

CHAPTER 1

The Role of Accounting Information in Ethical Management Decision Making

CHAPTER LEARNING OBJECTIVES

1. *Describe the process of strategic management and decision making.*
2. *Identify the types of control systems that managers use.*
3. *Explain the role of accounting information in strategic management.*
4. *Explain the information systems and information that is relevant for decision making.*
5. *Describe how business risk affects management decision making.*
6. *Appreciate how biases affect management decision making.*
7. *Determine how managers make higher-quality decisions.*
8. *Explain the importance of ethical decision making.*

TRUE-FALSE STATEMENTS

1. A vision statement is one way to clarify an organization's basic purpose and ideology.

Answer: True

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

2. Most managers follow a standard template and format when writing a vision statement.

Answer: False

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

3. A vision statement helps employees understand how to deal with various stakeholder groups.

Answer: True

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

4. Organizational core competencies are the tactics that managers use to take advantage of the vision.

Answer: False

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

5. Accounting information is the only thing managers need to make financial decisions.

Answer: False

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

6. Accounting information is used to monitor operations by comparing actual results to planned results.

Answer: True

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

7. Accounting information cannot be used to motivate employee behavior.

Answer: False

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

8. Cost accounting information is used for both external reporting and internal decision making.

Answer: True

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

9. Cost accounting information, such as the valuation of ending inventory, is shown on external financial statements.

Answer: True

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

10. Because accounting information is highly objective and quantitative in nature, it is **not** subject to uncertainties or management bias.

Answer: False

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

11. Uncertainty and bias reduce decision quality.

Answer: True

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

12. Uncertainties cause decision makers to ignore weaknesses in a preferred course of action.

Answer: False

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Knowledge

13. Uncertainties and biases do **not** affect external financial reports, because they are based on objective standards.

Answer: False

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

14. Because we can never completely remove biases and uncertainty from decision-making, higher-quality decision processes are often imprecise.

Answer: True

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

15. Higher-quality decisions result from higher-quality information, reports, and decision-making processes.

Answer: True

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

16. Few management decisions can be made with absolute certainty.

Answer: True

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

17. Open-ended problems are **not** often seen in business.

Answer: False

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

18. When learning cost accounting, it is sufficient to learn the mechanics of applying cost accounting methods.

Answer: False

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

19. Incremental cash flows are relevant for decision-making.

Answer: True

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

20. Incremental cash flows are the same as unavoidable cash flows.

Answer: False

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

21. Relevant information for decisions can focus both on learning from the past and anticipating the future.

Answer: True

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

22. The cost of your old automobile is relevant in the decision to purchase a new automobile.

Answer: False

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

23. Ethical behaviour is an individual obligation, but not an organizational obligation.

Answer: False

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

24. Employees will always make ethical decisions if they act in the best interests of shareholders.

Answer: False

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

25. Ethical behaviour is required of every employee within an organization.

Answer: True

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

MULTIPLE CHOICE QUESTIONS

26. Which of the following influences organizational strategies?

- a) Organizational vision
- b) Financial statement results
- c) Computer software
- d) Number of employees

Answer: a

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Knowledge

27. Which of the following statements regarding organizational vision is **false**?

- a) Organizational vision means the same as core competencies
- b) Organizational vision is one tool for expressing an organization's main purpose
- c) Organizational vision should be communicated to all employees
- d) Managers sometimes divide the organizational vision into one or more written statements

Answer: a

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Knowledge

28. An organizational vision is sometimes broken down into:

- I. Mission statement
- II. Core values statement
- III. Code of conduct

- a) I only
- b) I and II only
- c) I, II, and III
- d) II and III only

Answer: c

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Knowledge

29. Organizational core competencies can include:

- a) A mission statement
- b) Patents, copyrights, and special legal protections
- c) A code of conduct
- d) An operating plan

Answer: b

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Knowledge

30. How are organizational strategies related to core competencies?

- a) Competencies are the tactics managers use to take advantage of strategies
- b) Competencies and strategies are an integral part of organizational vision
- c) Strategies help managers exploit competencies
- d) Strategies and competencies are actually two ways of expressing the same idea

Answer: c

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Comprehension

31. Organizational strategies:

- a) Are reconsidered on a daily basis
- b) Should never be reconsidered once they are determined
- c) Are reconsidered quarterly
- d) Are reconsidered periodically in response to changes in the organization or environment

Answer: d

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Knowledge

32. Which of the following is an element of an operating plan?

- a) Developing an organizational mission
- b) Preparing financial statements
- c) Defining core values
- d) Budgeting employee costs

Answer: d

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

33. Jane is considering opening her own business, now that she has retired from her regular job. Her business idea is a reminder and shopping service, in which clients submit lists of birthdays, anniversaries and other important dates. Jane sends her clients reminders for those dates, and shops for special gifts at the client's request. She plans to do all of the work herself rather than hiring and managing additional employees. "Providing excellent, reliable customer service at reasonable prices" best describes which of the following for Jane's business?

- a) Core competency
- b) Vision
- c) Operating plan
- d) Actual operations

Answer: b

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance

Bloomcode: Comprehension

34. Jane is considering opening her own business, now that she has retired from her regular job. Her business idea is a reminder and shopping service, in which clients submit lists of birthdays, anniversaries and other important dates. Jane sends her clients reminders for those dates, and shops for special gifts at the client's request. She plans to do all of the work herself rather than hiring and managing additional employees. Jane's core competencies are most likely to include:

- a) An annual budget
- b) The ability to deduct business expenses on her tax return
- c) The first year's actual results
- d) Her knowledge of potential gifts and the local shops

Answer: d

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Application

35. Jane is considering opening her own business, now that she has retired from her regular job. Her business idea is a reminder and shopping service, in which clients submit lists of birthdays, anniversaries and other important dates. Jane sends her clients reminders for those dates, and shops for special gifts at the client's request. She plans to do all of the work herself rather than hiring and managing additional employees. Jane's organizational strategy is most likely to include:

