

# Managerial Accounting For Managers

## Noreen

Managerial Accounting For Managers Noreen Managerial Accounting for Managers Noreen: A Comprehensive Guide to Enhancing Business Decision-Making In the fast-paced world of business, effective management relies heavily on accurate, timely, and relevant financial information. Managerial accounting for managers Noreen plays a pivotal role in equipping managers with the tools and insights necessary to make informed decisions, control operations, and strategize for future growth. Unlike financial accounting, which focuses on external reporting, managerial accounting is primarily tailored to meet the internal needs of management, providing detailed data that supports planning, controlling, and decision-making processes. This article explores the fundamentals of managerial accounting, emphasizing its importance for managers like Noreen who aim to optimize organizational performance. We will delve into key concepts, techniques, and tools, offering practical insights to help managers leverage managerial accounting effectively.

### Understanding Managerial Accounting

What Is Managerial Accounting? Managerial accounting involves the preparation and analysis of financial and non-financial information intended for internal users, predominantly managers. Its main objectives include:

- Assisting in planning and budgeting
- Facilitating performance evaluation
- Supporting decision-making processes
- Enhancing cost control and efficiency

Unlike financial accounting, which adheres to standardized rules such as GAAP or IFRS, managerial accounting is flexible and adaptable, allowing managers to focus on what is most relevant to their specific operational needs.

### The Role of Managers Like Noreen in Managerial Accounting

Managers such as Noreen play a crucial role in utilizing managerial accounting information to:

- Set strategic goals
- Determine product pricing
- Identify cost-saving opportunities
- Monitor operational performance

2 Make investment decisions By interpreting managerial accounting data correctly, Noreen can drive the organization towards increased profitability and sustainable growth.

### Core Concepts in Managerial Accounting

#### Cost Classifications

Understanding different types of costs is fundamental in managerial accounting:

- Fixed Costs:** Costs that remain constant regardless of production volume (e.g., rent, salaries).
- Variable Costs:** Costs that vary directly with production levels (e.g., raw materials, direct labor).
- Mixed Costs:** Costs that have both fixed and variable components.
- Direct Costs:** Costs traceable directly to a product or service.
- Indirect Costs (Overheads):** Costs not directly traceable to a specific product (e.g., utilities, depreciation).

#### Cost Behavior and Its Significance

Analyzing how costs behave in relation to activity levels enables managers like Noreen to forecast expenses accurately and make strategic decisions such as pricing and production planning.

### Key Techniques and Tools in Managerial Accounting

#### Cost-Volume-Profit (CVP) Analysis

CVP

analysis helps managers understand the relationships between costs, volume, and profit. It involves calculating the break-even point—the sales level at which total revenues equal total costs—and analyzing how changes in sales volume impact profitability. Steps for CVP Analysis: Determine fixed and variable costs. 1. Calculate contribution margin per unit (sales price minus variable cost). 2. Compute break-even point:  $\text{Fixed costs} / \text{Contribution margin per unit}$ . 3. Assess profit scenarios at different sales levels. 4. Benefits for Managers like Noreen: - Setting realistic sales targets - Pricing strategies - Evaluating the impact of promotional campaigns

### 3 Budgeting and Variance Analysis

Budgets serve as financial plans that guide managerial actions. Variance analysis compares actual results with budgeted figures to identify deviations and take corrective measures. Types of Budgets: Operational Budgets Capital Budgets Cash Flow Budgets

#### Variance Analysis Components:

- Favorable or unfavorable variances
- Causes of deviations
- Corrective actions

#### Cost Allocation and Activity-Based Costing (ABC)

Accurate cost allocation ensures products and services are assigned costs fairly. ABC enhances this process by assigning overhead costs based on activities that drive costs, leading to more precise product costing and better decision-making. Steps in ABC: 1. Identify activities and cost pools. 2. Assign costs to activities. 3. Determine cost drivers. 4. Allocate costs to products based on usage.

#### Applying Managerial Accounting for Effective Management Decision-Making

Support Managerial accounting provides critical data to support various decisions, including: Pricing strategies Make-or-buy decisions Product line evaluations Capital investment analysis Cost reduction initiatives Performance Measurement and Control Managers like Noreen can use managerial accounting to monitor operational performance through: Key Performance Indicators (KPIs) Balanced scorecards Cost control reports Regular analysis ensures that operational goals are met and resources are used efficiently.

