# Accounting



Tenth Edition

# Accounting

What the Numbers Mean



Professor of Accounting Emeritus Millikin University

Wayne W. McManus, LLM, JD, MS, MBA, CFA, CPA, CMA, CIA

Professor of Accounting and Law International College of the Cayman Islands

#### **Daniel F. Viele, MS, CPA, CMA**

Professor of Accounting Associate Vice President for Academic Affairs Webster University







ACCOUNTING: WHAT THE NUMBERS MEAN, TENTH EDITION

Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2014 by The McGraw-Hill Companies, Inc. All rights reserved. Printed in the United States of America. Previous editions © 2011, 2008, and 2007. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

1234567890RJE/RJE109876543

ISBN 978-0-07-802529-7 MHID 0-07-802529-X

Senior Vice President, Products & Markets: Kurt L. Strand

Vice President, Content Production & Technology Services: Kimberly Meriwether David

Director: Tim Vertovec

Executive Brand Manager: Steve Schuetz
Executive Director of Development: Ann Torbert

Development Editor II: Megan Shultz
Director of Digital Content: Patricia Plumb
Digital Development Editor: Julie Hankins
Senior Marketing Manager: Michelle Heaster
Senior Project Manager: Diane L. Nowaczyk
Senior Buyer: Michael R. McCormick

Senior Buyer: Michael R. McCor Senior Designer: Matt Diamond Cover Designer: Kay Lieberherr Cover Image: Superstock

Senior Content Licensing Specialist: *Jeremy Cheshareck* Senior Media Project Manager: *Susan Lombardi* 

Media Project Manager: Ron Nelms Typeface: 10.5/12 Times Roman Compositor: MPS Limited Printer: R. R. Donnelley

All credits appearing on page or at the end of the book are considered to be an extension of the copyright page.

#### Library of Congress Cataloging-in-Publication Data

Marshall, David H.

Accounting: what the numbers mean / David H. Marshall, Wayne W. McManus, Daniel F. Viele.—10th ed.

p. cm.

Includes index.

ISBN-13: 978-0-07-802529-7 (alk. paper) ISBN-10: 0-07-802529-X (alk. paper)

1. Accounting. 2. Managerial accounting. I. McManus, Wayne W. II. Viele, Daniel F. III. Title.

HF5636.M37 2014

657-dc23

2012041059

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a website does not indicate an endorsement by the authors or McGraw-Hill, and McGraw-Hill does not guarantee the accuracy of the information presented at these sites.

www.mhhe.com



## Meet the Authors

**David H. Marshall** is Professor of Accounting Emeritus at Millikin University. He taught at Millikin, a small, independent university located in Decatur, Illinois, for 25 years. He taught courses in accounting, finance, computer information systems, and business policy, and was recognized as an outstanding teacher. The draft manuscript of this book was written in 1986 and used in a one-semester course that was developed for the non-business major. Subsequently supplemented with cases, it was used in the business core accounting principles and managerial accounting courses. Concurrently, a one-credit hour accounting laboratory taught potential accounting majors the mechanics of the accounting process. Prior to his teaching career, Marshall worked in public accounting and industry and he earned an MBA from Northwestern University. Professor Marshall's interests outside academia include community service, woodturning, sailing, and travel.



**Wayne W. McManus** makes his home in Grand Cayman, Cayman Islands, BWI, where he worked in the private banking sector for several years and is now a semiretired consultant. He maintains an ongoing relationship with the International College of the Cayman Islands as an adjunct Professor of Accounting and Law and as a member of the College's Board of Trustees. McManus now offers the Cayman CPA Review course through the Financial Education Institute Ltd. and several professional development courses through the Chamber of Commerce. He earned an MS in accounting from Illinois State University, an MBA from the University of Kansas, a law degree from Northern Illinois University, and a master's of law in taxation from the University of Missouri–Kansas City. He serves as an independent director and chairman of the audit committee for Endeavour Mining Corp. (EDV on the TSX exchange). He is an active member of the Cayman Islands Society of Professional Accountants and the local chapter of the CFA Institute. Professor McManus volunteers as a "professional" Santa each December, enjoys travel, golf, and scuba diving, and is an audio/video enthusiast.



Daniel F. Viele is Professor of Accounting and currently serves as Associate Vice President for Academic Affairs at Webster University. He teaches courses in financial, managerial, and cost accounting, as well as accounting information systems. He has developed and taught numerous online graduate courses, and for his leadership role in pioneering online teaching and learning, the university presented him with a Presidential Recognition Award. Professor Viele's students and colleagues have also cited his dedication to teaching and innovative use of technology, and in 2002 Webster awarded him its highest honor—the Kemper Award for Teaching Excellence. Prior to joining Webster University in 1998, he served as a systems consultant to the graphics arts industry, and his previous teaching experience includes 10 years at Millikin University with Professor Marshall. Professor Viele holds an MS in Accounting from Colorado State University and has completed the Information Systems Faculty Development Institute at the University of Minnesota and the Advanced Information Systems Faculty Development Institute at Indiana University. He is a member of the American Accounting Association and the Institute of Management Accountants, where he has served as President of the Sangamon Valley Chapter and as a member of the National Board of Directors. Professor Viele enjoys sports of all kinds, boating, and a good book.



### **Preface**

**Welcome** to the Tenth Edition of *Accounting: What the Numbers Mean.* We are confident that this text and supplemental resources will permit the achievement of understanding the basics of financial reporting by corporations and other enterprises.

Accounting has become known as the language of business. Financial statements result from the accounting process and are used by owners/investors, employees, creditors, and regulators in their planning, controlling, and decision-making activities as they evaluate the achievement of an organization's objectives. Active study of this text will allow you to acquire command of the language and help you become an informed user of accounting information.

Accounting issues are likely to touch the majority of career paths in today's economy. Students whose principal academic interests are not in accounting, but who are interested in other areas of business or nonbusiness areas, such as engineering, behavioral sciences, public administration, and prelaw programs, will benefit from the approach used in this book. Individuals aspiring to an MBA degree or other graduate programs that focus on administration and management, who do not have an undergraduate business degree, will benefit from a course using this text.