- a) Her knowledge of local stores
- b) Operating her business from her home to keep costs low
- c) Leasing equipment

d) Mailing flyers to potential clients

Answer: b or c

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Application

36. Jane is considering opening her own business, now that she has retired from her regular job. Her business idea is a reminder and shopping service, in which clients submit lists of birthdays, anniversaries and other important dates. Jane sends her clients reminders for those dates, and shops for special gifts at the client's request. She plans to do all of the work herself rather than hiring and managing additional employees. Jane's actual operations would probably include:

- a) Establishing a sales strategy
- b) Purchasing advertisements in local media
- c) Identifying her core competencies
- d) Developing a budget

Answer: b

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Application

37. Jane is considering opening her own business, now that she has retired from her regular job. Her business idea is a reminder and shopping service, in which clients submit lists of birthdays, anniversaries and other important dates. Jane sends her clients reminders for those dates, and shops for special gifts at the client's request. She plans to do all of the work herself rather than hiring and managing additional employees. Which of the following statements is true for Jane's business regarding measuring and monitoring performance?

- a) Jane does not need a system to measure and monitor performance because her company is a sole proprietorship
- b) Jane needs audited financial statements every year
- c) Jane can track cash flows on a monthly basis
- d) Jane only needs to reconcile her accounts every few years

Answer: c

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Application

38. Accounting information:

- I. Can be used to guide organizational vision

- II. Is a core competency for most companies
- III. Can be used to motivate performance

- a) I only
- b) I and II only
- c) I, II, and III
- d) I and III only

Answer: d

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Knowledge

39. Cost accounting information is used for:

- a) Financial reporting only
- b) Management reporting only
- c) Both financial and management reporting
- d) Neither financial nor management reporting

Answer: c

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

40. Which of the following is a type of external report produced by an organization?

- a) Cash flow plan
- b) Analysis of potential acquisition
- c) News release
- d) Bonus computations

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

41. Which of the following is least likely to be an external report?

- a) Credit report
- b) Supplier's inventory report
- c) Tax return
- d) Analysis of supplier quality

Answer: d

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA:

Bloomcode: Comprehension

42. Which of the following is the best example of an internal report that might come from an organization's information system?

- a) Environmental Protection Agency regulatory report
- b) Operating budget
- c) Income tax returns
- d) Medicare cost report

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

43. Financial statements are:

- a) External reports produced from an organization's information system
- b) Never used for internal decision making
- c) Only true when they are audited
- d) Unimportant reports for most organizations

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

44. Information gathered outside the organization includes:

- a) Customer preferences
- b) Product design specifications
- c) Taxable income
- d) Number of employees hired

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

45. Which of the following is not true about information in an organization's databases?

- a) Information may be collected formally or informally
- b) Access to database information is often restricted to specific individuals
- c) Intellectual capital is usually captured in database information
- d) The benefits of generating information should exceed the costs

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

46. Uncertainties:

- a) Are issues about which managers have doubts
- b) Do not impact accounting information, which is highly objective and reliable
- c) Are preconceived notions developed without careful thought
- d) Are rarely a problem in business decision making

Answer: a

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Knowledge

47. Biases:

- a) Are issues about which managers have doubts
- b) Do not impact accounting information, which is highly objective and reliable
- c) Are preconceived notions developed without careful thought
- d) Are rarely a problem in business decision making

Answer: c

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

48. WestJet has several non-stop flights daily between Toronto and Vancouver. Which of the following is an uncertainty associated with this operation?

- a) The exact number of flights flown the previous day
- b) The average number of passengers on each flight the previous week
- c) The average number of empty seats for flights next month
- d) The number of ticket agents scheduled for each shift for the next day

Answer: c

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Comprehension

49. Ramada Hotels operates hotels throughout Canada. Which of the following is the best example of a potential bias associated with its operations?

- a) Managers assume that most travelers are interested in conducting business, rather than vacationing
- b) Managers learn that guests rarely stay longer than a week
- c) Managers find that last year's profits were below the industry average
- d) Managers are concerned because employee turnover increased during the last year

Answer: a

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

50. Uncertainties and biases can affect:

- I. Organizational vision
- II. Core competencies
- III. Operating plans

- a) I only
- b) II only
- c) I and III only
- d) I, II, and III

Answer: c

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

51. Which of the following statement about biases is true?

- a) Biases can affect management accounting information, but not financial accounting information
- b) Managers cannot work toward eliminating their biases
- c) Biases reduce the quality of decisions
- d) Biased managers are more likely to explore alternatives before making a decision

Answer: c

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

52. Uncertainty may hinder a manager's ability to:

- I. Adequately define a problem
- II. Identify all potential solution options
- III. Predict the outcome of various solution options

- a) I and III only
- b) II and III only
- c) I, II, and III
- d) II only

Answer: c

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Comprehension

53. Biases may be:

- a) Intentional
- b) Unintentional
- c) Both intentional and unintentional
- d) Beneficial to decision- making

Answer: c

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

54. Biases:

- a) Inhibit anticipating all future conditions
- b) Assist in the identification of relevant information
- c) Do not affect the ability to identify irrelevant information
- d) Are not a problem in ethical decision making

Answer: a

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

55. Animal Treats Company has 500 kg of liver-flavoured dog biscuits that are not selling well. The selling price of the biscuits could be reduced from \$3.10 to \$2.65 per kg. Or, they could be cheese-coated and sold for \$4.25 per kg; the additional processing cost would be \$0.40 per kg. Cheese-coated biscuits sell very well. Which alternative probably has **less** uncertainty concerning volume of sales?

