Penggunaan Informasi Akuntansi Pertanggungjawaban

•Penyusunan Anggaran : Master Budget & Fleksibel Budget



Budgeting and Planning and Control



Advantages of Budgeting

- 1. It forces managers to plan.
- 2. It provides information that can be used to improve decision making.
- 3. It provides a standard for performance evaluation.
- 4. It improves communication and coordination.

The *master budget* is the comprehensive financial plan for the organization as a whole.

Typically, the master budget is for a one-year period corresponding to the fiscal year.







Preparing the Operating Budget

- Sales budget
- Production budget
- Direct materials purchases budget
- Direct labor budget
- Overhead budget
- Selling and administrative expenses budget
- Ending finished goods inventory budget
- Cost of goods sold budget

Schedule 1 Texas Rex, Inc. Sales Budget For the Year Ended December 31, 2004							
		Q	uarter				
	1	2	3	4	Year		
Units	1,000	1,200	1,500	2,000	5,700		
Unit selling price	<u>x \$10</u>						
Budgeted sales	<u>\$10,000</u>	<u>\$12,000</u>	<u>\$15,000</u>	<u>\$20,000</u>	<u>\$57,000</u>		

Computing Units to be Produced

Units to be produced = Expected unit sales +



Expected unit sales + Units in ending inventory – Units in beginning inventory

Schedule 2 Texas Rex, Inc. Production Budget For the Year Ended December 31, 2004						
		Qu	arter			
	1	2	3	4	Year	
Sales (Schedule 1)	1,000	1,200	1,500	2,000	5,700	
Desired ending						
inventory	240	300	400	200	200	
Total needs	1,240	1,500	1,900	2,200	5,900	
Less: Beginning						
inventory	-180	-240	-300	-400	-180	
Units to be						
produced	1,060	1,260	1,600	1,800	5,720	

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Computing Units to be Purchased



Purchases = Direct materials needed for production + Desired direct materials in ending inventory – Direct materials in beginning inventory

Schedule 3 Texas Rex, Inc. Plain T- Shirt T- Shirt Direct Materials Purchases Budget For the Year Ended December 31, 2004 Ouarter							
	1	2	3	4	Year		
Units to be produce	d						
(Schedule 2)	1,060	1,260	1,600	1,800	5,720		
Direct materials per	•						
unit	<u>x 1</u>						
Production needs	1,060	1,260	1,600	1,800	5,720		
Desired ending							
inventory	126	160	180	106	106		
Total needs	1,186	1,420	1,780	1,906	5,826		

Continued

Ou	onton		
2	<u>arter</u> 3	4	Year
1,420	1,780	1,906	5,826

Less: beginning					
inventory	-58	-126	-160	-180	-58
Direct materials to					
be purchased	1,128	1,294	1,620	1,726	5,768
Cost per pound	<u>x \$3</u>				
Total purchase cost					
plain t-shirts	\$3,384	\$3,882	\$4,860	\$5,178	\$17,304

1

1,186

Total needs



Schedule 3 Texas Rex, Inc. Direct Materials Purchases Budget For the Year Ended December 31, 2004							
		<u> Qu</u>	<u>arter</u>				
	1	2	3	4	Year		
Units to be produced	1						
(Schedule 2)	1,060	1,260	1,600	1,800	5,720		
Direct materials per							
unit	<u>x 5</u>	<u>x 5</u>	<u>x 5</u>	<u>x 5</u>	<u>x 5</u>		
Production needs	5,300	6,300	8,000	9,000	28,600		
Desired ending							
inventory	630	800	900	_530	530		
Total needs	5,930	7,100	8,900	9,530	29,130		

Continued

INK.		<u>Ouarter</u>						
	1	2	3	4	Year			
Total needs	5,930	7,100	8,900	9,530	29,130			
Less: beginning								
inventory	-390	-630	-800	-900	-390			
Direct materials to)							
be purchased	5,540	6,470	8,100	8,630	28,740			
Cost per ounce	<u>x \$0.20</u>							
Total purchase								
cost of ink	<u>\$ 1,108</u>	<u>\$ 1,294</u>	<u>\$ 1,620</u>	<u>\$ 1,726</u>	<u>\$ 5,748</u>			











Schedule 4 Texas Rex, Inc. Direct Labor Budget For the Year Ended December 31, 2004 Ouarter							
	1	2	3	4	Year		
Units to be produce	d						
(Schedule 2)	1,060	1,260	1,600	1,800	5,720		
Direct labor time							
per unit (hr.)	<u>x 0.12</u>						
Total hours needed	127.2	151.2	192	216	686.4		
Average wage per							
hour	<u>x \$10</u>						
Total direct labor							
cost	\$1,272	\$1,512	\$1,920	\$2,160	\$6,864		