#### 4 Challenges in Managerial Accounting and How to Overcome Them

Despite its benefits, managerial accounting faces challenges such as: Data accuracy and reliability Timeliness of information Complexity of cost allocation Resistance to change within the organization Strategies to address these challenges include: - Implementing robust data collection systems - Training staff on managerial accounting tools - Using technology like ERP systems - Encouraging a culture of continuous improvement

#### Final Thoughts: The Value of Managerial Accounting for Managers Noreen

Mastering managerial accounting enables managers like Noreen to make strategic, informed decisions that drive organizational success. By understanding cost behaviors, utilizing analytical techniques, and applying appropriate tools, managers can optimize operations, improve profitability, and achieve long-term competitive advantage. In summary, managerial accounting is an indispensable component of effective management. It provides the insights needed to navigate complex business environments and make decisions that align with organizational goals. For managers seeking to excel, embracing the principles and practices of managerial accounting is a vital step toward operational excellence and sustained growth.

**Question** What are the key principles of managerial accounting that managers should understand? **Key**

principles include cost behavior analysis, budgeting, variance analysis, and decision-making support to improve internal management and strategic planning. How does managerial accounting differ from financial accounting? Managerial accounting focuses on internal reporting for decision-making, emphasizing future projections and detailed reports, while financial accounting provides historical, external financial statements for external stakeholders. What role does Noreen's approach to managerial accounting play in effective management? Noreen emphasizes integrating cost management with strategic decision-making, encouraging managers to understand cost behavior and use relevant information to optimize operations and profitability. 5 How can managers use managerial accounting tools to improve cost control? Managers can utilize tools like variance analysis, activity-based costing, and budgeting to monitor expenses, identify discrepancies, and implement corrective actions for better cost management. What are some common challenges managers face in implementing managerial accounting practices? Challenges include data accuracy, resistance to change, understanding complex costing methods, and integrating managerial accounting information into daily decision-making. How does managerial accounting support strategic decision-making for managers? It provides relevant, timely data on costs, revenues, and efficiencies, enabling managers to make informed choices about pricing, product lines, investments, and process improvements. What are the benefits of using Noreen's managerial accounting techniques for managers? Benefits include improved cost control, better resource allocation, enhanced profitability analysis, and increased ability to adapt strategies based on accurate internal financial insights. How should managers approach ethical considerations in managerial accounting? Managers should prioritize accuracy, transparency, and integrity in reporting, avoiding manipulative practices, and ensuring that internal reports reflect true financial performance for sound decision-making. Managerial accounting for managers Noreen is an essential resource that bridges the gap between complex financial data and practical decision-making for managers across various organizational levels. Noreen's comprehensive approach demystifies the intricacies of managerial accounting, making it accessible and applicable for managers seeking to enhance operational efficiency, improve strategic planning, and foster financial literacy within their teams. As organizations navigate an increasingly competitive and dynamic environment, understanding managerial accounting becomes not just beneficial but crucial for sustained success. This review delves into the core features of Noreen's work, analyzing its strengths, limitations, and practical applications to provide a thorough assessment for professionals and students alike. --- Overview of Managerial Accounting for Managers Noreen Noreen's book serves as a foundational text tailored specifically for managers who need to interpret and utilize financial information effectively. Unlike traditional accounting texts that often focus heavily on technical details, this resource emphasizes the strategic and operational aspects of managerial accounting. It aims to equip managers with the tools to analyze costs, control budgets, assess performance, and make informed decisions that align with

organizational goals. The book covers a broad spectrum of topics, including cost behavior, budgeting, variance analysis, performance measurement, and decision-making techniques such as relevant costing and contribution margin analysis. Its structure is designed to foster an applied understanding, with real-world examples, case studies, and practical exercises that reinforce learning and facilitate immediate application in the workplace.

--- Key Topics and Features

**Cost Behavior and Cost-Volume-Profit Analysis** Understanding how costs behave relative to production volume is foundational in managerial accounting. Noreen emphasizes the importance of differentiating between fixed, variable, and mixed costs, providing clear explanations and illustrative diagrams.

