

CHAPTER 1

INTRODUCTION TO COST MANAGEMENT

EXERCISES

Exercise 1-1

- | | |
|--------|--------|
| a. FS | g. CMS |
| b. FS | h. FS |
| c. CMS | i. CMS |
| d. CMS | j. CMS |
| e. FS | k. FS |
| f. CMS | l. FS |

Exercise 1-2

1. Customers can be internal or external. Users of the component produced by Barry's department are his internal customers. This includes the Assembly Department and the Rework Department. They are directly affected by the quality of the product produced by Barry's department. In a sense, those who buy the cell phones are his customers too—after all, the functionality of the MP3 player is affected by the quality and reliability of its components.
2. Barry's department is producing a low-quality component. One out of every 50 units is having a high defect rate and is causing a lot of rework. Being sensitive would require a dramatic reduction in the defect rate. A reduction in the defect rate would decrease cycle time, lower the rework rate, and decrease costs. These improvements in quality create the potential to increase value for external customers and make the life of internal customers much easier. In turn, these quality enhancements will likely help Hepworth please a key stakeholder (customers) more consistently, thereby increasing sales and/or decreasing quality-related costs, both of which increase Hepworth's value over the long term.
3. Cost management can provide information concerning quality—both financial and nonfinancial. Defect rates can be tracked over time. Rework costs attributable to defective components from Barry's department can be measured and tracked over time. Cycle time reductions due to improved quality can be measured and reported. Product cost reductions attributable to improved quality can be reported.

Solution Manual Cost Management Hansen Mowen 5th

Charles T. Horngren



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Management Accounting Don R. Hansen, Maryanne M. Mowen, 2000 Management Accounting 5e integrates coverage of both traditional topics such as job order and process costing and more innovative topics such as strategic cost analysis activity based tactical decision making productivity measurement and control quality cost management theory of constraints process value analysis and international topics This approach emphasizes that changing conditions often require a change in cost management systems *Forthcoming Books* Rose Arny, 2002 **Subject Guide to Books in Print**, 1993

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