Schedule 5 Texas Rex, Inc. Overhead Budget For the Year Ended December 31, 2004										
				Qı	lar	ter				
		1		2		3		4		Year
Budgeted direct lab	or									
hours (Schedule 4	4) 1	27.2	1	51.2		192		216		686.4
Variable overhead										
rate	X	\$5	X	<u>\$5</u>	X	\$5	X	\$5	X	\$5
Budgeted variable										
overhead	\$	636	\$	756	\$	960	\$1	,080	\$	3,432
Budgeted fixed										
overhead	_1	,645	1	,645	1	,645	1	,645		6,580
Total overhead	<u>\$2</u>	,281	\$2	2,401	\$2	2,605	<u>\$2</u>	,725	<u>\$1</u>	0,012

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Schedu	ıle 6			
Texas Re	x, Inc.			
Ending Finished Good	ls Invent	tory Budget	t	
For the Year Ended I	Decembe	er 31, 2004		
Unit-cost computation:				
Direct materials (\$3	5 + \$1)	\$4.	00	
Direct labor (0.12 h	Direct labor (0.12 hr. @ \$10)			
Overhead:				
Variable (0.12 hr. @	\$5)	0.60		
Fixed (0.12 hr. @ \$	Fixed (0.12 hr. @ \$9.59)			
Total unit cost	<u>\$6.</u>	<u>95</u>		
	Units	Unit Cost	Total	
Finished goods: Logo T-shirts	200	\$6.95	\$1,390	

Schedule 7 Texas Rex, Inc. Cost of Goods Sold Budget For the Year Ended December 31,	2004
Direct materials used (Schedule 3)	\$22,880
Direct labor used (Schedule 4)	6,864
Overhead (Schedule 5)	10,012
Budgeted manufacturing costs	\$39,756
Beginning finished goods	1,251
Goods available for sale	\$41,007
Less: Ending finished goods (Sched. 6)	- 1,390
Budgeted cost of goods sold	\$39,617

Schedule 8 Texas Rex, Inc. Selling and Administrative Expenses Budget For the Year Ended December 31, 2004						
		Q	<u>uarter</u>		▼ 7	
		2	3	4	Year	
Planned sales in units (Schedule 1) Variable selling and	1,000	1,200	1,500	2,000	5,700	
administrative expenses per unit Total variable	<u>x \$0.10</u>					
expenses	<u>\$ 100</u>	<u>\$ 120</u>	<u>\$ 150</u>	<u>\$ 200</u>	<u>\$ 570</u>	

Continued

	Quarter					
	1	2	3	4	Year	
Fixed selling and admin-						
Salaries	\$1,420	\$1,420	\$1,420	\$1,420	\$5,680	
Advertising	50 100	200	300 150	500 500	200 1,100	
Depreciation Insurance	150 	150 	150 <u>500</u>	150 	600 <u>500</u>	
Total fixed expenses Total selling and admin	<u>\$1,720</u> I-	<u>\$1,820</u>	<u>\$2,420</u>	<u>\$2,120</u>	<u>\$8,080</u>	
istrative expenses	\$1,820	\$1,940	\$2,570	\$2,320	\$8,650	

Schedule 9
Texas Rex, Inc.
Budgeted Income Statement
For the Year Ended December 31, 2004

Sales (Schedule 1)	\$57,000
Less: Cost of goods sold (Schedule 7)	<u>-39,617</u>
Gross margin	\$17,383
Less: Selling and administrative	
expenses (Schedule 8)	-8,660
Operating income	\$ 8,733
Less: Interest expense (Schedule 10)	- 60
Income before taxes	\$ 8,673
Less: Income taxes (Schedule 10)	-2,550
Net income	<u>\$ 6,123</u>

The Usual Financial Budgets

✓ The cash budget

✓ The budgeted balance sheet

 The budget for capital expenditures



The Cash Budget

Beginning cash balance	XXX
Add: Cash receipts	<u>XXX</u>
Cash available	XXX
Less: Cash disbursements	XXX
Less: Minimum cash balance	<u>XXX</u>
Cash surplus (deficiency)	XXX
Add: Cash from loans	XXX
Less: Loan repayments	XXX
Add: Minimum cash balance	<u>XXX</u>
Ending cash balance	XXX