**Features:**

- Practical methods to classify costs
- Break-even analysis with real-world scenarios
- Contribution margin analysis for decision-making

**Pros:**

- Simplifies complex concepts with visual aids
- Enables managers to determine the impact of changes in sales volume on profits

**Cons:**

- May oversimplify some real-world complexities
- Assumes linearity in cost behavior, which may not always hold true

--- **Budgeting and Planning** Budgeting is a critical managerial tool for planning and control. Noreen dedicates substantial content to the development of flexible budgets, variance analysis, and the importance of continuous planning.

**Features:**

- Step-by-step guidance on creating budgets
- Variance analysis to monitor performance
- Emphasis on behavioral considerations in budgeting

**Pros:**

- Encourages participative budgeting, fostering ownership among managers
- Highlights the significance of variance analysis in corrective actions

**Cons:**

- Budgeting process can be time-consuming
- May require significant training to implement effectively

--- **Cost Allocation and Cost Management** Allocating costs accurately to products, services, or departments is vital for pricing and profitability analysis. Noreen explores different methods, including activity-based costing (ABC), which provides more precise cost information.

**Features:**

- Detailed explanation of traditional and activity-based costing
- Case studies demonstrating cost allocation challenges
- Strategies for cost reduction and process improvement

**Pros:**

- Improves accuracy of product costing
- Supports strategic decisions like pricing and product line diversification

**Cons:**

- ABC can be complex and costly to implement
- May require significant data collection and analysis

--- **Performance Measurement and Control** Effective performance measurement aligns individual and departmental objectives with organizational goals. Noreen discusses various performance metrics, including financial ratios, balanced scorecards, and non-financial indicators.

**Features:**

- Integration of financial and non-financial measures
- Emphasis on strategic performance management
- Real-world examples of performance dashboards

**Pros:**

- Offers a holistic view of organizational performance
- Encourages continuous improvement and accountability

**Cons:**

- Overemphasis on metrics can lead to gaming the system
- Balancing quantitative and qualitative measures can be challenging

--- **Decision-Making Techniques** Noreen highlights several decision-making tools that managers can leverage for operational and strategic choices.

**Relevant Costing and Differential Analysis**

Focusing on costs that differ between alternatives helps managers make optimal choices, such as whether to accept special orders or discontinue a product line. Features: - Clear identification of relevant costs - Application to various scenarios like outsourcing or product discontinuation Pros: - Simplifies complex decisions - Promotes cost-effective strategies Cons: - Overlooks qualitative factors - Assumes relevant costs are easily identifiable Make-or-Buy and Special Order Decisions These strategic decisions are critical for managing capacity and profitability. Features: - Step-by-step decision frameworks - Case studies illustrating practical applications Pros: - Helps optimize resource utilization - Enhances profitability analysis Cons: - May ignore long-term strategic implications - Requires accurate cost data --- Strengths of Noreen's Book - Practical Orientation: The book emphasizes real-world applications, making complex topics accessible for managers without extensive accounting backgrounds. - Clear Structure: Each chapter builds on the previous, facilitating a logical learning progression. - Case Studies and Examples: These enhance understanding and demonstrate how concepts are applied in actual business scenarios. - Focus on Decision-Making: The content is tailored to support managerial decisions rather than purely theoretical accounting principles. - Inclusion of Contemporary Topics: Such as activity-based costing and balanced scorecards, reflecting current best practices. --- Limitations and Challenges - Simplification of Complex Concepts: While beneficial for beginners, some advanced Managerial Accounting For Managers Noreen 8 topics may be underexplored. - Potential Overemphasis on Financial Metrics: Non-financial factors sometimes receive less attention, yet they are crucial in managerial decisions. - Implementation Challenges: Practical application of some tools, like ABC, can be resource-intensive and may not be feasible for all organizations. - Limited Coverage of Emerging Trends: Topics such as sustainability accounting, integrated reporting, or digital transformation are not extensively covered. --- Practical Applications in the Workplace Noreen's managerial accounting insights are highly applicable across various organizational functions. Managers in manufacturing, service industries, and non-profits can leverage these principles for budgeting, cost control, and performance evaluation. - Operational Efficiency: Using variance analysis to identify cost overruns and implement corrective actions. - Strategic Planning: Employing contribution margin analysis for product portfolio decisions. - Pricing Strategies: Applying relevant costing to determine optimal pricing for special orders. - Performance Management: Developing balanced scorecards to align departmental goals with organizational strategy. - Cost Reduction: Utilizing activity-based costing to identify non-value-adding activities and streamline processes. --- Conclusion Managerial accounting for managers Noreen is a comprehensive, practical guide that effectively bridges the gap between accounting theory and managerial decision-making. Its focus on real-world applications, decision-making tools, and performance measurement makes it an invaluable resource for managers seeking to enhance their financial literacy and operational effectiveness. While some topics could benefit from deeper exploration of emerging