Accounting: What the Numbers Mean takes the user through the basics: what accounting information is, how it is developed, how it is used, and what it means. Financial statements are examined to learn what they do and do not communicate, enhancing the student's decision-making and problem-solving abilities from a user perspective. Achieving expertise in the preparation of financial statements is not an objective of this text. In short, we have designed these materials to assist those who wish to learn "what the numbers mean" without concentrating on the mechanical aspects of the accounting process.

Best wishes for successful use of the information presented here.

David H. Marshall Wayne W. McManus Daniel F. Viele

# Putting the Pieces Together

Named after a Chinese word meaning "sparrow," mah-jongg is a centuries-old game of skill. The object of the game is to collect different tiles; players win points by accumulating different combinations of pieces and creating patterns. We've chosen mah-jongg tiles as our cover image for the tenth edition of *Accounting: What the Numbers Mean* because the authors show students how to put the pieces together and understand their relationship to one another to see the larger pattern. By focusing on the meaning of the numbers used in financial statements, students develop the crucial decision-making and problem-solving skills needed to succeed in any professional environment.

Marshall continues to be the market-leading text for the Survey of Accounting course, helping students to succeed through clear and concise writing, a conceptual focus, and unparalleled technology support.

#### Clear

Instructors and students alike have praised *Accounting: What the Numbers Mean* for its effectiveness in explaining difficult and important accounting concepts to all students, not just future accountants. Instructors consistently point out that students find this text much less intimidating and easier to follow than others they have used.

#### Concise

In concentrating on the basics—what accounting information is, what it means, and how it is used—*Accounting: What the Numbers Mean* does not overwhelm students with encyclopedic detail. The emphasis on discovering what financial statements communicate and how to better use them (as well as other pieces of accounting information) facilitates student comprehension of the big picture.

#### Conceptual

Accounting: What the Numbers Mean focuses on helping students understand the meaning of the numbers in financial statements, their relationship to each other, and how they are used in evaluation, planning, and control. Technical details are minimized wherever possible, allowing instructors to highlight the function of financial statements, as opposed to their formation.

#### Technology

To meet the evolving needs of instructors and students, the tenth edition features a far more extensive technology support package than ever before. An expanded Online Learning Center includes a wealth of self-study material for students. McGraw-Hill's *Connect Accounting* lets instructors assign, collect, and grade homework online. In addition, McGraw-Hill's *Connect Accounting Plus* gives students the ability to work with an integrated eBook while managing and completing homework online.

# What Makes Accounting: What the Numbers Mean Such a Powerful Learning Tool?

#### Fiscal Year

A firm's **fiscal year** is the annual period used for reporting to owners, the government, and other alway firms select the calendar year as their fiscal year, but other 12-month periods can also be selected. Some firms select a reporting period ending on a date when inventroiries will be relatively low or business activity will be slow because this facilitates the process of preparing femoral factored.

financial statements.

Many firms select fiscal periods that relate to the pace of their business activity. Food retailers, for example, have a weekly operating cycle, and many of these firms select a 52-week fiscal
year (with a 53-week fiscal year every five or six years so their year-end remains near the same
date every year, Campbell Supc Company has adopted this strategy, rote, on page 715 in the
appendix, that Campbell's facal year ends on the Sunday nearest July 31 each year. (The next
53-week year year year) and 2014.

date every year). Campbell Soup Company has adopted this strategy, note, on page 715 in the appendix, that Campbell's fiscal year ends on the Surday reasest July 31 each year. (The next 53-week year will end on August 3, 2014). For internal reporting purposes, many firms use periods other than the month (e.g., 13 fourweek periods). Such firms wish to maintain the same number of operating days in each period so that comparisons between the same periods of different years can be made without having to consider differences in the number of operating days in the respective periods.



2. What does it mean to refer to a balance sheet for the year ended August 31, 2014?

3. What does it mean when a balance sheet has been prepared for an organization?



This is a difficult but important concept to grasp, so please consider the following example: Assume that Cruisers, Inc., selfs a boat to a customer for \$2,000 and uses the FFPO assumption. For argument's sake, assume that the cost of goods sold for this boat is \$1,500 taken form the beginning inventory); yet the current cost of replacing the boat has recently increased to \$1,850, and the tax rate is 30 persent. The incomen tax owed by Cruisers, Inc., from this sale would be \$150, computed as (\$2,000 – \$1,500) × 30%, and when this amount is added to the cost of replacing the boat, the company heavith and any positive rel cash flow! However, on the income statement, net income would be \$350 (\$2,000 – \$1,500 – \$150).





The IFRS

The LIFO inventory cost flow assumption is not permitted under international financial reporting standards. The primary reason for the disallowance of LIFO appears to be that international standards have a strong balance sheet measurement focus and efforts have been made to eliminate accounting methods such as LIFO that do not support this so-called "balance sheet approach." As discussed in the following sections, during inflationary times LIFO assigns to inventory the costs of the oldest tlens acquired by the company, thus called balance sheet values to become "outdated" as the company grows. As you study this material, think about what the implications would be for U.S. companies if the LIFO cost flow assumption were no longer available as a reporting alternative under U.S. GAAP.



The Activity Based Costing Association (ABCA) is an association of companies and organizations with activity-based costing interests. The association conducts benchmarking studies to identify practices that improve the overall operations of the members. ABCAs mission is to identify "best in class" activity-based costing processes, which lead member companies to exceptional performance when implemented. See www.abcbenchmarking.com for additional information about the objectives, services, and activities of the association.



#### Business in Practice

Throughout each chapter, these boxes highlight and discuss various business practices and their impact on financial statements. Seeing the realworld impact of these business practices helps students more completely understand financial statements in general.

#### What Does It Mean?

As students progress through each chapter, *What Does It Mean?* questions prompt students to self-test their understanding following coverage of key topics. *What Does It Mean?* answers are provided in the end-of-chapter section.

#### Study Suggestion

Here the authors offer advice and tips to students to help them better grasp specific chapter concepts.

#### The IFRS Approach

New to this edition, these boxes highlight some of the key differences between U.S. generally accepted accounting principles and International Financial Reporting Standards.

#### FYI

These boxes direct students' attention to a wide variety of helpful resources available on the Internet for a fresh perspective on how the concepts they've just learned in the managerial chapters are applied in a modern context.

#### Campbell's 2011 Annual Report

Excerpts from Campbell Soup Company's annual report are included as an appendix at the back of the book. Frequent references to this material are made in the financial chapters of the text. The Campbell's icon is located in the margins next to relevant text and requires the student to call upon this real-world resource. The inclusion of annual report data piques student interest and provides valuable hands-on experience.