- a) Reduce the price of liver-flavored biscuits
- b) Proceed with the cheese coating
- c) Both alternatives are uncertain
- d) Uncertainty does not affect this decision

Answer: b

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Comprehension

56. Managers can make higher-quality decisions by relying on all of the following **except**:

- a) More complete information
- b) Better decision-making processes
- c) Irrelevant information
- d) Information having less uncertainty

Answer: c

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

57. How does the use of sophisticated information systems affect managerial decision-making?

- a) Sophisticated information systems always improve managerial decision-making
- b) Sophisticated information systems always provide better information
- c) Managers may rely more on information reports than on their own biases
- d) The cost of sophisticated information systems may exceed their benefit

Answer: c

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting
Bloomcode: Comprehension

58. Which of the following adjectives describes higher quality information?

- I. Complete
- II. Costly to develop
- III. Relevant

- a) I and II only
- b) II and III only
- c) I and III only
- d) I, II, and III

Answer: c

Difficulty: Easy
Learning Objective: Determine how managers make higher-quality decisions.
CPA: Management Accounting
Bloomcode: Knowledge

59. Higher-quality reports are more:

- I. Relevant
- II. Understandable
- III. Available

- a) I and II only
- b) I and III only
- c) II and III only
- d) I, II, and III

Answer: d

Difficulty: Easy
Learning Objective: Determine how managers make higher-quality decisions.
CPA: Management Accounting
Bloomcode: Knowledge

60. Higher quality decision making processes are less:

- a) Biased
- b) Certain
- c) Creative
- d) Focused

Answer: a

Difficulty: Easy
Learning Objective: Determine how managers make higher-quality decisions.
CPA: Management Accounting
Bloomcode: Knowledge

61. The process of making higher quality business decisions requires each of the following **except**:

- a) Distinguishing between relevant and irrelevant information
- b) Recognizing and evaluating assumptions
- c) Considering organizational values and core competencies
- d) Relying on preconceived notions to make decisions more quickly

Answer: d

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

62. Which of the following statements about open-ended problems is true?

- a) Open-ended problems cannot be solved with absolute certainty
- b) It is not possible to find the best solution to an open-ended problem
- c) Only one viable solution is possible for an open-ended problem
- d) The best solution to an open-ended problem ensures the most favorable outcome

Answer: a

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Comprehension

63. Why is it necessary to identify whether a problem is open-ended?

- a) Open-ended problems require less decision-making effort than other types of problems
- b) Decision maker biases are not important when addressing open-ended problems
- c) More than one potential solution must be explored for open-ended problems
- d) Few management decisions are open-ended

Answer: c

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Comprehension

64. Which of the following is **least** likely to be an open-ended problem?

- a) How to contribute as a team member
- b) Choice of career
- c) How to study for a course
- d) Identification of required courses for a college degree

Answer: d

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Comprehension

65. Mike is creating next year's budget for Centre Corporation. He estimates that next year's sales volume will be 5% higher than this year and that the selling price per unit will remain at \$75 per unit. He estimates that cost of goods sold will be \$40 per unit, based on a purchase agreement the company has signed with its supplier. The company has done business with the supplier for many years. In creating the budget, which of the following tasks is most likely to be open-ended?

- a) Calculating budgeted sales volume
- b) Determining that sales volume will grow by 5%
- c) Calculating budgeted cost of goods sold
- d) Determining that cost of goods sold per unit will be \$75 per unit

Answer: b

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Comprehension

66. Analyzing the strengths and weaknesses of different alternatives includes all of the following **except**:

- a) Recognizing and evaluating assumptions
- b) Drawing a conclusion about which alternative is best overall
- c) Gauging the quality of information
- d) Considering different viewpoints

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

67. Choosing and implementing a solution to a business problem includes:

- I. Making trade-offs among alternatives
- II. Considering the organization's strategies
- III. Motivating performance within the organization

- a) I only
- b) I and II only
- c) II and III only

d) I, II, and III

Answer: d

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

68. Management decisions require monitoring over time for all of the following reasons except:

- a) The economic environment may change
- b) New opportunities may become available
- c) To motivate employees to follow plans exactly, even if the plan results in poor performance
- d) Unforeseen threats may arise

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

69. Which of the following often prevents managers from adequately exploring information before making a decision?

- a) The existence of many uncertainties
- b) The need to distinguish between relevant and irrelevant information
- c) The managers' biases
- d) The organization's values

Answer: c

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Explain the information systems and information that is relevant for decision making.

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

70. Irrelevant information may be:

- I. Useful in decision making
- II. Internally generated
- III. Accurate

a) I only

b) I and II only

- c) II and III only
- d) I, II, and III

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

71. Whether a given type of information is relevant or irrelevant depends on:

- a) Its accuracy
- b) Its objectivity
- c) Its relation to the decision to be made
- d) Whether it is cash-basis or accrual-basis

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

72. Relevant cash flows are:

- a) Past cash flows
- b) Future cash flows
- c) Incremental cash flows
- d) Unavoidable cash flows

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

73. In a decision to lease or borrow money and build office space, which of the following is relevant?

- a) The cost of office space currently occupied by the company
- b) The architect's fee for drawing the building
- c) The number of employees currently working for the company
- d) The personal preferences of the decision maker

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

74. Irrelevant cash flows are:

- a) Avoidable
- b) Unavoidable
- c) Objective
- d) Subjective

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

75. Relevant cash flows are:

- a) Avoidable
- b) Incremental
- c) Both of the above
- d) None of the above

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

76. Mah is considering transportation modes to a client's office. He can drive his own car, at an incremental cost of \$0.55 per km, or take a company car. If he takes his own car, he can be reimbursed \$0.45 per km. If Mah makes his decision strictly from his personal economic point of view, what is the relevant net cost associated with driving his own car?

