

# Chapter 8

## Variable Costing: A Tool for Management

### Discussion Case (30 minutes)

Discussion of this issue should include many of the following points:

1. Absorption costing is argued to better adhere to the “matching principle” than variable costing making it a better candidate for external financial reporting. The matching principle argues that revenues generated in a period should be matched with related costs incurred to generate those revenues (i.e., the unit cost of products produced should only be recognized in the income statement when those units of product are actually sold). In addition, proponents of absorption costing would argue that product costs should include ALL costs related to manufacturing, whether they are variable or fixed.
2. “Phantom” or “illusory” profits are generated when a company produces more product than they expect to sell in order to boost operating income. These profits are “illusory” in that they are not sustainable, nor are they generated by productive means. They are purely an artefact of the accounting system.
3. A firm with sales below breakeven could report profits assuming the majority of their manufacturing costs were fixed and they overproduced in order to hold some of those fixed costs back in inventory at the end of the period.
4. Some firms that have been accused of inventory manipulation since 2000 include Bristol-Myers Squibb Co., Diamond Foods and Coca-Cola. Students could be asked to research these accusations in more detail on the web and report on what they find. (Possible sources include <http://www.sec.gov/news/press/2005-118.htm>, [http://www.huffingtonpost.com/2012/03/19/diamond-foods-accounting-scandal\\_n\\_1361234.html](http://www.huffingtonpost.com/2012/03/19/diamond-foods-accounting-scandal_n_1361234.html))

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## **Table of Contents Chapter 8 Solutions Managerial Accounting Wiley**

1. Understanding the eBook Chapter 8 Solutions Managerial Accounting Wiley
  - The Rise of Digital Reading Chapter 8 Solutions Managerial Accounting Wiley
  - Advantages of eBooks Over Traditional Books
2. Identifying Chapter 8 Solutions Managerial Accounting Wiley
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Chapter 8 Solutions Managerial Accounting Wiley
  - User-Friendly Interface

4. Exploring eBook Recommendations from Chapter 8 Solutions Managerial Accounting Wiley
  - Personalized Recommendations
  - Chapter 8 Solutions Managerial Accounting Wiley User Reviews and Ratings
  - Chapter 8 Solutions Managerial Accounting Wiley and Bestseller Lists
5. Accessing Chapter 8 Solutions Managerial Accounting Wiley Free and Paid eBooks
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  - Chapter 8 Solutions Managerial Accounting Wiley eBook Subscription Services
  - Chapter 8 Solutions Managerial Accounting Wiley Budget-Friendly Options
6. Navigating Chapter 8 Solutions Managerial Accounting Wiley eBook Formats
  - ePub, PDF, MOBI, and More
  - Chapter 8 Solutions Managerial Accounting Wiley Compatibility with Devices
  - Chapter 8 Solutions Managerial Accounting Wiley Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Chapter 8 Solutions Managerial Accounting Wiley
  - Highlighting and Note-Taking Chapter 8 Solutions Managerial Accounting Wiley
  - Interactive Elements Chapter 8 Solutions Managerial Accounting Wiley
8. Staying Engaged with Chapter 8 Solutions Managerial Accounting Wiley
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Chapter 8 Solutions Managerial Accounting Wiley
9. Balancing eBooks and Physical Books Chapter 8 Solutions Managerial Accounting Wiley
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Chapter 8 Solutions Managerial Accounting Wiley
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Chapter 8 Solutions Managerial Accounting Wiley
  - Setting Reading Goals Chapter 8 Solutions Managerial Accounting Wiley
  - Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Chapter 8 Solutions Managerial Accounting Wiley
  - Fact-Checking eBook Content of Chapter 8 Solutions Managerial Accounting Wiley
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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