

# CHAPTER 8

## Budgeting for Planning and Control

### LEARNING OBJECTIVES

After studying this chapter, you should be able to:

1. Define budgeting and discuss its role in planning, controlling, and decision making.
2. Prepare the operating budget, identify its major components, and explain the interrelationships of the various components.
3. Identify the components of the financial budget, and prepare a cash budget.
4. Describe budgets for merchandising and service firms.

### CHAPTER SUMMARY

This chapter explains how budgeting plays a key role in planning, controlling, and decision making, as well as improving communication and coordination. The chapter focuses on the master budget and identifies its major components. The process of preparing a set of operating and financial budgets for the budget period is described with the emphasis on the interrelationships of the various budgets. The chapter concludes by describing budgets for merchandising and service firms.

### CHAPTER REVIEW

#### I. The Role of Budgeting in Planning and Control

Learning Objective #1

Budgeting plays a crucial role in planning and control.

- **Budgets** are the quantitative expressions of plans that identify an organization's objectives and the actions needed to achieve them. They form the basis for operations.
- **Control** is the process of setting standards, receiving feedback on actual performance, and taking corrective action.
- Budgets can be used to compare actual outcomes with planned outcomes.

*Review textbook Exhibit 8-1, which illustrates the relationship of budgets to planning, operating, and control.*

#### A. Purposes of Budgeting

The system of budgets serves as the comprehensive financial plan for the organization as a whole.

# Chapter 8 Budgeting For Planning And Control

**Alan Walter Steiss**



## **Chapter 8 Budgeting For Planning And Control:**

**Developing Control Concepts in the Twentieth Century (RLE Accounting)** Lee Parker, 2013-12-04 This book examines the conceptual development of control in the literature of both management and accounting disciplines from 1900 to 1980 In order to portray the development of control concepts over time the chapters are organized into sections relating to the schools of thought from which they emanated and a model of control is constructed to represent each group of concepts and their hypothesised inter relationships Having traced the development of control models a comparative analysis of historical development in the two streams of management and accounting literature is undertaken This analysis reveals a pronounced lag of accounting development behind that of management literature The reasons for this are then discussed

**EBOOK: Management Control Systems, 2e** Frank Hartmann, Kalle Kraus, Göran Nilsson, Robert Anthony, Vijay Govindarajan, 2020-11-05 EBOOK Management Control Systems 2e **Im T/A Cost Accounting** Mowen, Hansen, 2005-03 The Instructor's Manual contains resources designed to streamline and maximize the effectiveness of your course preparation This supplement contains a complete set of lecture notes for each chapter a listing of all exercises and problems with estimated level of difficulty and time required for each solution The Instructor's Manual also contains a list of learning objectives and key topics for each chapter and a set of transparency masters **Issues in Cost Accounting for Health Care Organizations** Steven A. Finkler, 1999 Faco R F VanEtten P W An integrated planning and management control system for hospitals 16 Performance evaluation and incentive compensation Finkler S A Measuring segment performance New ventures of today's innovative hospital system pose evaluation challenges Alger J The impact of motivation and incentive programs on financial budgets 17 New approaches to cost accounting Baker J J and Boyd G F Activity based costing in the operating room at Valley View Hospital Udpa S Activity based costing for hospitals Holmes R L and Schroeder R E Estimation of unit costs for emergency department 18 Total cost management Finkler S A Measuring the cost of quality Latzer D B Total quality management An application in a biomedical laboratory **Essentials of Cost Accounting for Health Care Organizations** Steven A. Finkler, David Marc Ward, Judith J. Baker, 2007 Essentials of Cost Accounting for Health Care Organizations Third Edition is a comprehensive text that applies the tools and techniques of cost accounting to the health services field It is an essential tool for all professionals who need to deal with the challenges of managing health facilities in a difficult economic environment The third edition has an increased emphasis on managed care as well as a new computer based component It has been thoroughly revised to reflect the recent changes in Medicare Medicaid and includes an all new chapter on activity based costing Cost Accounting for Health Care Organizations Steven A. Finkler, David Marc Ward, 1999 This book provides a thorough coverage of the essentials of cost accounting from a health care perspective It covers all of the basic tools of cost accounting common to all industries and uses health care examples Part I provides the reader with a solid foundation in the essentials of cost accounting The chapters in this section provide an introduction to

costing and cost definitions Various approaches to product costing and cost allocation are discussed Breakeven analysis is also covered as are techniques for making nonroutine decisions Part II presents a number of specific tools for improved planning and control The chapters in this section focus on forecasting and prediction of future costs budgeting flexible budgeting variance analysis and management control Part III addresses a number of additional cost accounting tools that can be helpful in generating management information for decision making Specifically there are chapters on cost accounting productivity measurement inventory uncertainty information systems and performance evaluation The criticisms of cost accounting and a number of suggested approaches for improvement are discussed in Part IV The chapters in this part also examine activity based costing total quality management and the future of costing Each chapter is followed by one or more articles that apply some of the material discussed in the chapter The last chapter provides a summary of the book **Sg**

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

Management Accounting Don R. Hansen,Maryanne M. Mowen,1997 The new edition of this successful text continues to cover both innovative and traditional topics in management accounting However by using the activity based framework and by integrating activity concepts throughout the text students are shown that the traditional methods have limitations while the activity based approach is very advantageous A full chapter on international issues also provides students with a well rounded view of management accounting around the world Other items such as ethical conduct for management accountants enhanced discussion of the value chain and cost behavior covered within an activity framework help future managers learn how they can use management accounting information for the betterment of the companies they will work for

**Managerial Accounting** Roland A. Minch,1993-08 Contemporary Nursing Management ,1982 **Management Control in Government** Alan Walter Steiss,1982 **Budgeting** Glenn A. Welsch,1964 *American Management Review*

,1923      **Financial Management in Health Care Organizations** Robert A. McLean,1997 This new text provides financial managers with an overview of the financial management of health care organizations By using an easy to read format and presenting a variety of case studies this book focuses on the financial management function in the context of overall organizational management      **Government Reports Announcements** ,1975-03-21      **Publisher's Monthly** ,2004  
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