- a) \$0.10
- b) \$0.45
- c) \$0.55
- d) Some other amount

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Application

77. As an accountant, you are responsible for:

I. Your own behavior

II. The behaviour of any organizations you manage

III. The behaviour of outside vendors with whom you interact

a) I only

b) I and II only

c) I and III only

d) I, II, and III

Answer: b

Difficulty: Easy

Learning Objective: Describe how business risks affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

78. When is the most appropriate time to identify ethical problems in organizations?

a) When they are discovered by legal authorities

b) As they arise

c) After they arise

d) When they are discovered by shareholders

Answer: b

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting

Bloomcode: Comprehension

79. Conflicts of interest often compromise managers' ability to make ethical decisions. Which of the following situations most likely includes a conflict of interest?

a) Selling goods and services at discounted prices to some clients based on historical volumes

b) Offering sales on credit only to creditworthy clients

c) Paying dividends to shareholders rather than investing in an environmental project

d) Using LIFO to report the cost of ending inventory on the balance sheet

Answer: c

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting

Bloomcode: Comprehension

80. Rewards for ethical behavior can include:

- I. Integrity
- II. Reputation
- III. Higher profits

- a) I, II, and III
- b) I and III only
- c) I and II only
- d) II only

Answer: a

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

81. Which of the following can influence ethical behavior in organizations?

- I. Employee personal values
- II. Systems for measuring, monitoring and motivating
- III. Organizational culture

- a) I only
- b) I and II only
- c) I and III only
- d) I, II, and III

Answer: d

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

82. Fraudulent financial reporting:

- I. Is an example of unethical behavior
- II. Eventually is likely to decrease organizational market value
- III. Decreases the value of the accounting profession

- a) I only
- b) II only
- c) I and III only
- d) I, II, and III

Answer: d

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

83. If a manager is deciding whether to repair equipment or replace it, which of the following is irrelevant to the decision?

- a) Cost of the repair
- b) Original cost of the equipment
- c) Warranty period for the repair
- d) Expected life of the equipment if it is not repaired

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

84. Lori is deciding whether to go to school full-time at the local community college or get a full time job. Which of the following is not relevant to her decision?

- a) Tuition costs
- b) Potential salary she could earn in a full-time job
- c) Cost of books
- d) Monthly rent on her apartment

Answer: d

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

85. An internal report is:

- a) Used for decision-making primarily inside the organization
- b) Used for decision-making primarily outside the organization
- c) Used to explain new personnel policies
- d) Used by financial analysts

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

86. Cost accounting is all of the following **except**:

- a) A process of gathering and summarizing information
- b) Preparing employee evaluation reports
- c) Preparing information for internal reporting and decision making
- d) Preparing information used in financial statements

Answer: b

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

87. Financial accounting is all of the following **except**:

- a) A process of gathering and summarizing information primarily for external reports
- b) Preparing financial statements according to Generally Accepted Accounting Principles
- c) Information used by shareholders, creditors, and regulators for decision-making
- d) Preparing information for internal reporting and decision-making

Answer: d

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

88. Decision quality can best be increased by:

- a) Thinking harder
- b) Controlling for bias and uncertainties
- c) Asking an expert for help
- d) Using the most current technology

Answer: b

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Knowledge

89. Biases are:

- a) Necessary for decision-making
- b) Expert opinions
- c) Ideas that are adopted without careful thought
- d) Always part of decision-making

Answer: c

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Knowledge

90. Uncertainties are:

- a) Issues about which we have doubt
- b) Foreseeable factors
- c) Not usually part of decision-making
- d) Biased information

Answer: a

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Knowledge

91. Relevant information:

- a) Plays no part in decision-making
- b) Varies with the action taken
- c) Must be based on the opinion of experts
- d) Is the same as unavoidable cash flows

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

92. Avoidable cash flows are:

- a) Usually relevant to a decision
- b) Cash flows that are incurred no matter which action is taken
- c) Ignored in decision-making
- d) Are the same as irrelevant cash flows

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

93. Ethical decision-making:

- a) Does not include ongoing improvement
- b) Considers the well-being of those affected by the decision
- c) Has little to do with professional reputation
- d) Is not important for accountants

Answer: b

Difficulty: Easy

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting/Professional and Ethical Behaviour

Bloomcode: Knowledge

94. Incremental cash flow approach:

- a) Analyzes the additional cash inflows and outflows for a specific decision
- b) Is not useful for decision-making
- c) Is a search for as many cash flows as possible so they can all be used in decision-making.
- d) Includes unavoidable cash flows

Answer: a

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Knowledge

95. Strategic cost management focuses on all of the following **except**:

- a) Strengthening an organization's strategic position.
- b) Reducing costs
- c) Both financial and non-financial measures
- d) Producing financial statements

Answer: d

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Knowledge

96. Information for decision-making:

- a) Is only produced inside an organization.
- b) Includes estimates and predictions
- c) Ensures certainty in the decision-making process
- d) Is easy to identify

Answer: b

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

97. Cost accounting differs from financial accounting in that cost accounting is:

- a) Primarily concerned with income determination
- b) Relied on for analyzing and implementing internal decisions
- c) Focused only on qualitative information
- d) Primarily concerned with external reporting

Answer: b

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Knowledge

98. Bill is gathering information about buying a new car to replace his existing car. Which of the following items are irrelevant?

- a) The purchase price of the new car
- b) The gasoline mileage of the new car
- c) The cost of parking at the university
- d) The money Tom will receive for selling the old car

Answer: c

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

99. Lisa would like to start a new business selling pet toys to local pet shops. To reduce her uncertainty about the volume of toys she can sell in a month, she should do all of the following **except**:

- a) Ask pet store managers how many pet toys they sell every month
- b) Determine the average price of the pet toys sold each month at local pet stores
- c) Take a sample of toys to local stores and ask how many of each item the managers would be willing to buy
- d) Produce as many toys as possible the first month to be certain she has enough

Answer: d

Difficulty: Medium

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Comprehension

100. When comparing strategic planning with operational planning, which one of the following statements is most appropriate?

