

## **Topics Covered**

### **Chapter 1: The What and Why of Budgeting**

- Planning
- Types of Budgets
- Budgetary Process
- Advantages and Disadvantages of Budgets

### **Chapter 2: Strategic Planning and Budgeting and Planning for Profit**

- Budgeting
- Profit Planning: Targeting and Reaching Achievable Goals
- Goal Congruence
- Control, Evaluation, and Analysis
- "Real - Life" Illustrations In Profit Planning

### **Chapter 3: Administering the Budget: Reports, Analyses, and Evaluations**

- Plans and Planning
- Activity-Based Budget
- Budget Process
- Types of Reports
- Budget Manual
- Budget Sheet
- Performance Reports
- Budget Audit
- Budget Calendar

### **Chapter 4: Cost Behavior: Emphasis On Flexible Budgets and Contribution Margin**

- Costs By Behavior
- Analysis of Mixed (Semi-Variable) Costs
- The High-Low Method
- Regression Analysis
- Fixed Budgets Versus Flexible Budgets and Performance Reports
- The Contribution Income Statement

### **Chapter 5: Responsibility Accounting and Reporting To Management**

- Responsibility Accounting and Responsibility Center
- Cost Center Control
- Prerequisites of Cost Control
- Responsibility and Conventional Accounting Compared
- Cost Controllability
- Organization Structure
- Operation of Responsibility Accounting System
- Human Relations In Responsibility Accounting
- Reporting Under Responsibility Accounting
- Essentials of Good Reporting
- Fixing Responsibility
- Service Department Costs

### **Chapter 6: Master Budget: Genesis of Forecasting and Profit Planning**

- Master (Comprehensive) Budgeting Illustrated
- Sales Budget
- Production Budget
- Units
- Materials Requirement Budget
- Direct Labor Budget
- Factory Overhead Costs Budget
- Selling and Administrative Expenses Budget
- Cash Receipts Budget
- Cash Disbursements Budget
- Budgeted Cash Balances
- Bank Loans
- Budgeted Income Statements

### **Chapter 7: Using Variance Analysis to Evaluate Performance**

- Defining A Standard
- The Usefulness of Variance Analysis
- Determining and Evaluating Sales Variances
- Cost Variances
- Material's Variances
- Labor Variances
- Overhead Variances
- The Use of Flexible Budgets in Performance Reports
- Standards and Variances In Marketing
- Appraisal of Marketing Department
- Illustrative Marketing Performance Reports
- Variances In Administrative Expenses
- Variances In Warehousing Costs
- Nonmanufacturing (Service) Activities
- An Illustrative Variance Analysis Report For A Service Business
- Capital Expenditures
- Variance Analysis Reports

### **Chapter 8: Budgeting Sales Forecasts, and the Sales and Marketing Budget**

- Sales Planning and Forecasting
- The Marketing Budget

## **Chapter 9: Budgeting Manufacturing Costs**

- Illustration
- Planning and Control of Material Purchases and Usage
- Materials Budgets
- Budgeting Individual Items of Material
- Materials Purchase Budget Illustrated
- Planning and Control of Direct Labor
- Planning and Control of Factory Overhead
- Total Cost Management
- Static Versus Flexible Budget
- Control and Analysis

## **Chapter 10: Budgeting General and Administrative Expenses and R&D Costs**

- Administrative Departments
- Budgeting for Research and Development Costs
- Budgeting for Capital Expenditures

## **Chapter 11: Cash Flow Forecasting and Budgeting**

- Account Analysis
- Total cash receipts
- The Cash Budget
- Cash Variance Analysis
- Cash Flow Software
- Spreadsheets
- Construction of a Rolling Budget
- Budgeting Software

## **Chapter 12: Zero-Base Budgeting: Priority Budgeting for Best Resource Allocation**

- The Zero-Base Budgeting Process
- Activity Units
- Decision Packages
- Ranking Proposals
- Project (Program) Budgets

## **Chapter 13: Budgeting for Service Businesses and Nonprofit Organizations**

- Service Organizations
- Nonprofit Organizations
- Planning
- Funds
- Recordkeeping and Reporting
- Government Budgets and Accounting Bases
- Capital and Operating Budgets
- Budget Development