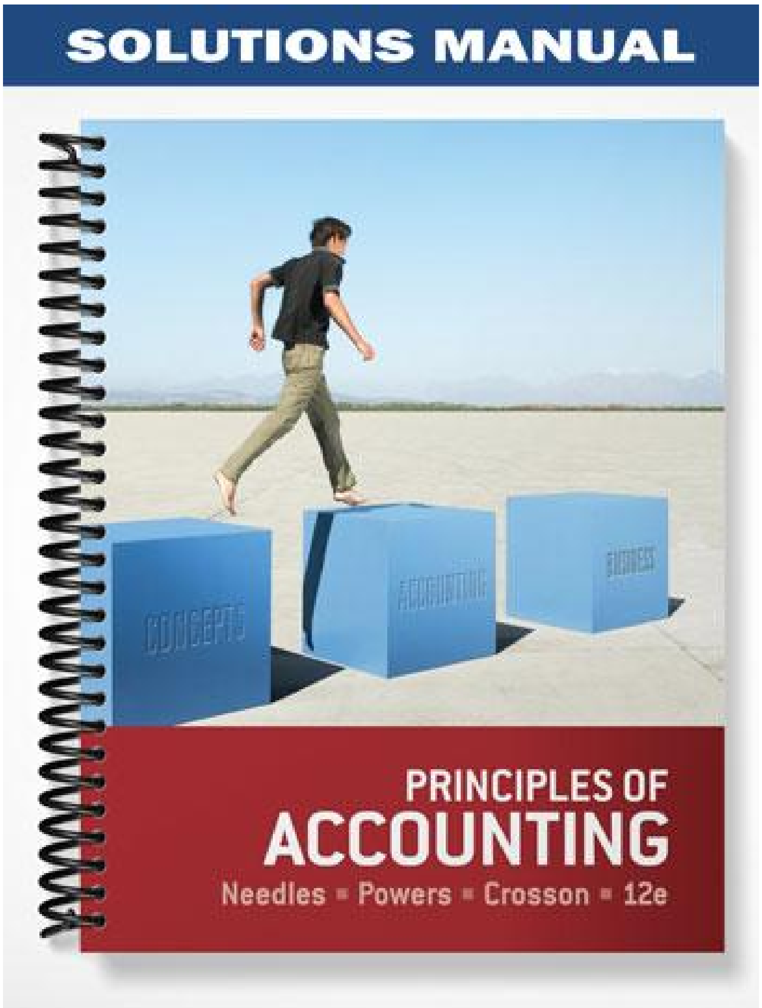
SOLUTIONS MANUAL
CONCEPTS
ACCOUNTING
BUSINESS
PRINCIPLES OF
ACCOUNTING
Needles ▪ Powers ▪ Crosson ▪ 12e

CHAPTER 1—Solutions

ACCOUNTING PRINCIPLES AND THE FINANCIAL STATEMENTS

Discussion Questions

DQ1.	The primary purpose of accounting is to provide decision makers with the financial information they need to make intelligent decisions. It is a valuable discipline because of the usefulness of the information it generates.
DQ2.	No. Not all economic events involve exchanges of value between the business and another party. For example, when a customer buys a product from a competitor, it is an economic event, but no exchange of value has taken place with our company and thus our company records no transaction.
DQ3.	Accounting treats sole proprietorships, partnerships, and corporations as entities separate and apart from their owners because each form represents a business (separate entity) for which financial performance must be measured and reported.
DQ4.	Expenses and withdrawals are the same in that they both reduce the owner's capital component of owner's equity. They are different in that expenses are also a component of net income, whereas withdrawals are a distribution of assets to the owner resulting from net income.
DQ5.	GAAP differs from the laws of mathematics in that they are not unchanging but rather are constantly evolving. They may change as business conditions change or as improved methods of accounting are introduced.
DQ6.	Like managers of profit-seeking businesses, managers of government and not-for-profit organizations must report to those who fund them, and they must operate their organizations in a financially prudent way.
DQ7.	CVS and Southwest are comparable in that like all companies they have two main goals: profitability and liquidity. How companies such as CVS and Southwest achieve these goals may make them incomparable in certain ways. For instance, CVS is a retail (pharmacy and related) company, whereas Southwest is a service (air transportation) company. CVS buys and leases retail stores, whereas Southwest buys and leases aircraft.
DQ8.	Unethical ways of accounting include recording and reporting business transactions that did not occur or being dishonest in recording those that did occur. Fraudulent financial reporting is the unethical preparation of financial statements that misrepresent a company's financial situation or contain false information.