- a) Strategic planning is performed at all levels of management
- b) Operational planning results in budget data
- c) Strategic planning focuses on authority and responsibility
- d) Operational planning is long-range in focus

Answer: b

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Comprehension

101. Wong Company utilizes both strategic planning and operational budgeting. Which one of the following items would normally be considered in a strategic plan?

- a) Setting a target of 12% return on sales
- b) Maintaining the image of the company as the industry leader
- c) Setting a market price per share of stock outstanding
- d) Distributing monthly reports for departmental variance analysis

Answer: b

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Comprehension

MATCHING QUESTIONS

102. Consider the following activities which could be undertaken by managers at Air Canada. Indicate whether each item is most likely part of: (S) organizational strategies, (P) operating plans, (A) actual operations or (M) measuring, monitoring and motivating. Each numbered item has only one correct response.

- _____ 1. Comparing actual revenues with budgeted revenues
- _____ 2. Developing processes for handling customer complaints
- _____ 3. Handling customer complaints
- _____ 4. Hosting an annual employee picnic
- _____ 5. Maintaining high quality customer service
- _____ 6. Negotiating contracts with the flight attendant union over the next six months
- _____ 7. Opening a new route to Philadelphia
- _____ 8. Providing employees opportunities to buy stock at discounted prices
- _____ 9. Valuing training for employees to increase organizational competence
- _____ 10. Reporting periodic financial results

Answer:

- 1. M
- 2. P
- 3. A
- 4. M
- 5. S
- 6. A
- 7. A
- 8. M
- 9. S
- 10. M

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Comprehension

103. The owner of a local restaurant is deciding whether to lease a company van. If the van is leased, the company would avoid paying its vendors to deliver the supplies and food purchases. The owner has negotiated a potential lease contract that would require a down payment plus a flat monthly rental payment. At the end of each year, an additional "contingency" rental payment would be required if the total number of kms driven exceeds 8,000. The owner has estimated that the van will be driven 600 kms per month for picking up supplies and food purchases, so she does not expect to incur a contingency annual payment. Based on these kms, the owner has calculated the expected amount of cost for fuel, repairs, and maintenance. She has received a quote from her insurance company for the next six months' insurance. She plans to hire a part-time employee at \$10 per hour to drive the van. The employee will work a flexible schedule based on the deliveries required. Items 1 through 7 are relevant costs for this decision. Indicate whether the dollar amount of each relevant cost is most likely (C) certain or (U) uncertain. Each numbered item has only one correct response.

- _____ 1. Lease down payment
- _____ 2. Monthly lease rental payments

- _____ 3.Contingency annual payment
- _____ 4.Fuel, repairs, and maintenance
- _____ 5.Van insurance for the next six months
- _____ 6.Part-time employee wages
- _____ 7.Reduction in vendor delivery charges

Answer:

- 1. C
- 2. C
- 3. U
- 4. U
- 5. C
- 6. U
- 7. U

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting/Problem-Solving and Decision-Making

Bloomcode: Application

104. Indicate whether each of the following items is primarily: (I) an internal report or (E) an external report. Each numbered item has only one correct response.

- _____ 1.Analysis of potential acquisitions
- _____ 2.Analysis of product mix
- _____ 3.Capital budgets
- _____ 4.Cash flow plan
- _____ 5.Credit reports
- _____ 6.Financial statements
- _____ 7.Inventory reports for suppliers
- _____ 8.News release
- _____ 9.Analysis of supplier quality
- _____ 10.Tax returns

Answer:

- 1. I
- 2. I
- 3. I
- 4. I
- 5. E
- 6. E
- 7. E
- 8. E
- 9. I
- 10. E

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

105. Ben is an accountant for Apex Corporation. His boss has asked him to make a recommendation about buying or leasing new computer equipment for the accounting department. A decision has already been made to acquire a particular type of equipment. The only remaining decision is whether the equipment will be purchased or leased. Several pieces of information Ben might consider in his decision are listed below. Indicate whether each of the following items is: (R) relevant or (I) irrelevant to the decision.

- _____ 1. Cost of current computer equipment
- _____ 2. Interest rate for lease
- _____ 3. Employee feelings about the type of new computer equipment
- _____ 4. Cost of purchasing new equipment
- _____ 5. Depreciation on old equipment
- _____ 6. Future reliability of new equipment
- _____ 7. Independent quality ratings on new equipment
- _____ 8. Trade-in value of old equipment
- _____ 9. Tax incentives to lease
- _____ 10. Personal relationship with equipment vendor

Answer:

- 1. I
- 2. R
- 3. I
- 4. R
- 5. I
- 6. I
- 7. I
- 8. I
- 9. R
- 10. I

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

EXERCISES

106. Bill, the controller of CRV Corporation, is considering two new phone systems for his staff. System 1 costs \$0.80 per minute, while System 2 charges \$10 per month plus \$0.50 per minute.

- If Bill's staff collectively plan to use the new phone system 20 hours per month, which alternative is preferable from a financial perspective?
- What is the cost of the alternative you identified in Part A?
- How many minutes would the staff have to use the phones for Bill to be indifferent between the two alternatives?

Solution to Exercise 106

- System 2 is preferable; see the computations below.
- System 1: $\$0.80 \times 20 \text{ hours} \times 60 \text{ minutes} = \960 ; System 2: $\$10 + \$0.50 \times 20 \text{ hours} \times 60 \text{ minutes} = \610
- $\$0.80n = \$10 + \$0.50n \rightarrow 33.33 \text{ minutes}$

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

107. A local grocery store which specializes in locally grown and organic produce and poultry is known by customers for quality and personal service. The store's owner has embraced the mission statement "To deliver a quality shopping experience for all customers". In preparing the strategic plan which he intends to share with his employees, the company owner is attempting to prepare a core values statement.

- Identify what type of lever of control is a core values statement.
- Prepare a sample core values statement for the store owner.

