

Chapter 9

Budgeting

Solutions to Questions

9-1 A budget is a detailed quantitative plan for the acquisition and use of financial and other resources over a given time period. Budgetary control involves the use of budgets to control the *actual* activities of a firm.

9-2

1. Budgets communicate management's plans throughout the organization.
2. Budgets force managers to think about and plan for the future.
3. The budgeting process provides a means of allocating resources to those parts of the organization where they can be used most effectively.
4. The budgeting process can uncover potential bottlenecks before they occur.
5. Budgets coordinate the activities of the entire organization by integrating the plans of its various parts. Budgeting helps to ensure that everyone in the organization is pulling in the same direction.
6. Budgets define goals and objectives that can serve as benchmarks for evaluating subsequent performance.

9-3 Responsibility accounting is a system in which a manager is held responsible for those items of revenues and costs—and only those items—that the manager can control to a significant extent. Each line item in the budget is made the responsibility of a manager who is then held responsible for differences between budgeted and actual results.

9-4 A master budget represents a summary of management's plans and goals for the future, and outlines the way in which these plans are to be accomplished. The master budget is composed of a number of smaller, specific budgets encompassing sales, production, raw materials, direct labour, manufacturing overhead, selling

and administrative expenses, and inventories. The master budget generally also contains a budgeted income statement, budgeted balance sheet, and cash budget.

9-5 The level of sales impacts virtually every other aspect of the firm's activities. It determines the production budget, cash collections, cash disbursements, and selling and administrative budget that in turn determine the cash budget and budgeted income statement and balance sheet.

9-6 A budget committee is a group of key personnel responsible for policy matters related to the budget program, coordination of the budget preparation, handling budget-related disputes and approval of the final budget. Companies use a budget committee to make the entire process more efficient and effective.

9-7 A perpetual budget is a 12-month budget that rolls forward one month as the current month is completed. The purpose of perpetual or continuous budgets is to always keep managers focused one year ahead.

9-8 A participative budget is one in which persons with responsibility over cost control prepare their own budgets. This is in contrast to a budget that is imposed from above. The major advantages of a participative budget are: (1) Individuals at all levels of the organization are recognized as members of the team whose views and judgments are valued. (2) Budget estimates prepared by front-line managers are often more accurate and reliable than estimates prepared by top managers who have less intimate knowledge of markets and day-to-day operations. (3) Motivation is generally higher when individuals participate in setting their own goals than when the goals are imposed from above.

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