Short Exercises

SE1. Accounting Concepts

1.	b	4.	b
2.	c	5.	a
3.	a		

SE2. Forms of Business Organization

1.	a	4.	c
2.	c	5.	a
3.	b	6.	c

SE3. The Accounting Equation

1.	Assets	=	$240,000
2.	Owner's Equity	=	$144,000
3.	Liabilities	=	$200,000

SE4. The Accounting Equation

1.			Assets	=	Liabilities	+	Owner's Equity	
			$240,000	=	$90,000	+	Owner's Equity	
			$240,000	–	$90,000	=	$150,000	
			Owner's Equity	=	$150,000			
2.			Assets	=	0.2 Assets	+	$40,000	
	Assets –	0.2	Assets	=	$40,000			
		0.8	Assets	=	$40,000			
			Assets	=	$40,000	/	0.8	
			Assets	=	$50,000			
			Liabilities	=	$50,000	×	0.2 =	$10,000

SE5. The Accounting Equation

1.	Beginning:	$ 90,000	=	Liabilities	+	$50,000
		Liabilities	=	$ 40,000		
		$ 90,000	=	$ 40,000	+	$50,000
	Change:	+ 30,000		+ 5,000		
		$120,000	=	$ 45,000	+	Owner's Equity
	End:	Owner's Equity	=	$ 75,000		
2.	Beginning:	Assets	=	$100,000	+	$96,000
		Assets	=	$196,000		
		$196,000	=	$100,000	+	$96,000
	Change:	+ 40,000		– 30,000		
		$236,000	=	$ 70,000	+	Owner's Equity
	End:	Owner's Equity	=	$166,000		

SE6. The Accounting Equation and Net Income

		Net income	=	$108,000
Beginning of year:				
Assets	=	Liabilities	+	Owner's Equity
$280,000	=	$120,000	+	$160,000
During year:				
		Investment		$ 40,000
		Withdrawals		48,000
		Net Income*		108,000
End of year:				
$400,000	=	$140,000	+	$260,000

*($260,000 – $160,000) – $40,000 + $48,000 = $108,000

SE7. Preparation and Completion of a Balance Sheet

Manteno Company
Balance Sheet
June 30, 2014

Assets		Liabilities	
Cash	$11,600 *	Wages payable	$ 1,400
Accounts receivable	3,200	Total liabilities	$ 1,400
Building	44,000		
		Owner's Equity	
		Owner's capital	57,400
		Total liabilities and	
Total assets	$58,800	owner's equity	$58,800

*$58,800 – $3,200 – $44,000 = $11,600

SE8. Preparation of Financial Statements

Randall Company
Income Statement
For the Year Ended December 31, 2014

Revenues:	
Service revenue	$4,800
Expenses:	
Total expenses	2,450
Net income	$2,350

Randall Company
Statement of Owner's Equity
For the Year Ended December 31, 2014

Owner's capital, December 31, 2013	$ 500
Net income for the year	2,350
Subtotal	$2,850
Less withdrawals	410
Owner's capital, December 31, 2014	$2,440

Randall Company
Balance Sheet
December 31, 2014

Assets		Liabilities	
Cash	$1,890	Accounts payable	$ 450
Other assets	1,000	Total liabilities	$ 450
		Owner's Equity	
		Owner's capital	2,440
		Total liabilities and	
Total assets	$2,890	owner's equity	$2,890

SE9. Accounting and Business Enterprises

1.	g	6.	i
2.	f	7.	d
3.	b	8.	a
4.	c	9.	j
5.	e	10.	h

SE 10. Ethics and Accounting

1.	b	3.	d
2.	a	4.	c

Exercises: Set A

E1A. Business Transactions

1.	No, this is not a business transaction because no economic exchange has taken place.
2.	Yes, this is an expense of the business.
3.	Yes, this is an expense of the business.
4.	Yes, this is an expense of the business (assuming that Austin intends to repay the loan).