# More great pedagogy to guide student learning, and extensive end-of-chapter material to challenge students in applying what they have learned.



- Chapter Summaries and Key Terms and Concepts promote greater retention of important points and definitions as well as facilitate review.
- **Demonstration Problems** drive students to the Marshall/McManus/Viele Online Learning Center (www .mhhe.com/marshall10e) to view a fully worked-out problem with solution.
- Self-Study Material is an additional online resource located on the Online Learning Center (www.mhhe.com/ marshall10e). The quizzes help students test their knowledge and understanding of chapter concepts. Results are tabulated and can be routed to multiple e-mail addresses if necessary.
- Self-Study Quizzes feature multiple-choice and matching questions. Answers for this section are given on the final page of each chapter.
- Mini-Exercises are new to this edition and are designed to be used as simple in-class demos to highlight key relationships and calculations or as simple take-home assignments.
- Exercises give students a chance to practice using the knowledge gained from working through the chapter material.
- Problems challenge students to apply what they have learned. Specific problems are tied to the Campbell's 2011 Annual Report, excerpts of which are included at the back of the text, bringing a strong, real-world flavor to the assignment material.
- **Cases** allow students to think analytically about topics from the chapter and apply them to business decisions.
- A Continuous Case is provided for Chapters 4, 6, 8 and 11 to allow the student to link concepts learned in earlier chapters to what they learn in later chapters. It also allows for an understanding of how the material works together to form a larger picture.
- **Icons** identify exercises, problems, and cases involving Excel Templates, the Campbell's 2011 Annual Report, and *Connect Accounting*.





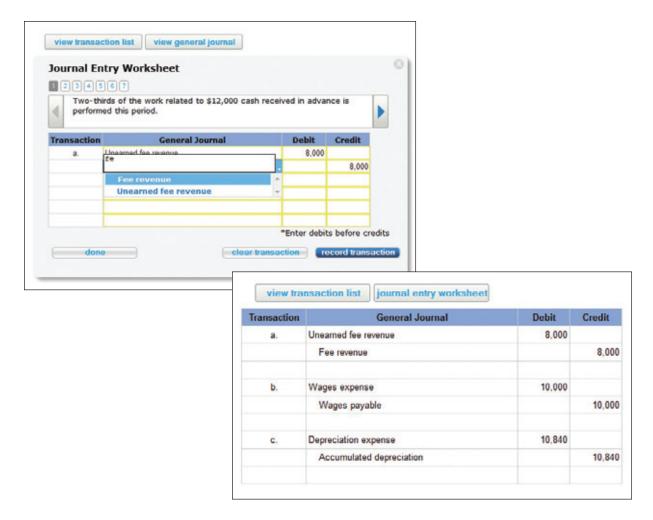




McGraw-Hill *Connect Plus Accounting* is a complete online assignment, learning, and textbook assessment solution that connects your students with the tools and resources needed to achieve success through faster learning, more efficient studying, and higher retention of knowledge. Key features found in *Connect Plus Accounting* include:

#### **Intelligent Response Technology**

Intelligent Response Technology is *Connect Accounting's* new student interface for end-of-chapter assessment content. Intelligent Response Technology provides a general journal application that looks and feels more like what you would find in a general ledger software package, improves answer acceptance to reduce student frustration with formatting issues (such as rounding), and, for select questions, provides an expanded table that guides students through the process of solving the problem.







Connect Accounting helps students learn more efficiently by providing feedback and practice material when they need it, where they need it. Connect grades homework automatically and gives immediate feedback on any questions students may have missed.



#### **Integrated eBooks**

Connect Plus includes a media-rich eBook. With it, you can share your notes with your students, and they can insert their own notes, highlight the text, search for specific information, and review their materials. Using an eBook with Connect gives your students a complete digital solution that allows them to access their materials from any computer. And over time, as more and more students use mobile devices, our eBooks will even enable them to learn on the go.

#### **Guided Examples**

Guided Examples provide narrated, animated, and step-by-step walkthroughs of algorithmic versions of assigned exercises in *Connect Accounting*, allowing the student to identify, review, or reinforce the concepts and activities covered in class. Guided Examples provide immediate feedback and focus on the areas where students need the most guidance.

#### **Student Resource Library**

The *Connect Accounting* Student Study Center gives access to additional resources such as recorded lectures, online practice materials, an eBook, and more.



The integrated solutions for *Accounting: What the Numbers Mean*, *10e*, have been proven to help you achieve your course goals of improving student readiness, enhancing student engagement, and increasing their comprehension of content. Marshall continues

to be the market-leading text for the Survey of Accounting course, helping students to succeed through clear and concise writing, a conceptual focus, and unparalleled technology support. The Marshall solution employs the use of current companies and instant feedback on practice problems to help students engage with course materials, comprehend the content, and achieve higher outcomes in the course.

McGraw-Hill *Connect* provides many valuable learning resources to students, including **Guided Examples.** These narrated and animated videos are available to students as they work through homework assignments and can be viewed anytime, anywhere. Finally, our new **Intelligent Response Technology**-based content offers students an intelligent homework experience that helps them stay focused on learning instead of navigating the technology.

#### **Simple Assignment Management and Smart Grading**

With *Connect Plus Accounting*, creating assignments is easier than ever, so you can spend more time teaching and less time managing. *Connect Accounting* enables you to:

- Create and deliver assignments easily with select end-of-chapter questions and test bank items.
- Go paperless with the eBook and online submission and grading of student assignments.
- Have assignments scored automatically, giving students immediate feedback on their work and side-by-side comparisons with correct answers.
- Reinforce classroom concepts with practice tests and instant quizzes.



Connect Accounting keeps instructors informed about how each student, section, and class is performing, allowing for more productive use of lecture and office hours. The reporting function enables you to:

- View scored work immediately and track individual or group performance with assignment and grade reports.
- Access an instant view of student or class performance relative to learning objectives.
- Collect data and generate reports required by many accreditation organizations, such as AACSB and AICPA.
- Identify low-performance students with the "At Risk" student report.



