

Solutions Chapter 1

Fundamental Review Material

1-A1 (10–15 min.)

Information is often useful for more than one function, so the following classifications for each activity are not definitive but serve as a starting point for discussion:

1. Scorekeeping. A depreciation schedule is an exercise in preparing financial statements to report the results of activities.
2. Problem solving. Helps a manager assess the impact of a purchase decision.
3. Scorekeeping. Reports on the results of an operation. Could also be attention directing if scrap is an area that might require management attention.
4. Attention directing. Focuses attention on areas that need attention.
5. Attention directing. Helps managers learn about the information contained in a performance report.
6. Scorekeeping. The statement reports what has happened. Could also be attention directing if the report highlights a problem or issue.
7. Problem solving. Assuming the cost comparison is to help the manager decide between two alternatives, this is problem solving.
8. Attention directing. Variances point out areas where results differ from expectations. Interpreting them directs attention to possible causes of the differences.
9. Problem solving. Aids a decision about where the parts should be made.
10. Attention directing and problem solving. Budgeting involves making decisions about planned activities—hence, aiding problem solving. Budgets also direct attention to areas of opportunity or concern—hence, directing attention. Reporting against the budget also has a scorekeeping dimension.

1-A2 (15–20 min.)

1.	Budgeted Amounts	Actual Amounts	Deviations or Variances
Room rental	\$ 140	\$ 140	\$ 0
Food	700	865	165 U
Entertainment	600	600	0
Decorations	220	260	40 U
Total	\$1,660	\$1,865	\$205 U

2. Because of the management-by-exception rule, room rental and entertainment require no explanation. The actual expenditure for food exceeded the budget by \$165. Of this \$165, \$150 is explained by attendance of 15 persons more than budgeted (at a budget of \$10 per person for food) and \$15 is explained by expenditures above \$10 per person.

Actual expenditures for decorations were \$40 more than the budget. The decorations committee should be asked for an explanation of the excess expenditures.

Horngren Management Accounting Chapter 11

Minjie Lin



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