Solution to Exercise 107

- Core values is a belief system which is one of four levers of control which managers and owners use to motivate employees to take action directed toward the organization strategies. Organizational success increases when employees understand the organization's core values and work collectively to achieve them.
- A core values statement is a summary of the beliefs that define the organization's culture. For the local grocery store, a core value statement needs to reflect the importance of a quality experience for all customers. A sample statement might be: "All customer needs are a priority for all employees." Students will prepare their own statements which will look different but need to impress the need to attend to customer needs.

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting

Bloomcode: Comprehension

SHORT ANSWER QUESTIONS

108. Sam is the controller of WBD Corporation. He is currently working with a group of managers to decide whether to expand WBD's operations to Brazil. Describe three uncertainties related to the decision.

Solution to Question 108

Here is a sample of uncertainties related to opening a business in Brazil; others may apply. For full credit, students must describe (not just list) three major uncertainties.

- Availability of workers
- Cost of facilities
- Import/export considerations
- Exchange rate fluctuations
- Product reputation and quality in Brazil
- Infrastructure
- Education and training of workers

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Comprehension

109. BWN Corporation's accounting manager, Jamal, is in the process of hiring new staff accountants. List four types of information relevant to the hiring decision.

Solution to Question 109

Here is a sample of information items that are relevant to the hiring decision; others may apply. For full credit, students must list 4 relevant pieces of information.

- Degree status
- University conferring the degree
- Courses taken
- Co-curricular activities
- Languages spoken
- Internship or other experience

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

110. Financial accounting information is often used as an input for management decisions. Describe two pros and two cons of using financial accounting information in decision-making.

Solution to Question 110

Here is a sample of pros and cons for using financial accounting information for decision making; others may apply. For full credit, students must describe (not just list) two pros and two cons.

Pros:

- Easily available

- Subject to measurement guidelines (GAAP)
- Understood by many stakeholders

Cons

- Looks only at one measure of success—financial
- Not understood by all stakeholders
- Measurement guidelines (GAAP) often do not provide information that is relevant for decision-making (e.g., incremental cash flows)

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Comprehension

111. Explain why the use of management accounting information cannot completely eliminate the risk of poor decisions in organizations.

Solution to Question 111

Here is a sample of reasons why the use of management accounting information cannot completely eliminate the risk of poor decisions in organizations; others may apply. For full credit, students should adequately describe more than one (perhaps 2-3) major factors.

- Management accounting information is subject to uncertainty and bias.
- Information may be interpreted inaccurately or inappropriately.
- Management accounting information does not necessarily capture all relevant aspects of a decision.
- Management accounting information cannot predict the future with 100% certainty.
- Uncontrollable factors, such as market conditions, may impinge on future decisions.
- Decision makers may use inappropriate decision-making processes (e.g., fail to properly identify relevant information, insufficiently analyze information, employ biased judgment, and/or fail to adequately clarify values and priorities)

Difficulty: Medium

Learning Objective: Describe how business risks affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

112. One type of uncertainty managers face in decision-making is an inability to describe a problem accurately. For example, Apex Corporation has experienced a drop in its stock price over the last six months, and the managers have attributed the problem to a decrease in profits. Identify and describe two uncertainties about the managers' interpretation of the problem.

Solution to Question 112

Here is a sample of uncertainties about the managers' interpretation of the stock price decline; others may apply. For full credit, students must describe (not just list) two major uncertainties.

- No one really knows for certain all of the causes of changes in stock prices. While profits may be a contributing factor, managers can never be 100% certain that profitability changes are fully responsible.
- The entire stock market might have declined
- Macro-economic factors might have worsened
- Personnel changes, such as a change in a CEO
- Questionable financial reporting practices

- Anticipated increase in competition
- Reduced product demand
- Higher costs
- Changes in shareholders' perceptions of future cash flows for the firm

Difficulty: Easy

Learning Objective: Identify the types of control systems that managers use.

CPA: Management Accounting/Problem-Solving and Decision-Making

Bloomcode: Comprehension

113. Each of the following is a decision made by the manager of concessions at the local sports arena. Classify each decision as an organizational strategy (long-term) or an operating decision (short-term). Explain your reasoning for each classification.

- a) Determining whether to replace old cash registers that have been in use for eight years with new models that also track inventories.
- b) Setting a schedule for staffing the concession booths for the next month.
- c) Deciding whether to close several concession stands during a week of low attendance.
- d) Deciding whether to remodel the concession stands to improve wait times at each booth.

Solution to Question 113

- a) This is a long-term strategy decision because it considers a period greater than one year and allows the manager to track inventory information that could be used in making strategic product-mix decisions
- b) This is a short-term operational decision, because it refers only to the next month.
- c) This is a short-term decision that refers to operations for the next week.
- d) This is a long-term decision because costs and benefits over a number of years will be considered.

Difficulty: Easy

Learning Objective: Describe the process of strategic management and decision making.

CPA: Strategy and Governance/Management Accounting

Bloomcode: Comprehension

114. The textbook defined *open-ended problems* as problems for which there is no single correct solution, often due to significant uncertainties. Discuss reasons why each of the following problems is open-ended:

- a) Speedy Bicycles has developed a new braking system that will enable riders to apply brakes to both the front and back wheels simultaneously and also to apply brakes in a consistent pumping pattern to slow the bike, but not stop it. The company's managers are considering whether to manufacture and sell the brakes as part of their current product mix or whether to sell the patent to a large bicycle manufacturer.
- b) Dave Nichol is trying to decide whether to major in accounting or to graduate with a double major in accounting and information systems. He has been discussing his options with several people in firms that would be likely to hire him. He has been told that he will make more money at the beginning of his career if he completes both the accounting and information system degrees. However, a double degree will add a year and a half to his time at the university.