trends or more complex scenarios, the book's strengths lie in its clarity, applicability, and emphasis on strategic thinking. For managers, students, and educators aiming to foster a more financially informed management culture, Noreen's work offers a robust foundation upon which to build practical skills and strategic insight. managerial accounting, Noreen, managerial decisions, cost analysis, financial reporting, managerial skills, accounting principles, business management, financial analysis, decision-making tools

Accounting for Managers Starting from Basics Financial Accounting for Managers, 2/e Accounting for Managers Accounting for Managers Accounting for Managers Managerial Accounting for Managers Accounting and Finance for Managers Management Accounting and Control Managerial Accounting for Managers Managerial Accounting for Business Decisions Management Accounting for Beginners Management Accounting An Introduction to Business Accounting for Managers Accounting for Management Control Accounting for Managers Management Accounting Management Accounting Accounting for Managers Managerial Accounting Accounting Management Sanjay Dhamija William Webster John J. Glynn Bergevin/Macqueen Eric W. Noreen Matt Bamber Michel Charifzadeh Eric Noreen Ray Proctor Nicholas Apostolides Carol J. McNair-Connolly W. C. F. Hartley David Otley and Kenneth Merchant Clive Emmanuel Anne Abraham R.J. Reddy Al Bhimani Steven M Bragg Michael W. Maher B. S. Sharma Accounting for Managers Starting from Basics Financial Accounting for Managers, 2/e Accounting for Managers Accounting for Managers Accounting for Managers Managerial Accounting for Managers Accounting and Finance for Managers Management Accounting and Control Managerial Accounting for Managers Managerial Accounting for Business Decisions Management Accounting for Beginners Management Accounting An Introduction to Business Accounting for Managers Accounting for Management Control Accounting for Managers Management Accounting Management Accounting Accounting for Managers Managerial Accounting Accounting Management *Sanjay Dhamija William Webster John J. Glynn Bergevin/Macqueen Eric W. Noreen Matt Bamber Michel Charifzadeh Eric Noreen Ray Proctor Nicholas Apostolides Carol J. McNair-Connolly W. C. F. Hartley David Otley and Kenneth Merchant Clive Emmanuel Anne Abraham R.J. Reddy Al Bhimani Steven M Bragg Michael W. Maher B. S. Sharma*

about the book students from diverse backgrounds like engineering pharmacy arts and biological sciences join a multidisciplinary course like mba many such students have no earlier exposure to basics of accounting and hesitate to read the preliminary books in learning the fundamentals present syllabus of many universities presupposes that the students already know the fundamentals of accounting and starts with the preparation of financial statements most students keep struggling with accounting hoping to pass somehow many students share their views even after passing as their conce

with the introduction of the companies act 2013 financial accounting and reporting has undergone a major shift in india for

instance the ministry of corporate affairs has announced the revision of the schedule for the convergence of indian accounting standards with the ifrs and has also made cash flow statements and consolidated financial statements mandatory hence this edition of "financial accounting for managers" has been suitably revised and adapted to incorporate these changes

translated into 16 languages the reader friendly icon rich briefcase books series is must reading for all managers at every level all managers whether brand new to their positions or well established in the organizational hierarchy can use a little brushing up now and then the skills based briefcase books series is filled with ideas and strategies to help managers become more capable efficient effective and valuable to their organizations while they don't need the knowledge of a cpa all managers must still have a basic understanding of how money is tracked and accounted for in an organization using the sidebars and down to earth style that has become the briefcase books trademark accounting for managers defines essential terms from general ledger to chart of accounts and more importantly discusses their applications in everyday business it also introduces managers to popular accounting software programs and their use in tracking and allocating funds in the organization

explains and analyzes the broad area of accounting and financial management providing an understanding of the concepts and methods used by accountants

