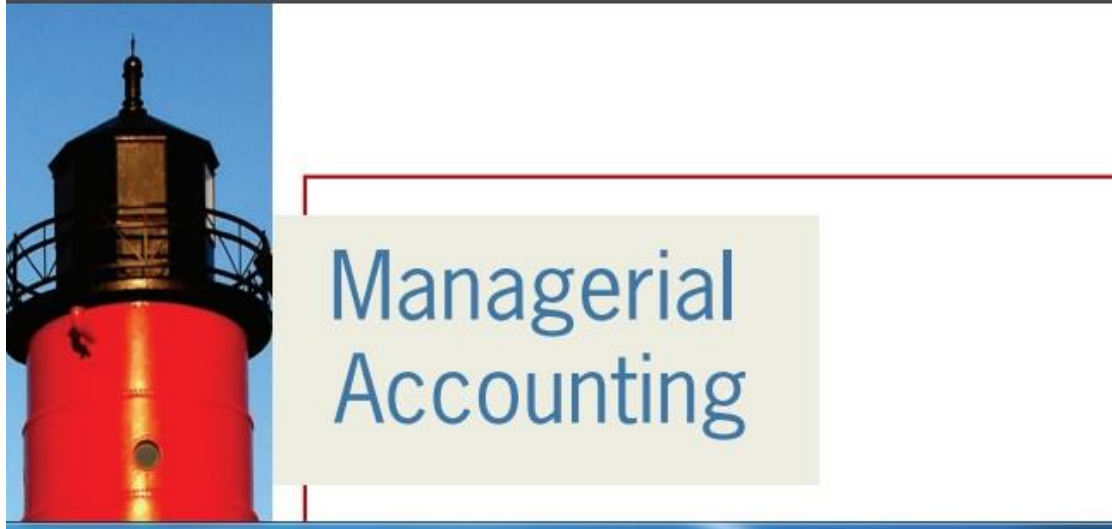


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PROBLEMS 1–5 Prepare a scroll [LO1 ]

Bristow University is a large private university in the Midwest. The university conducts a the president with five vice-presidents reports to him. These chairpersons are responsible for ,

groups, Auxiliary Services, Admissions and Archives, Academics, Financial Services (Comptroller , (

and manufacturing industry.

In addition, the university has managers in many areas who report to the vice president. These include the heads of central purchasing offices, university press offices and university bookstores ,

all reports to the Vice President of Operations; IT Project Managers

and Accounts and Finance, who report to the Vice President of Financial Services; and managers of land and maintenance and infrastructure and maintenance, who report to the president



president for the industry.

The university has four colleges (Business, Humanities, Fine Arts, Engineering, and Quantitative Methods) and a Faculty of Law. Each of these departments has a Dean who is in charge of the Vice President of Education. Each college has different departments. Required :

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.1 Prepare an organization chart for Bristow University. 2. Which of the positions on your chart would be line positions? Why do they have to be linear? What will be the conditions of the workers? Why?

.3 What position on your organization chart will require accounting information? Explain. PROBLEMS 1–6 Principles; Just-in-time (JIT) purchasing [LO2, LO3 [

) The situation described below is adapted from a case published by the Institute of Management

Ethics Committee for Accountants (\*.

WIW is a public company that manufactures various control devices used in mechanical engineering. JB is the president of WIW, Tony is the buyer and Diane

is an assistant director at J.B. All three have been with WIW for about five years. Charlie from WIW

manager and stayed with the company for two years. J.B.: Hello, Charlie, come in. Diane told me you had a private matter to discuss. What's wrong with you

disturbing?

Charlie: JB, I'm reviewing our increased purchases from the A-1 warehouse sale last week and

asked why our volume has tripled in the past year. When Tony and I discussed it, he

seems a little and try to remove the issue by saying that A-1 can give us one day

delivery in our order.

J.B.: Yes, Tony is right. You know, we tried to implement available-to-time with us

trying to reduce our inventory.