Solution to Question 114

- a) Although the managers can estimate the value to the company from each option, the estimates would be subject to uncertainty. For example, the managers cannot know with certainty the selling price and costs if they produce the new braking system. They also cannot know how much they would receive by selling the system to another company. In addition, there may be factors that influence the decision, such as how the new braking system might affect the company's reputation for quality and innovation. Because of the uncertainties, different managers will make different assumptions and use different amounts in their calculations. Different analyses will result in a variety of conclusions, so there is no one correct answer.
- b) Dave cannot be certain how much he will earn under each option. By the time he graduates the difference in starting pay could change. Also, he does not know which option would provide the best pay in the long run. In addition, Dave cannot be certain which option would provide the career opportunities that he would like best.

Difficulty: Medium

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Application

115. A local store in a suburb of a large Canadian city has identified that its organizational strategy should focus on quality and personal service to its customer base. In determining its operational plan for the next two years, the store owner continues to emphasize that their organizational strategy needs to consider staffing levels given a possible store expansion. How should the store's organizational plan incorporate their organizational strategy?

Solution to Question 115

An organizational plan needs to incorporate the organization's organizational strategy. For this organization the quality and personal service to its customers' needs to be incorporated into the organizational plan as it relates to staffing. As quality and personal service requires staffing to meet customers' needs and expansion may require additional staff to maintain the same level of service. Alternately, in the face of expansion of the store, the approach to staffing levels given fluctuations in customer levels, areas (e.g., meat shop) which require more attention to customer, etc. the store owner may be able to use the same number of staff if the staff are used efficiently (e.g., more staff at peak shopping hours, etc.).

Difficulty: Medium

Learning Objective: Describe the process of strategic management and decision making.

CPA: Management Accounting

Bloomcode: Comprehension

116. The balanced scorecard is a formal approach used to help organizations translate their vision into objectives that can be measured and monitored using both financial and nonfinancial performance measures. Why are firms adopting balance scorecards?

Solution to Question 116

Cost accounting information is increasingly being defined broadly to include both financial and nonfinancial information and to include items that do not relate strictly to the measurement of costs. The use of broader information (i.e., financial and nonfinancial) to manage the strategy of organizations is called strategic cost management. Strategic cost management refers to a simultaneous focus on both reducing costs and strengthening an organization's strategic position. The balanced scorecard is a strategic cost management tool and consequently is very commonly used in organizations today.

Difficulty: Easy

Learning Objective: Explain the role of accounting information in strategic management.

CPA: Management Accounting

Bloomcode: Comprehension

117. A regional hospital in southern Alberta is considering adopting business process management software to assist in the efficient distribution of medication in the hospital. The current delivery of medication has resulted in delays in delivery, incorrect dosages being delivered and incorrect medication be delivered to patients.

- a) What is business process management?
- b) How might the management of the hospital use business process management software to improve the distribution of medication to patients in the hospital?

Solution to Question 117

a) Business process management (BPM) is a software product that helps managers reduce costs, improve profitability, and control operations. BPM software supports the design, execution, and monitoring of repetitive, day-to-day business processes.

b) The delivery of medication is a day-to-day process used in hospitals. The adoption of business process management software will allow hospital management to monitor the amount, type and time of delivery of medications within the hospital. The BPM software should allow for the identification in errors in amount, type and time of medication delivery which then the hospital can correct through process improvement, education, etc.

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

118. The plastics industry is very heavily dependent on oil in the manufacturer of products like grocery bags, toys, etc. The world price of oil can vary significantly and unpredictably in any given year thereby significantly impacting the cost of manufacturing and the level of profitability of companies in the plastics industry.

- a) How does the price of oil represent a business risk to companies in the plastics industry?
- b) How might a company in the plastics industry use cost information to manage the business risk associated with the price of oil?

Solution to Question 118

a) Business risk is the possibility that an event could occur and interfere with an organization's ability to meet strategic goals or operating plans. The price of oil represent a business risk to companies in the plastics industry because its volatility depends on the global economy, reserves of oil and global demands for oil.

b) Management accounting information like cost information is used to help managers make business decisions, which almost always involve business risk. Because the future cannot be seen, and even historical information is imperfect, decision makers cannot perfectly predict future results. A company in the plastics industry uses cost information to manage the business risk associated with the price of oil through developing cost and profitability scenarios reflecting changes in oil prices, for example.

Difficulty: Medium

Learning Objective: Describe how business risks affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

119. The budgeting process is affected by biases of the decision makers creating and reporting the budget. It is common for managers to overestimate budgeted expenses especially when their bonuses are based on their ability to achieve their budgets. This bias is often described as a decision-making bias.

- a) What is an information bias and describe how the overestimation of budget expenses reflects an information bias?
- b) Why might managers intentionally overestimate budgeted expenses?

Solution to Question 119

- a) Information bias in decision making are errors in judgment caused by data that are consistently overestimated, underestimated, or misrepresented. The overestimation of budget expenses reflects an information bias because the overestimation may lead to an error in judgement in the allocation of budgeted resources to expenses that are overestimated.
- b) Managers may intentionally overestimate budgeted expenses when their bonuses are based on achieving the budgets to allow for a cushion (also called slack) to make it easier for managers to achieve the budget amounts and therefore allow for a better allowance.

Difficulty: Easy

Learning Objective: Appreciate how biases affect management decision making.

CPA: Management Accounting

Bloomcode: Comprehension

120. Uncertainty and bias reduce the decision quality of manager's decisions. Management accountants are tasked with the responsibility of producing higher-quality information to generate higher quality decisions.

- a) Describe a higher quality decision.
- b) Higher quality information is timely information. Describe timely information.

Solution to Question 120

- a) Decision quality refers to the characteristics of a decision that affect the likelihood of achieving a positive outcome. On average, higher quality decisions have more positive outcomes resulting from better information as well as better decision processes.
- b) Higher-quality information has fewer uncertainties, is more complete, and is directly relevant to the decision. It is also timely, helping managers as they make decisions, not after the fact. Information that is up-to-date is more useful in making decision as compared to information that is old and no longer useful.