#### **Instructor Library**

The *Connect Accounting* Instructor Library is your repository for additional resources to improve student engagement in and out of class. You can select and use any asset that enhances your lecture. The *Connect Accounting* Instructor Library includes: access to the eBook version of the text, PowerPoint files, Solutions Manual, Instructor Resource Manual, and Test Bank.

#### **Tegrity: Lectures 24/7**

Make your classes available anytime, anywhere. With simple one-click recording, instructors can record lectures, presentations, and step-by-step problem solutions with Tegrity. Using Tegrity with *Connect Accounting*, instructors can post recordings directly to *Connect* for student viewing. Students can also search for a word or phrase and be taken to the exact place in your lecture that they need to review.



To learn more about Tegrity, watch a two-minute Flash demo at http://tegritycampus.mhhe.com.

#### **McGraw-Hill Customer Experience Group Contact Information**

At McGraw-Hill, we understand that getting the most from new technology can be challenging. That's why our services don't stop after you purchase our products. You can e-mail our Product Specialists 24 hours a day to get product training online. Or you can search our knowledge bank of Frequently Asked Questions on our support website. For Customer Support, call 800-331-5094 or visit **www.mhhe.com/support**. One of our Technical Support Analysts will be able to assist you in a timely fashion.

# How Can Text-Related Web Resources Enrich

## **How Can Text-Related Web Resources Enrich My Course?**

#### **Online Learning Center (OLC)**

We offer an Online Learning Center (OLC) that follows *Accounting: What the Numbers Mean* chapter by chapter. It doesn't require any building or maintenance on your part. It's ready to go the moment you and your students type in the URL: www.mhhe.com/marshall10e

As students study and learn from *Accounting:* What the Numbers Mean, they can visit the Student Edition of the OLC Website to work with a multitude of helpful tools:

- Interactive Chapter Quizzes
- PowerPoint Presentations
- Excel Problems
- Study Guide
- Demonstration Problems
- Odd-Problem Solutions

A secured Instructor Edition stores essential course materials to save you prep time before class. Everything you need to run a lively classroom and an efficient course is included. All resources available to students, plus . . .

- · Instructor's Resource Manual
- Solutions Manual
- Solutions to Excel Problems
- · Test Bank
- Guided Examples
- PowerPoint Presentations
- Web-Enhanced Solutions
- · End-of-Chapter Conversion Guide

The OLC Website also serves as a doorway to other technology solutions, like course management systems.



#### **Online Course Management**

# McGraw-Hill Higher Education and Blackboard Have Teamed Up. What Does This Mean for You?

- 1. **Single sign-on.** Now you and your students can access McGraw-Hill's *Connect*<sup>TM</sup> and Create<sup>TM</sup> right from within your Blackboard course—all with one single sign-on.
- 2. **Deep integration of content and tools.** You get single sign-on with *Connect* and Create, you also get integration of McGraw-Hill content and content engines right in Blackboard. Whether you're choosing a book for your course or building *Connect* assignments, all the tools you need are right where you want them—inside Blackboard.
- 3. **One grade book.** Keeping several grade books and manually synchronizing grades in Blackboard is no longer necessary. When a student completes an integrated *Connect* assignment, the grade for that assignment automatically (and instantly) feeds your Blackboard grade center.
- 4. A solution for everyone. Whether your institution is already using Blackboard or you just want to try Blackboard on your own, we have a solution for you. McGraw-Hill and Blackboard can now offer you easy access to industry-leading technology and content, whether your campus hosts it, or we do. Be sure to ask your local McGraw-Hill representative for details.





McGraw-Hill Campus<sup>TM</sup>

is a new one-stop teaching and learning experience available to users of any learning management system. This complimentary integration allows faculty and students to enjoy single sign-on (SSO) access to all McGraw-Hill Higher Education materials and synchronized grade-book with our award-winning McGraw-Hill Connect plat-McGraw-Hill Campus provides faculty with instant access to all McGraw-Hill Higher Education teaching materials (eTextbooks, test banks, PowerPoint slides, animations and learning objects, and so on), allowing them to browse, search, and use any instructor ancillary content in our vast library at no additional cost to the instructor or students. Students enjoy SSO access to a variety of free (quizzes, flash cards, narrated presentations, and so on) and subscription-based products (McGraw-Hill Connect). With this integration enabled, faculty and students will never need to create another account to access McGraw-Hill products and services. For more information on McGraw-Hill Campus, please visit our website at www.mhcampus.com.

#### **CourseSmart**



CourseSmart is a new way to find and buy eTextbooks. CourseSmart has

the largest selection of eTextbooks available anywhere, offering thousands of the most commonly adopted textbooks from a wide variety of higher education publishers. CourseSmart eTextbooks are available in one standard online reader with full text search, notes, highlighting, and email tools for sharing between classmates. Visit www.CourseSmart.com for more information on ordering.

#### **Online Learning Center (OLC)**

www.mhhe.com/marshall10e

More and more students are studying online. That's why we offer an Online Learning Center (OLC) that follows *Accounting: What the Numbers Mean* chapter by chapter. It doesn't require any building or maintenance on your part. It's ready to go the moment you and your students enter in the URL.

As your students study, they can refer to the OLC website and access

- · Check Figures and Odd-Problem Solutions
- Digital Text Images
- Self-Grading Quizzes
- PowerPoint Presentations
- Excel Problems
- Study Guide
- Demonstration Problems



A secured Instructor Resource Center stores your essential course materials to save you prep time before class. The Instructor's Resource Manual, Solutions Manual, Test Bank, and PowerPoint presentations are now just a couple of clicks away.



#### **Instructor Supplements**

#### **Connect Accounting**

MHID: 0-07-751583-8 ISBN: 978-0-07-751583-6



#### **Connect Plus Accounting**

MHID: 0-07-751585-4 ISBN: 978-0-07-751585-0



#### **Instructor's Manual**

(Available on the password-protected Instructor OLC)

This supplement contains the lecture notes to help with classroom presentation. It contains useful suggestions for presenting key concepts and ideas.

#### **Solutions Manual**

(Available on the password-protected Instructor OLC)

This supplement contains completely worked-out solutions to all assignment material and a general discussion of the use of group exercises. In addition, the manual contains suggested course outlines and a listing of exercises, problems, and cases scaled according to difficulty.

#### **Test Bank**

(Available on the password-protected Instructor OLC)

Hundreds of questions are organized by chapter and include multiple-choice problems. This edition of the test bank includes worked-out solutions, and all items have been tied to AACSB-AICPA and Bloom's standards.

