

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)

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