peter m bergevin and michael m macqueen's objective in writing accounting for managers is to make students and professionals informed users of accounting data they believe in getting to the point and demonstrating the practical benefits of accounting in other words their book is the anti textbook textbook it reflects the authors educational and life philosophy get to point and do something about it improve your decision making abilities and climb the corporate ladder accounting for managers enables you to unleash the power of financial information in order to improve your ability to conduct business operations make shrewd investments and secure needed financing unlike stuffy treatments of accounting accounting for managers clearly and concisely provides you with the needed financial information necessary to make the right choices at the right time accounting for managers seamlessly integrates accounting theory with practice its information insights and lessons will help you to convert business challenges into professional accomplishments this superb treatment of the language of business will reside on your desk through the years as your professional successes mount accounting for managers is an ideal text for managerial accounting courses in mba programs it is especially suitable to online accelerated and executive programs

this textbook is the ideal guide for business and management students who need to understand accounting and finance information and develop analytical skills in order to make better informed decisions accounting and finance for managers rebukes the myth that in order to excel in accounting and finance you need to be great at

mathematics split into two broad sections which focus on financial accounting and management accounting and finance this textbook uses clear accessible language that will appeal to students from a variety of academic backgrounds taking a uniquely practical approach that focuses on the financial aspects of business decisions the textbook covers all the core topics of accounting and finance including basic bookkeeping financial analysis business planning cash flow analysis and investment decisions now in its third edition accounting and finance for managers contains updates on new accounting standards and regulations as well as featuring up to date real world examples of real options value chain analysis and competitive advantage analysis this textbook features traditional accounting practices in detail but also covers topics with a strategic focus to ensure students learn to think in broader strategic terms written for an international audience using international financial reporting standards ifrs terminology with supporting online resources including additional exercise questions curated further reading and lecture slides for each chapter

management accounting has been the basic toolbox in business administration for decades today it is an integral part of all curricula in business education and no student can afford not to be familiar with its basic concepts and instruments at the same time business in general and management accounting in particular is becoming more and more international english clearly has evolved as the lingua franca of international business academics students as well as practitioners exchange their views and ideas discuss concepts and communicate with each other in english this is certainly also true for management accounting and control management accounting is becoming more and more international management accounting and control is a new textbook in english covering concepts and instruments of management accounting at an introductory level primarily at the bachelor level but also suited for general management and mba courses due to a strong focus on practical relevance this textbook covers all topics that are relevant in management accounting in business organizations that are typically covered in german and central european bachelor courses on management accounting and control after a general introduction to the field of management accounting and control the book discusses cost management as an extension of cost accounting typical cost management instruments such as target costing life cycle costing and process based costing approaches are explained in detail differences between anglo american activity based costing abc and german process based costing are highlighted the book then turns to an extensive discussion of planning and budgeting tasks in management accounting with a strong focus on the practical application of the topic such as developing a budget in practice another chapter is dedicated to a comparison of traditional budgeting with modern alternative budgeting approaches a major part of the book is dedicated to the broad area of performance management the relevance of financial statement information for performance management purposes is discussed in detail in addition the most widely spread financial performance indicators are illustrated using real world examples the book also includes



detailed content on value based management control concepts in a consecutive chapter performance measurement is linked with strategy while extensively discussing the balanced scorecard as a key tool in strategic performance management the remaining parts of the book deal with management reporting as one of the main operative tasks in management accounting practice the book closes with insight into new fields and developments that currently influence management accounting practices and research and promise to play an increasingly important role in the future

managerial accounting for managers 2nd edition by noreen brewer garrison is based on the market leading text managerial accounting by garrison noreen and brewer the noreen book was created to serve customers who do not wish to teach the financial accounting oriented content that is included in the garrison book of our three books the brewer book the garrison book and the noreen book the noreen book is the most pure management accounting textbook the other two books have greater amounts of financial accounting content managerial accounting for managers 2nd edition is geared towards

focusing squarely on the needs of business and management students managerial accounting for business decisions sets management accounting into a real world context helping students to apply the theories they learn to management situations this book will assist the reader in understanding the principles of management accounting and to master the numerical aspects of the subject suitable for any student taking a first course in management accounting

accounting skills are increasingly important in many walks of life in education these skills are becoming vital beyond business accounting and economics students in work accounting is no longer an outsourced specialism across all sectors this concise book provides readers with a primer on accounting which focuses on its uses for managers beginning with the basics of financial accounting the main part of the book focuses on the more applicable role and use of management accounting topics covered include budgeting break even analysis performance measurement and investment appraisal features to aid understanding include worked activities discussion points and numerical example with answers with additional online resources for further study this unique and focused text will be welcomed by all those looking to develop an employable competency in accounting and finance

