application in a biomedical laboratory **EBOOK: Management Control Systems, 2e** Frank Hartmann, Kalle Kraus, Göran Nilsson, Robert Anthony, Vijay Govindarajan, 2020-11-05 *EBOOK Management Control Systems 2e Im T/A Cost Accounting* Mowen, Hansen, 2005-03 The Instructor s Manual contains resources designed to streamline and maximize the effectiveness of your course preparation This supplement contains a complete set of lecture notes for each chapter a listing of all exercises and problems with estimated level of difficulty and time required for each solution The Instructor s Manual also contains a list of learning objectives and key topics for each chapter and a set of transparency masters **Essentials of Cost Accounting for Health Care Organizations** Steven A. Finkler, David Marc Ward, Judith J. Baker, 2007 *Essentials of Cost Accounting for Health Care Organizations* Third Edition is a comprehensive text that applies the tools and techniques of cost accounting to the health services field It is an essential tool for all professionals who need to deal with the challenges of

managing health facilities in a difficult economic environment The third edition has an increased emphasis on managed care as well as a new computer based component It has been thoroughly revised to reflect the recent changes in Medicare Medicaid and includes an all new chapter on activity based costing

**Cost Accounting for Health Care Organizations** Steven A. Finkler, David Marc Ward, 1999 This book provides a thorough coverage of the essentials of cost accounting from a health care perspective It covers all of the basic tools of cost accounting common to all industries and uses health care examples Part I provides the reader with a solid foundation in the essentials of cost accounting The chapters in this section provide an introduction to costing and cost definitions Various approaches to product costing and cost allocation are discussed Breakeven analysis is also covered as are techniques for making nonroutine decisions Part II presents a number of specific tools for improved planning and control The chapters in this section focus on forecasting and prediction of future costs budgeting flexible budgeting variance analysis and management control Part III addresses a number of additional cost accounting tools that can be helpful in generating management information for decision making Specifically there are chapters on cost accounting productivity measurement inventory uncertainty information systems and performance evaluation The criticisms of cost accounting and a number of suggested approaches for improvement are discussed in Part IV The chapters in this part also examine activity based costing total quality management and the future of costing Each chapter is followed by one or more articles that apply some of the material discussed in the chapter The last chapter provides a summary of the book

**Sg Cost Accounting** Hansen, Maryanne M. Mowen, 2002-05 Managerial Accounting Irvin N. Gleim, Terry L. Campbell, 1992 *Wastewater Collection Systems Management MOP 7, Sixth Edition* Water Environment Federation, 2009-10-09 The Latest Methods for Managing Wastewater Collection Systems This Water Environment Federation resource provides up to date guidance on the oversight of wastewater collection systems including gravity sewers pumping stations force mains and other sewer conveyance related facilities This authoritative volume offers strategies for developing a comprehensive asset management program that encompasses capacity management operations and maintenance CMOM principles as well as the business engineering human resource and communications aspects of a wastewater collection systems project Wastewater Collection Systems Management Sixth Edition covers System operations and maintenance Information management Collection system assessment and capital improvement planning System design considerations Construction contracting Public policy and community relations Budgeting and financial planning Safety standard procedures training and certifications Emergency preparedness and security Managing the Water and Wastewater Utility Robert Baker, Roger J. Dolan, Michael Barnes, 2003 This book is designed to help transform the specialist into a leader *Managerial Accounting* Roland A. Minch, 1993-08 **Management Accounting** Ronald James Thacker, Loudell O. Ellis, 1981 **Contemporary Nursing Management**, 1982 **Management Accounting** Don R. Hansen, Maryanne M. Mowen, 1997 The new edition of this successful text continues to cover both innovative and traditional

topics in management accounting. However, by using the activity-based framework and by integrating activity concepts throughout the text, students are shown that the traditional methods have limitations while the activity-based approach is very advantageous. A full chapter on international issues also provides students with a well-rounded view of management accounting around the world. Other items such as ethical conduct for management accountants, enhanced discussion of the value chain, and cost behavior covered within an activity framework help future managers learn how they can use management accounting information for the betterment of the companies they will work for.

**American Management Review**, 1923     PM Network, 2000     **Financial Management in Health Care Organizations** Robert A. McLean, 1997

This new text provides financial managers with an overview of the financial management of health care organizations. By using an easy-to-read format and presenting a variety of case studies, this book focuses on the financial management function in the context of overall organizational management.

*Government Reports Announcements*, 1975-03-21     **Publisher's Monthly**, 2004

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