The Cash Budget

Texas Rex, Inc. 1st Quarter

Beginning cash balance	\$ 5,200
Add: Cash receipts (cash and credit sales)	10,600
Total cash available	15,800
Less: Cash disbursements	-15,777
Less: Minimum cash balance	- 1,000
Total cash needs	<u>-16,777</u>
Excess or deficiency (-) of cash	- 977
Add: Cash from loans	1,000
Less: Loan repayments	
Ending cash balance	\$ 1,023
\$1,000 (loan) - \$977 + \$1,000	
(minimum cash balance)	

Texas Rex, Inc. Cash Receipts Pattern for 2004					
Source	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Cash sales	\$ 2,500	\$ 3,000	\$ 3,750	\$ 5,000	
Received on					
account from:					
Quarter 4, 2003	1,350				
Quarter 1, 2004	6,750	750			
Quarter 2, 2004		8,100	900		
Quarter 3, 2004			10,125	1,125	
Quarter 4, 2004				13,500	
Total cash receipts	\$10,600	<u>\$11,850</u>	<u>\$14,775</u>	<u>\$19,625</u>	

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Schedule 11 Texas Rex, Inc. Budgeted Balance Sheet December 31, 2004			
	Assets		
Current assets:			
Cash	\$	5 7,503	
Accounts receivable		1,500	
Materials inventory		424	
Finished goods inventory		1,390	
Total current assets			\$10,817
Property, plant, and equipment:			
Land	\$	5 1,100	
Building and equipment 36.		36,500	
Accumulated depreciation -7.760			
Total property, plan	29,840		
Total assets Continued			\$40,657

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Liabilities and Owners' Equity			
Current liabilities:			
Accounts payable		\$ 1,381	
Owners' equity:			
Retained earnings	\$39,276		
Total owners' equity		39,276	
Total liabilities and owners' equity		\$40,657	









Static Budgets versus Flexible Budgets

A static budget is a budget for a particular level of activity.

A flexible budget is a budget that provides a firm with the capability to compute expected costs for a range of activity.



Fleksibel Budget

- Anggaran fleksibel merupakan anggaran yang bersifat dinamis, dimana didalamnya memuat anggaran dari beberapa aktivitas. Lazimnya, penyusunan anggaran fleksibel selalu dikaitkan dengan overhead pabrik, dan biaya overhead pabrik itu sendiri meliputi overhead pabrik variabel dan overhead pabrik tetap. Mengapa anggaran fleksibel tidak banyak dikaitkan dengan biaya bahan langsung dan biaya tenaga kerja langsung, jawabannya karena biaya bahan langsung dan biaya tenaga kerja langsung adalah jenis biaya variabel dan tidak ada unsur biaya tetap apalagi semi variabel, jadi dalam perhitungannya sangat sederhana.
- Beda dengan biaya overhead pabrik yang mempunyai perilaku biaya tetap, biaya variabel dan biaya campuran. Jangkauan aktivitas yang dihitung anggarannya dalam anggaran fleksibel untuk overhead pabrik variabel besarnya berubah dalam total, tetapi tetap dalam satuan aktivitas. Sedangkan jangkauan aktivitas untuk overhead pabrik tetap, besarnya tetap dalam total tetap variabel dalam satuan aktiva.

Performance Report Quarterly Production Costs

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	Actual	Budgeted	Variance
Units produced	1,200	1,060	<u>140</u> F
Direct materials cost	\$4,830	\$4,240	\$590 U
Direct labor costs	1,440	1,272	168 U
Fixed overhead:			
Variable:			
Supplies	535	477	58 U
Power	170	159	11 U
Fixed:			
Supervision	1,055	1,105	-50 F
Depreciation	540	540	
Total	\$8,570	<u>\$7,793</u>	<u>\$777</u> U

The Uses of Flexible Budget

- The flexible budget can be used to prepare the budget before the fact for the expected level of activity.
- Flexible budgeting can be used to compute what costs should have been for the actual level of activity.
- Flexible budgeting can help managers deal with uncertainty by allowing them to see the expected outcomes for a range of activities.