an intuitive and straightforward introduction to management accounting in the newly revised second edition of management accounting an integrative approach a team of distinguished accountants and educators delivers a comprehensive and authoritative discussion of key management accounting subjects from business planning and analysis to the measurement and evaluation of performance estimating costs activity based costing and management accounting in large complex organizations this book covers every critical component of a rapidly evolving and centrally important subject this latest edition includes updated data tables revised practice problems corrected and simplified formulas new in the news

and looking back sections and updated figures it is essential reading for students of business managerial accounting and related subjects

an introduction to business accounting for managers third edition reviews developments in the business accounting arena including the crystallization of accounting thought on how to deal with escalating rates of inflation culminating in the proposals for current cost accounting the acute cash crisis itself an offshoot of inflation faced by many companies in the mid 1970s leading to a greater need for awareness and control of cash flow the specter of several major company collapses and scandals leading to a growing demand for accounting standards and the growing use of value added within accounting and reporting systems this book is comprised of 17 chapters and begins with a discussion on the use and abuse of accounting with emphasis on financial accounting and cost accounting management's use of accounting and the reliability of accounting service the reader is then introduced to the principles of bookkeeping marginal costing and corporate taxation accounting concepts and accounting standards preparation of balance sheet and ascertainment of a company's profit or loss and financial position and annual accounts of a limited company a comparison of profit and cash flow is also presented and the use of accounting as an aid to management planning and control is explained this monograph will be a valuable resource for accountants and business and financial managers

covers all aspects of accounting management for both programmed and non programmed activities at the end of each chapter there is a set of exercises to facilitate understanding of the topics discussed and case studies have been included in the final chapter

covers major aspects of management accounting useful for b com m com and mba students covers ratio analysis break even analysis budgets control standard costing etc

management accounting is part of the celebrations to mark cima's 90th anniversary in 2009 it looks at the development of cost and management accounting from the founding of the institute to today it considers a number of immediate challenges to management accountants and surveys a range of issues and challenges that will likely affect management accounting thought and practice in the future the authors examine the possibilities for accountants to widen their focus and become more familiar with the enterprise technology determining their organisations cost structures and with the effects of multiple production in various locations such as economies or diseconomies of scale such change may require the alteration of traditional cost models used by accountants to become more nuanced the book suggests how this may be accomplished and highlights the need for management accountants to work as part of management teams throughout the organisation as business partners rather than remain grounded in specialist information provision roles alnoor bhimani is professor of management accounting at the london school of economics he is also a certified management accountant as well as an author of 15 books and over 100 articles

michael bromwich was cima s professor of accounting and financial management at the london school of economics and political science 1985 to 2006 now emeritus he is a past president of cima 1987 88 and currently serves on cima s technical committee a unique survey of 90 years of cima research analyses the research to determine future challenges for management accounting and business practices charts the history of management accountancy and business practice over nearly 100 years

non financial managers need a sufficient knowledge of accounting to interpret a company s financial statements and make key business decisions the accounting for managers book describes how accounting transactions are compiled into financial statements and how information about company performance can be extracted from those statements it also addresses decisions in such areas as sales and marketing human resources and acquisitions that are impacted by accounting information the book describes several tools including target costing and constraint analysis which can be used to improve upon business decisions in short accounting for managers is the ideal toolkit for understanding how accounting information can be used to drive business decisions

this classic text for mba programs offers balanced coverage of concepts methods and uses of managerial accounting with an increasingly strong emphasis on strategic management issues this approach helps to focus on concepts and managerial uses of financial information rather than techniques of cost accounting the seventh edition emphasizes strategic management decisions increased coverage of process improvement integration of financial reporting issues for management decision making and application of managerial accounting tools to emerging areas like e commerce service sector government and nonprofits in examples and problem material

this book describes the context and role of accounting in business some theoretical frameworks are provided it is hoped that this will provide a foudation for reader s understanding that accounting is more than a technical subject but is grounded in competing theories the book shows the readers how accounting information is used in decision making planning and contol the accounting tools and techniques are explained theory is integrated with the tools and techniques which students will find very useful in understanding the subject

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