

## **MANAGERIAL ACCOUNTING POST MIDTERM TEXTBOOK NOTES**

### **CHAPTER 20: INCREMENTAL ANALYSIS**

Using relevant information to make decisions. Management's decision-making process and a decision-making approach called incremental analysis.

#### **Management's decision-making process**

1. Identify the problem and assign responsibility
2. Determine and evaluate possible courses of action
3. Make a decision
4. Review results of the decision

In step 2, for each possible course of action, relevant revenue and cost are provided. These show the overall effect on net income.

In step 4, internal reports are prepared that review the actual impact of the decision.

**Incremental analysis approach** – the process used to identify the financial data that change under alternative courses of action.

Decisions involve a choice among alternative courses of action. Both cost and revenues may or may not vary.

- Relevant cost and revenues are the costs that vary across alternatives.
- Opportunity cost is choosing one course of action and giving up the benefit provided by the alternative.
- Sunk Costs are costs that are already incurred and won't be changed or avoided by any present or future decisions. These are not relevant costs.

#### **Types of incremental analysis**

1. Accept an order at a special price
2. Make or buy the components parts or finished products
3. Sell products or process them further
4. Repair, retain or replace equipment
5. Eliminate an unprofitable business segment or product.

#### **Special Orders**

Sometimes a company has an opportunity to obtain additional business if it is willing to make a price concession to a specific customer. (e.g. Bulk orders resulting in lower cost per unit for the purchaser, this does not add

# Notes On Managerial Accounting

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