#### **Computerized Test Bank**

(Available on the password-protected Instructor OLC)

This test bank utilizes McGraw-Hill's EZ Test software to quickly create customized exams. This user-friendly program allows instructors to sort questions by format, edit existing questions, or add new ones. It also can scramble questions for multiple versions of the same test.

#### PowerPoint® Presentations

(Prepared by Jon A. Booker, Charles W. Caldwell, Susan Galbreath, and Cynthia J. Rooney)
Presentations allow for revision of lecture slides.

#### **Assurance of Learning Ready**



Many educational institutions today are focused on the notion of assurance of learning, an important ele-

ment of some accreditation standards. Accounting: What the Numbers Mean is designed specifically to support your assurance of learning initiatives with a simple, yet powerful solution. Each test bank question for Accounting: What the Numbers Mean maps to a specific chapter learning objective listed in the text. You can use our test bank software, EZ Test Online or Connect Accounting to easily query for learning objectives that directly relate to the learning objectives for your course. You can then use the reporting features of EZ Test to aggregate student results in similar fashion, making the collection and presentation of assurance of learning data simple and easy.

#### **AACSB Statement**



The McGraw-Hill Companies is a proud corporate member of AACSB

International. Understanding the importance and value of AACSB accreditation, Accounting: What the Numbers Mean recognizes the curricula guidelines detailed in the AACSB standards for business accreditation by connecting selected questions in the test bank to the six general knowledge and skill guidelines in the AACSB standards. The statements contained in Accounting: What the Numbers Mean are provided only as a guide for the users of this textbook. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While Accounting: What the Numbers Mean and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within Accounting: What the Numbers Mean labeled select questions according to the six general knowledge and skills areas.

#### **Enhancements for This Edition**

#### Chapter 1:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- New discussion of the FASB Accounting Standards Codification and the role of Accounting Standards Updates (ASUs).
- Updated references to Campbell's annual report information.
- Expanded discussion of international financial reporting issues with emphasis on the progress made in recent years to achieve convergence of IFRS and U.S. GAAP.
- Streamlined discussion of the Conceptual Framework project with an integration of *FASB Concepts Statement No.* 8 and the removal of the "Highlights" of *Concepts Statement No.* 1 exhibit.
- Further clarification provided in the Plan of the Book section including a new "Resources for Students" subsection, highlighting the key features offered on our text's website.
- General update of all Exercises.
- Complete revision of all even-numbered Exercises.

#### Chapter 2:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Updated terminology used in the financial statements from Owners' Equity to Stockholders' Equity to reflect the text's emphasis on corporate financial reporting.
- Updated references to Campbell's annual report information.
- Deleted the Cash Flows versus Accrual Accounting "Business in Practice" box, as well as the "Business on the Internet" box to improve the chapter's efficiency.
- New Mini-Exercises (6) to emphasize computationaltype learning objectives.
- General update of all Exercises, Problems, and Cases.

- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### **Chapter 3:**

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Deleted the "Business on the Internet" box to improve the chapter's efficiency.
- Integration of Campbell's annual report information for the financial and graphical analyses of profitability and liquidity trends.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- New "Focus company" Case on the analysis of liquidity and profitability measures.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 4:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Deleted the "Business on the Internet" box to improve the chapter's efficiency.
- Updated references to Campbell's annual report information.
- New Mini-Exercises (4) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 5:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.

- the second second
  - Integration and analysis of Campbell's annual report information for the accounting and presentation of current assets including cash, accounts receivable, and inventories.
  - Reduced coverage of Short-Term Marketable Securities, deleted The Impact of Inventory Quantity Changes section, and deleted the Deferred Assets section to improve the chapter's efficiency.
  - New "The IFRS Approach" boxes (3) highlighting key differences between U.S. GAAP and IFRS with respect to the valuation and reporting of inventories.
  - Simplified the discussion of inventory errors by including an illustration of "as reported" and "as corrected" data over a two-year period for selfcorrecting errors.
  - New Mini-Exercises (6) to emphasize computational-type learning objectives.
  - New "Focus company" Case on accounts receivable and inventory disclosures.
  - General update of all Exercises, Problems, and Cases.
  - Complete revision of all even-numbered Exercises and Problems.
  - New guided example video demonstrations.

#### Chapter 6:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Integration and analysis of Campbell's annual report information for the accounting and presentation of property, plant, and equipment, and other noncurrent assets.
- New "The IFRS Approach" boxes (2) highlighting key differences between U.S. GAAP and IFRS with respect to the valuation and reporting of property, plant, and equipment.
- New Focus on the Big Picture "Study Suggestion" box.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- New "Focus company" Case on property, plant, and equipment disclosures.
- General update of all Exercises, Problems, and Cases.

- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### **Chapter 7:**

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Integration and analysis of Campbell's annual report information for the accounting and presentation of liabilities.
- Deleted the Gross and Net Methods of Recording Purchases "Business in Practice" box, deleted the "Business on the Internet" box, and streamlined the Bond Discount and Premium exhibit to improve the chapter's efficiency.
- New Mini-Exercises (4) to emphasize computational-type learning objectives.
- New "Focus company" Case on noncurrent liability disclosures.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 8:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Integration and analysis of Campbell's annual report information for the accounting and presentation of stockholders' equity.
- New Mini-Exercises (4) to emphasize computational-type learning objectives.
- New "Focus company" Case on stockholders' equity disclosures.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 9:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.

#### **Enhancements for This Edition**

- Deleted the "Business on the Internet" box to improve the chapter's efficiency.
- Integration and analysis of Campbell's annual report information for the presentation and disclosure of income statement and statement of cash flows data.
- New "The IFRS Approach" boxes (3) highlighting key differences between U.S. GAAP and IFRS with respect to the valuation of revenues, expenses, gains, and losses.
- New Mini-Exercises (4) to emphasize computational-type learning objectives.
- New "Focus company" Cases (2) on income statement and statement of cash flows analysis.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 10:

- Chapter title changed to reflect updated terminology, with "Notes to the Financial Statements" replacing "Explanatory Notes."
- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Corporate Governance discussion updated with references to the impact of the financial crisis of 2007–2008 and the key provisions of the Dodd–Frank Act of 2010.
- "Financial Shenanigans" exhibit expanded to include new categories and content.
- Deleted "Study Suggestion" box to improve the chapter's efficiency.
- Integration and analysis of Campbell's annual report information for the Notes to the Financial Statements section of the chapter.
- "Non-GAAP Financial Measures" described within the Management Discussion and Analysis section.
- New Mini-Exercises (2) to emphasize computational-type learning objectives.
- New "Focus company" Case to find various accounting policy disclosures.

- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 11:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Deleted "Study Suggestion" box to improve the chapter's efficiency.
- Integration and analysis of Campbell's annual report information for the performance of financial ratio analysis.
- New Mini-Exercises (4) to emphasize computational-type learning objectives.
- New "Focus company" Case on financial statement analysis.
- General update of all Exercises, Problems, and Cases
- Complete revision of all even-numbered Exercises and Problems.
- · New guided example video demonstrations.

#### Chapter 12:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Enhanced graphic and presentation of Expanded Contribution Margin Model.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 13:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Enhanced graphic of the Cost Accumulation and Assignment process.



- Integration and analysis of Campbell's annual report information for manufacturing inventories, cost of products sold, and operating income performance.
- Conversion of "Business on the Internet" boxes to "FYI" boxes.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 14:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Conversion of "Business on the Internet" boxes to "FYI" boxes.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 15:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Revised complete presentation order of Standard Cost Variance Analysis in order to provide for a more natural conceptual flow.

- Created new graphical summary overview of the budget variance illustration.
- Conversion of "Business on the Internet" boxes to "FYI" boxes.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### Chapter 16:

- Overall chapter content revisions for clarity and general updates.
- Refocused chapter learning objectives to align with Bloom's Taxonomy.
- Enhanced graphical relationship presentation of the PV of expected cash flows, NPV, and IRR.
- Conversion of "Business on the Internet" boxes to "FYI" boxes.
- New Mini-Exercises (6) to emphasize computational-type learning objectives.
- General update of all Exercises, Problems, and Cases.
- Complete revision of all even-numbered Exercises and Problems.
- New guided example video demonstrations.

#### **Epilogue:**

- Overall content revisions for clarity and additions for current updates.
- New graphic updating IFRS adoption around the world
- New graphics and presentation of accounting as an information system.
- Conversion of "Business on the Internet" boxes to "FYI" boxes.



# Acknowledgments

The task of creating and revising a textbook is not accomplished by the work of the authors alone. Thoughtful feedback from reviewers is integral to the development process and gratitude is extended to all who have participated in earlier reviews of *Accounting: What the Numbers Mean* as well as to our most recent panel of reviewers. Your help in identifying strengths to further develop and areas of weakness to improve was invaluable to us. We are grateful to the following for their comments and constructive criticisms that helped us with development of the tenth edition, and previous editions:

Janet Adeyiga, Hampton University Gary Adna Ames, Brigham Young University-Idaho Sharon Agee, Rollins College Vernon Allen, Central Florida Community College Tim Alzheimer, Montana State University David Anderson, Louisiana State University Susan Anderson, North Carolina A&T State University Florence Atiase, University of Texas-Austin Benjamin Bae, Virginia Commonwealth University Linda T. Bartlett, Bessemer State Technical College Jean Beaulieu, Westminster College Robert Beebe, Morrisville State College Jekabs Bikis, Dallas Baptist University David Bilker, Temple University Scott Butler, Dominican University of California Marci L. Butterfield, University of Utah Sandra Byrd, Southwest Missouri State University Harlow Callander, University of St. Thomas John Callister, Cornell University Sharon Campbell, University of North Alabama Elizabeth D. Capener, Dominican University of CA Kay Carnes, Gonzaga University Thomas J. Casey, DeVry University Royce E. Chaffin, University of West Georgia James Crockett, University of Southern Mississippi Alan B. Czyzewski, Indiana State University Weldon Terry Dancer, Arkansas State University Thomas D'Arrigo, Manhattan College Patricia Davis, Keystone College Francis Dong, DeVry University Martha Doran, San Diego State University Robert Dunn, Columbus State University Marthanne Edwards, Colorado State University Craig Ehlert, Montana State University-Bozeman John A. Elfrink, Central Missouri State University

Robert C. Elmore, Tennessee Tech University Leslie Fletcher, Georgia Southern University Norman Foy, Mercy College Randy Frye, Saint Francis University Harry E Gallatin, Indiana State University Regan Garey, Immaculata University Terrie Gehman, Elizabethtown College Daniel Gibbons, Waubonsee Community College Louis Gingerella, Rensselaer-Hartford Dan Goldzband, University of California-San Diego Kyle L. Grazier, University of Michigan Alice M. Handlang, Southern Christian University Betty S. Harper, Middle Tennessee State University Elaine Henry, Rutgers University William Hood, Central Michigan University Fred Hughes, Faulkner University Kim Hurt, Central Community College Lori Jacobson, North Idaho College Linda L. Kadlecek, Central Arizona College Zulfigar Khan, Benedictine University Charles Kile, Middle Tennessee State University Nancy Kelly, Middlesex Community College Ronald W. Kilgore, University of Tennessee Bert Luken, Wilmington College-Cincinnati Anna Lusher, West Liberty State College Suneel Maheshwari Marshall University Gwen McFadden, North Carolina A&T State University Tammy Metzke, Milwaukee Area Technical College Melanie Middlemist, Colorado State University Richard Monbrod, DeVry University Murat Neset Tanju, University of Alabama-Birmingham Eugene D. O'Donnell, Harcum College William A. O'Toole, Defiance College

Sandra Owen, Indiana University-Bloomington

Robert Patterson, Penn State-Erie Robert M. Peevy, Tarleton State University Craig Pence, Highland Community College Candace Person, University of California-San Diego Extension David H. Peters, Southeastern University Ronald Picker, St. Mary of the Woods College Martha Pointer, East Tennessee State University James Pofal, University of Wisconsin-Oshkosh Shirley Powell, Arkansas State University-Beebe Barbara Powers-Ingram, Wytheville Community College M. Jeff Ouinlan, Madison College John Rush, Illinois College Robert W. Rutledge, Texas State University Robert E. Rosacker, The University of South Dakota Paul Schwin, Tiffin University Raymond Shaffer, Youngstown State University Erin Sims, DeVry University Forest E. Stegelin, University of Georgia Mark Steadman, East Tennessee State University Charles Smith, Iowa Western Community College Ray Sturm, University of Central Florida John Suroviak, Pacific University Linda Tarrago, Hillsborough Community College Judith A. Toland, Bucks County Community College Catherine Traynor, Northern Illinois University Michael Vasilou, DeVry University David Verduzco, University of Texas-Austin Joseph Vesci, Immaculata University William Ward, Mid-Continent University Kortney White, Arkansas State University-State University