Difficulty: Easy

Learning Objective: Determine how managers make higher-quality decisions.

CPA: Management Accounting

Bloomcode: Comprehension

121. Enron was a publically listed energy company in which the accountants associated with the company were responsible for misstating financial information which led to inflated earnings and ultimately inflated share prices. The company collapsed when the misreporting was revealed. Did the accountants at Enron make ethically appropriate decisions?

Solution to Question 121

Managers and accountants are responsible for the behaviour of the organizations they manage. For this reason, ethical behaviour is both an individual and an organizational obligation. The accountants at Enron did not make ethically appropriate decisions as their misreporting of financial information adversely affected the decisions, beliefs and trust of investors. Ultimately, the company collapsed because of the misreporting of financial information which adversely affected the wealth of shareholders, employees and other stakeholders. People are more likely to make ethically appropriate decisions when they objectively consider the effects of their actions on others.

Difficulty: Medium

Learning Objective: Explain the importance of ethical decision making.

CPA: Management Accounting

Bloomcode: Comprehension

PROBLEMS

122. Flora is deciding whether to go on a spring break cruise or drive to Florida and spend a week at Daytona Beach. Her best friend is going on the cruise, but Flora has never been on a cruise before and is concerned that she cannot leave if she does not like it. If she drives to Florida, she can either drive back to campus or go home if the beach trip is not what she expects. She also needs to consider the costs associated with both trips because her finances are somewhat limited. If she spends too much on the trip, she will not have enough money to finish the semester and will have to increase the hours that she works, which will likely lower her grades for the semester. Following is information about both alternatives.

The cost for the cruise is \$800 if she shares a room with her friend. It is a four-day cruise. This cost includes all meals and incidentals while she is on the boat. In addition, there will be three off shore excursions and no costs are covered once passengers leave the boat. After discussing these costs with her friend, Flora estimates these costs for the trip. She believes she will spend about \$155 for excursions. She will have to drive to Daytona Beach because that is the cruise ship's home port. She estimates that cost to be \$250 and to take more than one day with an overnight stay each way. The cruise ship charges for parking at \$10 per day.

Alternatively, Flora can drive to Daytona Beach at a cost of \$250, stay in a hotel and enjoy the beach. If she does this, it will cost \$180 and another friend will share this cost. They will stay at the hotel for four days. Flora has estimated the cost of food, beverages, and entertainment to be about \$75 per day. However other students have told her that this amount is too little. The hotel charges \$7 a day for parking. While she is gone, Flora needs to pay a house sitter to feed her kitten and water her plants. This costs \$12 per day.

- What are the relevant costs for deciding whether to take the cruise or stay in Daytona Beach?
- What factors other than costs might influence Flora's decision? List at least two.
- Consider your own preferences for this problem. Do you expect Flora's preferences to be the same as yours? How can you control for your biases and consider this problem from Flora's point of view?

Solution to Problem 122

a)

	<u>Cruise</u>	<u>Beach</u>
Room and board	\$800	$(\$90 + \$75) \times 4 = \$660$
Parking	$\$10 \times 4 = 40$	$\$7 \times 4 = 28$
Off shore excursions	155	0
Total	<u>\$995</u>	<u>\$688</u>

b) Flora cannot leave the cruise ship if she is not enjoying the trip, and she could drive back to campus if she was not enjoying the beach. She may not have estimated her costs accurately for the beach trip and if she makes a choice based only on cost, she may regret her choice if costs for the beach trip are a lot higher than costs for the cruise would have been. There are a variety of other answers students may list.

c) Student responses should include a definite preference and acknowledge that their preferences are likely to be different than Flora's. Student responses to the last question should include some of the following factors. Often, personal biases sway the way that we look at information for a problem. We often ignore information that contradicts our preferences. Flora probably does not have the same experiences and preferences as students. One way to control biases is to first recognize our own preferences. Then look for ways in which our preferences affect what we consider to be relevant or important. Another way is to talk about this problem with other people who are likely to have preferences different than ours.

Difficulty: Medium

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Comprehension

123. Suppose the current average cost per km for operating a car is \$0.70, but the cost of gas and maintenance is \$0.40. Jennifer is required to drive to a client's office that is 50 kms away (100 kilometers round-trip). The client is an artist, and Jennifer will be expected to take the client to lunch as part of their meeting. Jennifer can use her own car (a brand-new luxury sedan) and be reimbursed \$0.50 per km, use a company-owned vehicle (a 3-year-old economy sedan), or rent a 4-year-old sports car from Gamma Car Rental for \$25 per day plus \$0.25 per km. Identify relevant information from the preceding paragraph for Jennifer's transportation decision. For each piece of relevant information, discuss why you believe it is relevant.

- a) Identify the least costly alternative from the company's perspective.
- b) Identify two qualitative factors that might influence Jennifer's decision.

Solution to Problem 123

a) The costs from the company's perspective are \$50 for Jennifer to take her own car, \$50 for the car rental, or \$40 if Jennifer takes the company car. The cheapest alternative is to take the company car.

b) Here are several qualitative factors students might provide. There are many other correct responses.

- The "image" portrayed by each car. If the client is concerned with Jennifer's image, or if Jennifer herself is concerned, she may want to consider the psychological and economic image presented by each automobile.
- Comfort. Jennifer and the client would likely be more comfortable in a larger car.

Difficulty: Easy

Learning Objective: Explain the information systems and information that is relevant for decision making.

CPA: Management Accounting

Bloomcode: Application

LEGAL NOTICE

Copyright © 2016 by John Wiley & Sons Canada, Ltd. or related companies. All rights reserved.

WILEY

The data contained in these files are protected by copyright. This manual is furnished under licence and may be used only in accordance with the terms of such licence.

The material provided herein may not be downloaded, reproduced, stored in a retrieval system, modified, made available on a network, used to create derivative works, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise without the prior written permission of John Wiley & Sons Canada, Ltd.