Flexible Production Budget

	Variable Cost	Range of Production (units		
Production Costs	per Unit	1,000	1,200	1,400
Variable overhead:				
Direct materials	\$4.00	\$4,000	\$4,800	\$5,600
Direct labor	1.20	1,200	1,440	1,680
Variable overhead:				
Supplies	0.45	450	540	630
Power	0.15	150	180	210
Total variable costs	<u>\$5.80</u>	<u>\$5,800</u>	<u>\$6,960</u>	<u>\$8,120</u>
Fixed overhead:				
Supervision		\$1,105	\$1,105	\$1,105
Depreciation		540	540	540
Total fixed costs		<u>\$1,645</u>	<u>\$1,645</u>	<u>\$1,645</u>
Total production costs		<u>\$7,445</u>	\$8,605	<u>\$9,765</u>

Performance Report Quarterly Production Costs

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	Actual	Budget	Variance
Units produced	1,200	1,200	
Direct materials	\$4,830	\$4,800	\$30 U
Direct labor	1,440	1,440	
Variable overhead:			
Supplies	535	540	-5 F
Power	170	180	<u>-10</u> F
Total variable costs	<u>\$6,975</u>	<u>\$6,960</u>	<u>\$15</u> F



Performance Report Quarterly Production Costs

	Actual	Budget	Variance
Units produced	1,200	1,200	
Fixed overhead: Supervision	1.055	1,105	-50 F
Depreciation	540	540	
Total fixed costs	\$ <u>1,595</u>	\$ <u>1,645</u>	<u>-\$50</u> F
Total production costs	<u>\$8,570</u>	<u>\$8,605</u>	<u>\$35</u> U

Behavior Dimensions of Budgeting

- Goal congruence
- Dysfunctional behavior
- Frequent feedback on performance
- Monetary and nonmonetary incentives
- Participative budgeting
- Realistic standards
- Controllability of costs
- Multiple measures of performance

Participative budgeting has three potential problems:

- 1. Setting standards that are either too high or too low.
- 2. Building slack into the budget.
- 3. Pseudoparticipation.



Activity-Based Budgeting

Activity flexible budgeting is the prediction of what activity costs will be as activity output changes.



Flexible Budget: Direct Labor Hours

	Cost Formula		Direct Labor Hou	
	Fixed	Variable	10,000	20,000
Direct materials		\$10	\$100,000	\$200,000
Direct labor		8	80,000	160,000
Maintenance	\$ 20,000	3	50,000	80,000
Machining	15,000	1	25,000	35,000
Inspections	120,000		120,000	120,000
Setups	50,000		50,000	50,000
Purchasing	220,000		220,000	220,000
Total	\$425,000	\$22	\$645,000	\$865,000

Activity Flexible Budget

Driver: Direct Labor Hours

	Formula		Level of Activity	
	Fixed	Variable	10,000	20,000
Direct materials		\$10	\$100,000	\$200,000
Direct labor		<u> 8</u>	80,000	160,000
Subtotal	<u>\$0</u>	<u>\$18</u>	<u>\$180,000</u>	<u>\$360,000</u>

Driver: Machine Hours

	Fixed	Variable	8,000	16,000
Maintenance	\$20,000	\$5.50	\$64,000	\$108,000
Machining	15,000	2.00	31,000	47,000
Subtotal	<u>\$35,000</u>	<u>\$7.50</u>	<u>\$95,000</u>	<u>\$155,000</u>

Continued

Activity Flexible Budget

Driver: Number of Setups

	Fixed	Variable	25	30
Inspections	\$80,000	\$2,100	\$132,500	\$143,000
Setups		<u>1,800</u>	45,000	54,000
Subtotal	<u>\$80,000</u>	<u>\$3,900</u>	<u>\$177,500</u>	<u>\$197,000</u>

Driver: Number of Orders

	Fixed	Variable	15,000	25,000
Purchasing	<u>\$211,000</u>	<u>\$ 1</u>	<u>\$226,000</u>	<u>\$236,000</u>
Total			\$678,500	<u>\$948,000</u>

Activity-Based Performance Report

	Actual Costs	Budgeted Costs	Budget Variance
Direct materials	\$101,000	\$100,000	\$ 1,000 U
Direct labor	80,000	80,000	
Maintenance	55,000	64,000	9,000 F
Machining	29,000	31,000	2,000 F
Inspections	125,500	132,500	7,000 F
Setups	46,500	45,000	1,500 U
Purchasing	220,000	<u>226,000</u>	<u>6,000</u> F
Total	\$657,000	\$678,500	<u>\$21,500</u> F

Variances for the Inspection Activity

Activity	Actual Cost	Budgeted Cost	Variance	
Inspection:				
Fixed	\$ 82,000	\$ 80,000	\$2,000 U	
Variabl	e <u>43,500</u>	52,500	<u>9,000</u> F	
Total	<u>\$125,500</u>	<u>\$132,500</u>	<u>\$7,000</u> F	

