

- (b) Provision of financial information that will assist managers in their *decision-making* and planning activities
- (c) Provision of financial information to help managers *control* the activities for which they are responsible.

### 1.3 Classification of costs

A cost and management accounting system should be capable of supplying different financial information for different purposes. It is therefore important that costs are classified in various ways according to their nature and the information needs of management.

### 1.4 Classification of costs for stock valuation and profit measurement

If there are no opening stocks and production is 100 units and 80 units are sold, the matching concept requires that costs for 80 units are matched against sales of 80 units. The closing stock of 20 units must be valued and deducted from the production costs.

The *matching* concept requires that costs are matched with revenue for the purpose of calculating profits. Therefore closing stocks must be deducted from the production costs. In an organization which undertakes a wide range of different jobs, it will be necessary, for stock valuation purposes, to charge the costs to each individual job. The work in progress (WIP) and finished goods stock valuations are ascertained from the total of the individual job costs; the total of the costs attached to the incomplete jobs represents the WIP valuation, and the total of the completed jobs in the finished goods store represents the finished goods stock valuation.

Not all costs are attached to products and included in the stock valuation. Costs which are not included in the product costs, and as a result are treated as an expense in the period in which they are incurred, are classified as *period costs*. Those costs which are allocated to the product and included in the stock valuation are classified as *product costs*. Product costs are therefore matched against sales and classified as an expense in the period when the goods are sold. SSAP9 requires that, for stock valuation, only manufacturing costs should be classified as product costs and non-manufacturing costs should be classified as period costs.

### Classification by direct and indirect costs

Direct costs are those costs which can be specifically traced to or identified with a particular product. The total of the direct costs is sometimes called *prime cost*. Indirect costs are those costs which cannot be identified with a particular product and which are incurred for the benefit of all products. Indirect expenses are also called *overheads*.

The distinction between direct and indirect costs depends on the purposes for which the information is required. We have assumed in the previous paragraph that the objective is to allocate costs to products. For *decision-making* the focus might be on the profitability of sales territories. Therefore costs are also allocated to sales territories. Sales staff salaries and the rental of sales offices will be classified as direct expenses of the sales territories, whereas the apportionment of general advertising which is

An example of direct cost is the wood which is used in making a chair. An example of an indirect cost is factory rent and rates.

The objective for which the cost is incurred is called a *cost objective*. A cost objective might be a product, a sales territory, a department or anything for which one wants to measure the resources used. If a cost can be specifically allocated to a cost objective then it is a direct cost of the cost objective.

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