Dennis Wooten, Erie Community College-North

Carol Pace, Grayson County College

the second second

We Are Grateful . . . Although the approach to the material and the scope of coverage in this text are the results of our own conclusions, truly new ideas are rare. The authors whose textbooks we have used in the past have influenced many of our ideas for particular accounting and financial management explanations. Likewise, students and colleagues through the years have helped us clarify illustrations and teaching techniques. Many of the users of the first nine editions—both teachers and students—have offered comments and constructive criticisms that have been encouraging and helpful. All of this input is greatly appreciated. We extend special thanks to Helen Roybark of Radford University for her careful accuracy check of the text manuscript and solutions manual and ancillaries, and Jon A. Booker and Charles W. Caldwell of Tennessee Technological University, Cynthia J. Rooney of the University of New Mexico, and Susan C. Galbreath of Lipscomb University for a thorough revision of the PowerPoint presentations. Finally, we wish to thank our many colleagues at McGraw-Hill, who for more than 20 years have provided exceptional editorial assistance and product development guidance. Your collective efforts have helped to shape every aspect of this text, and it continues to be a pleasure to work with such a fine group of publishing professionals.

David H. Marshall Wayne W. McManus Daniel F. Viele

#### **Brief Contents**

**1.** Accounting—Present and Past 2

## Part 1: Financial Accounting

- 2. Financial Statements and Accounting Concepts/Principles 32
- **3.** Fundamental Interpretations Made from Financial Statement Data 74
- **4.** The Bookkeeping Process and Transaction Analysis 104
- **5.** Accounting for and Presentation of Current Assets 148
- 6. Accounting for and Presentation of Property, Plant, and Equipment, and Other Noncurrent Assets 200
- 7. Accounting for and Presentation of Liabilities 250
- **8.** Accounting for and Presentation of Stockholders' Equity 296
- **9.** The Income Statement and the Statement of Cash Flows 342
- **10.** Corporate Governance, Notes to the Financial Statements, and Other Disclosures 392
- **11.** Financial Statement Analysis 420

#### Part 2: Managerial Accounting

- **12.** Managerial Accounting and Cost– Volume–Profit Relationships 458
- 13. Cost Accounting and Reporting 504
- **14.** Cost Planning 548
- **15.** Cost Control 592
- 16. Costs for Decision Making 634
  Epilogue: Accounting—The Future 684
  Appendix: Excerpts from 2011 Annual
  Report of Campbell Soup Company 694
  Index 762

#### Contents

#### Preface vi

#### 1. Accounting—Present and Past 2

#### What Is Accounting? 3

Financial Accounting 6

Managerial Accounting/Cost Accounting 7

Auditing-Public Accounting 7

Internal Auditing 8

Governmental and Not-for-Profit Accounting 8

Income Tax Accounting 9

#### How Has Accounting Developed? 9

Early History 9

The Accounting Profession in the United States 9

Financial Accounting Standard Setting

at the Present Time 10

Standards for Other Types of Accounting 12

International Accounting Standards 13

Ethics and the Accounting Profession 15

The Conceptual Framework 15

Summary of Concepts Statement No. 8.