Charlie: We still have to look at all the prices. A-1 is a dealer rather than a warehouseman. When

While tracking their orders, I noticed that only 10% were delivered to their warehouse . and the remaining 90% are shipped directly from manufacturers. Average marks per A-1 is ,%30which represents \$600,000 in our orders for last year. If we order directly from the manufacturer when A-1 is out of stock, we can save approx .

.(%90 600,000\$) 540,000\$Also, some laws are late and inadequate.

JB: Listen, Charlie, we ship fast and a lot, and who knows how much

save money by not having to store this item ahead of time or worry about it becoming obsolete. East

do you have something else in mind?

Charlie: Well, J.B., of course, yes. I ordered a Dun & Bradstreet credit report on A-1 and found out that Mike Bell was the owner. Isn't he your husband's cousin? J.B.: Of course it is. But don't worry about Mike. He understood the JIT method. Other than that, that's it cares about our well-being. Charlie (to himself): This conversation is insightful, but it doesn't address my concerns. Can I legally or ethically ignore this conflict of interest? \* Neil Holmes, ed., "Ethics," Management Accounting 73, p. 8 ,p. 16. Use of rights of

Institute of Management Accountants (IMA), Montvale, N.J., USA, [www.ima.net](http://www.ima.net). g

28Chapter 1

Required :

.1 Would it be fair for Charlie to ignore this situation, especially since he is not the buyer? When preparing your response, consider the IMA Statement of Professional Conduct.

.2 Give the steps Charlie should take to solve this problem.

Problems 1–7 Business Principles [LO3 [

Consumers and attorneys general in more than 40 states sued a large national chain auto repair shops by tricking customers into selling them unnecessary parts and services , Brakes work on front alignments. Lynn Sharpe Paine described the situation as follows in "Management for Disruptive Design", Harvard Business Review, Volume 72 Number 3:

Faced with falling incomes, market share is shrinking and competition is becoming more intense

market. . . Management tried to improve the performance of its car location. . . . The car

Consultants are assigned a market share of a product - sold as multiple springs, shocks, rebuilds, or brake services in one shift - and are paid a commission based on that market. . . .

[F] overestimates may result in a transfer or reduced service time. Some workers spoke of "pressure, pressure, pressure" to push sales.

This air pressure cooker created a situation that the staff felt

The only way to satisfy the management is to sell products and services to the customers they don't really want it. Suppose all auto repair companies follow the practice of trying to sell

parts and customer service that is unnecessary.

Required:

1. How will this behavior affect customers? How can consumers try to protect themselves against this practice? 2. How can this behavior affect the profitability and performance of the car?

company? Problems 1–8 Rows and positions of workers [LO1]

The Specialty Alloys Company manufactures specialty metal products for industrial use.

Most of its revenue comes from large contracts with companies that have government security contracts. The company is also growing to sell parts to car manufacturers.

It employs many professional metallurgists and technicians as most of its products are made from

advanced alloys. The company recently signed two major contracts; As a result, the role of Wayne Washburn, the general manager, became larger. To reduce some of this excess, Mark

Johnson was transferred from the research design department to the director's office. Johnson, who served as chief metallurgist and supervisor in the research planning department,

received the title of "assistant and general manager".

Washburn gave Johnson a lot of work when they first met. Johnson will oversee the testing of new alloys in the product design department and will be licensed

make decisions about the use of these alloys in product development; and it will be for him maintain the production process for one of the new contracts. In addition to these services, he

will always meet with the people in charge of the production department to contact

with them and any production problems they may encounter. Washburn expects to be able to

use Johnson's help to do the job better. Required:

1. Status within a company is often defined as having (a) brand power or (b) employee power. Explain the meaning of these two words.

2. The role given to Mark Johnson as deputy director, who

Does it have an authorized logo and authorized personnel?

3. Identify and discuss the conflicts that Mark Johnson may face in the production department as a result of his new job.