Chapter 1: "The Objective of General Purpose

Financial Reporting" 17

Objectives of Financial Reporting

for Nonbusiness Organizations 19

#### Plan of the Book 20

Resources for Students 21

#### Part 1: Financial Accounting

## 2. Financial Statements and Accounting Concepts/Principles 32

#### Financial Statements 33

From Transactions to Financial Statements 33

Financial Statements Illustrated 35

Explanations and Definitions 35

Comparative Statements in Subsequent Years 4

Illustration of Financial Statement Relationships 44

#### Accounting Concepts and Principles 47

Concepts/Principles Related to the Entire Model 48

Concepts/Principles Related to Transactions 49

Concepts/Principles Related to Bookkeeping

Procedures and the Accounting Process 49

Concepts/Principles Related to Financial

Statements 50

Limitations of Financial Statements 50

The Corporation's Annual Report 52

# 3. Fundamental Interpretations Made from Financial Statement Data 74

#### Financial Ratios and Trend Analysis 75

Return on Investment 76

The DuPont Model: An Expansion of the ROI

Calculation 79

Return on Equity 81

Working Capital and Measures of Liquidity 82

Illustration of Trend Analysis 84

## 4. The Bookkeeping Process and Transaction Analysis 104

#### The Bookkeeping/Accounting Process 105

The Balance Sheet Equation—A Mechanical Key 105

Transactions 107

Bookkeeping Jargon and Procedures 108

Understanding the Effects of Transactions on the Financial Statements 112

Adjustments 115

Transaction Analysis Methodology 119

## 5. Accounting for and Presentation of Current Assets 148

#### Cash and Cash Equivalents 151

The Bank Reconciliation as a Control over Cash 152

**xxiv** Contents

Short-Term Marketable Securities 154 Present Value 224 Balance Sheet Valuation 154 Present Value of an Annuity 226 Interest Accrual 156 Impact of Compounding Frequency 229 Accounts Receivable 157 Bad Debts/Uncollectible Accounts 157 7. Accounting for and Presentation Cash Discounts 159 of Liabilities 250 Notes Receivable 160 Current Liabilities 253 Interest Accrual 161 Short-Term Debt 253 Inventories 162 Current Maturities of Long-Term Debt 256 Inventory Cost Flow Assumptions 163 Accounts Payable 257 The Impact of Changing Costs (Inflation/ Unearned Revenue or Deferred Credits 257 Deflation) 167 Payroll Taxes and Other Withholdings 258 Selecting an Inventory Cost Flow Other Accrued Liabilities 259 Assumption 167 Noncurrent Liabilities 261 Inventory Accounting System Alternatives 170 Long-Term Debt 261 Inventory Errors 172 Deferred Tax Liabilities 270 Balance Sheet Valuation at the Lower of Cost or Market 173 Other Noncurrent Liabilities 271 Prepaid Expenses and Other Current Contingent Liabilities 273 Assets 174 8. Accounting for and Presentation **6.** Accounting for and Presentation of Stockholders' Equity 296 of Property, Plant, and Equipment, Paid-In Capital 298 and Other Noncurrent Assets Common Stock 298 Land 201 Preferred Stock 302 Buildings and Equipment 204 Additional Paid-In Capital Cost of Assets Acquired 204 Retained Earnings 305 Depreciation for Financial Accounting Cash Dividends 306 Purposes 205 Stock Dividends and Stock Splits 307 Repair and Maintenance Expenditures 210 **Accumulated Other Comprehensive** Disposal of Depreciable Assets 211 Income (Loss) 310 Assets Acquired by Capital Lease 213 Treasury Stock 313 Intangible Assets 216 Reporting Changes in Stockholders' Leasehold Improvements 217 Equity Accounts 315 Patents, Trademarks, and Copyrights 217 Noncontrolling Interest 315 Goodwill 218 Owners' Equity for Other Types of Natural Resources 220 Entities 317 Other Noncurrent Assets 220 Proprietorships and Partnerships 317 Appendix - Time Value of Money 222 Not-for-Profit and Governmental Future Value 222 Organizations 317 Future Value of an Annuity 223 Appendix - Personal Investing 320

Contents xxv

## 9. The Income Statement and the Statement of Cash Flows 342

#### Income Statement 346

Revenues 346

Expenses 350

Cost of Goods Sold 351

Gross Profit or Gross Margin 352

Operating Expenses 355

Income from Operations 355

Other Income and Expenses 356

Income before Income Taxes and Income Tax

Expense 356

Net Income and Earnings per Share 357

Income Statement Presentation

Alternatives 359

Unusual Items Sometimes Seen on an Income Statement 359

#### Statement of Cash Flows 363

Content and Format of the Statement 363
Interpreting the Statement of Cash Flows 367

# 10. Corporate Governance, Notes to the Financial Statements, and Other Disclosures 392

#### Corporate Governance 393

Financial Reporting Misstatements 395

General Organization of Notes to the Financial Statements 398

#### Notes to the Financial Statements 398

Significant Accounting Policies 398

Details of Other Financial Statement

Amounts 401

Other Disclosures 402

Management's Statement of

Responsibility 405

### Management's Discussion and Analysis (MD&A) 405

Five-Year (or Longer) Summary of Financial Data 406

Independent Auditors' Report 407

Financial Statement Compilations 409

#### 11. Financial Statement Analysis 420

#### Financial Statement Analysis Ratios 421

Liquidity Measures 421

Activity Measures 422

Profitability Measures 426

Financial Leverage Measures 431

#### Other Analytical Techniques 435

Book Value per Share of Common Stock 435 Common Size Financial Statements 436 Other Operating Statistics 438

#### Part 2:

#### **Managerial Accounting**

#### 12. Managerial Accounting and Cost-Volume-Profit Relationships 458

Managerial Accounting Contrasted to Financial Accounting 459

Cost Classifications 462

Relationship of Total Cost to Volume of Activity 463

### Applications of Cost-Volume-Profit Analysis 465

Cost Behavior Pattern: The Key 465

Estimating Cost Behavior Patterns 467

A Modified Income Statement Format 467

An Expanded Contribution Margin Model 471

Multiple Products or Services and Sales

Mix Considerations 474

Break-Even Point Analysis 475

Operating Leverage 480

#### 13. Cost Accounting and Reporting 504

#### Cost Management 505

#### Cost Accumulation and Assignment 508

Cost Relationship to Products or Activity 509
Costs for Cost Accounting Purposes 510

#### Cost Accounting Systems 511

Cost Accounting Systems—General Characteristics 511

**xxvi** Contents

Cost Accounting Systems—Job Order Costing, Process Costing, and Hybrid Costing 522 Cost Accounting Methods—Absorption Costing and Direct Costing 523 Cost Accounting Systems in Service Organizations 525 Activity-Based Costing 525

#### 14. Cost Planning 548

#### Cost Classifications 550

Relationship of Total Cost to Volume of Activity 550 Cost Classification According to a Time Frame Perspective 551

#### **Budgeting 551**

The Budgeting Process in General 551

The Budget Time Frame 552

The Budgeting Process 553

The Purchases/Production Budget 557

The Cost of Goods Sold Budget 560

The Operating Expense Budget 560

The Budgeted Income Statement 561

The Cash Budget 562

The Budgeted Balance Sheet 564

#### Standard Costs 566

Using Standard Costs 566 Developing Standards 567

Costing Products with Standard Costs 568

Other Uses of Standards 569

Budgeting for Other Analytical Purposes 571

#### 15. Cost Control 592

#### Cost Classifications 593

Relationship of Total Cost to Volume of Activity 593

Cost Classification According to a Time Frame Perspective 594

#### Performance Reporting 595

Characteristics of the Performance Report 595 The Flexible Budget 597

Standard Cost Variance Analysis 598

Analysis of Variable Cost Variances 598

Analysis of Fixed Overhead Variance 604

Accounting for Variances 607

#### Analysis of Organizational Units 608

Reporting for Segments of an Organization 608
The Analysis of Investment Centers 610
The Balanced Scorecard 612

#### 16. Costs for Decision Making 634

#### Cost Classifications 636

Cost Classifications for Other Analytical Purposes 636

#### Short-Run Decision Analysis 637

Relevant Costs 637

Relevant Costs in Action—The Sell or Process Further Decision 638

Relevant Costs in Action—The Special Pricing Decision 639

Relevant Costs in Action—The Target Costing Question 642

Relevant Costs in Action—The Make or Buy Decision 643

Relevant Costs in Action—The Continue or Discontinue a Segment Decision 645
Relevant Costs in Action—The Short-Term

Allocation of Scarce Resources 648

#### Long-Run Investment Analysis 649

Capital Budgeting 649

Investment Decision Special

Considerations 649
Cost of Capital 650

Capital Budgeting Techniques 651

The Investment Decision 657

Integration of the Capital Budget with Operating Budgets 658

### Epilogue: Accounting—The Future 684

Appendix: Excerpts from 2011 Annual Report of Campbell Soup Company 694

Index 762