E2A. Accounting Concepts

1.	c	6.	b
2.	c	7.	a
3.	b	8.	a
4.	a	9.	c
5.	b	10.	a

E3A. Money Measure

Company	Sales				
Abril Chip	2,000,000	×	1.000	=	$2,000,000
Dao	5,000,000	×	0.130	=	$650,000
Aiko	350,000,000	×	0.012	=	$4,200,000
Orca	3,000,000	×	1.320	=	$3,960,000

Company	Assets				
Abril Chip	1,300,000	×	1.000	=	$1,300,000
Dao	2,400,000	×	0.130	=	$312,000
Aiko	250,000,000	×	0.012	=	$3,000,000
Orca	3,900,000	×	1.320	=	$5,148,000

Aiko is the largest in terms of sales and Orca is the largest in terms of assets.

E4A. The Accounting Equation

1.		Assets	=	Liabilities	+	Owner's Equity	
		$400,000	=	Liabilities	+	$155,000	
		Liabilities	=	$245,000			
2.		Assets	=	Liabilities	+	Owner's Equity	
		Assets	=	$72,000	+	$79,500	
		Assets	=	$151,500			
3.		Assets	=	1/3 Assets	+	$160,000	
		2/3 Assets	=	$160,000			
		Assets	=	$240,000			
		Liabilities	=	1/3	×	$240,000	= $80,000
4.	Beginning:	$275,000	=	Liabilities	+	$150,000	
		Liabilities	=	$125,000			
		$275,000	=	$125,000	+	$150,000	
	Change:	+ 75,000		– 22,500			
		$350,000	=	$102,500	+	Owner's Equity	
	End:	Owner's Equity	=	$247,500			

E5A. Owner's Equity and the Accounting Equation

1.	Net income is:	$6,250				
		Assets	=	Liabilities	+	Owner's Equity
	End:	$275,000	=	$162,500	+	$112,500
	Beginning:	175,000	=	68,750	+	106,250
	Net income					$ 6,250

2.	Net income is:	$33,750
	Change in owner's equity	$ 6,250
	+ Owner's withdrawals	27,500
	Net income	$ 33,750
3.	Net loss is:	$(10,000)
	Change in owner's equity	$ 6,250
	– Owner's investments	16,250
	Net loss	$(10,000)
4.	Net income is:	$21,250
	Change in owner's equity	$ 6,250
	+ Owner's withdrawals	27,500
		$ 33,750
	– Owner's investments	12,500
	Net income	$ 21,250

E6A. Identification of Accounts

1.	a.	A	2.	a.	IS
	b.	L		b.	BS
	c.	A		c.	IS
	d.	OE		d.	BS
	e.	A		e.	IS
	f.	L		f.	BS
	g.	A		g.	OE

E7A. Preparation of a Balance Sheet

Oxford Services Company
Balance Sheet
December 31, 2014

Assets		Liabilities	
Cash	$ 25,000	Accounts payable	$ 50,000
Accounts receivable	62,500	Total liabilities	$ 50,000
Supplies	12,500	**Owner's Equity**	
Building	112,500	J. Oxford, capital	212,500
Equipment	50,000	Total liabilities and	
Total assets	$262,500	owner's equity	$262,500

E8A. Preparation and Integration of Financial Statements

Dukakis Company			
Income Statement			
For the Year Ended December 31, 2014			
Revenues:			
	Service revenue		**$13,200**
Expenses:			
	Rent expense	**$1,200**	
	Wages expense	**8,340**	
	Advertising expense	**1,350**	
	Utilities expense	**900**	
	Total expenses		**11,790**
Net income			**$ 1,410**

Dukakis Company	
Statement of Owner's Equity	
For the Year Ended December 31, 2014	
Owner's capital, December 31, 2013	**$1,000**
Investments by K. Dukakis	**1,240**
Net income for the year	**1,410**
Subtotal	**$3,650**
Less withdrawals	**700**
Owner's capital, December 31, 2014	**$2,950**

Dukakis Company			
Balance Sheet			
December 31, 2014			
Assets		**Liabilities**	
Cash	**$1,550**	**Accounts payable**	**$ 450**
Accounts receivable	**750**	**Total liabilities**	**$ 450**
Supplies	**100**	**Owner's Equity**	
Land	**1,000**	**Owner's capital**	**2,950**
		Total liabilities and	
Total assets	**$3,400**	**owner's equity**	**$3,400**

E9A. Statement of Cash Flows

Arlington Service Company
Statement of Cash Flows
For the Year Ended December 31, 2014

Cash flows from operating activities:		
Net income		$ 32,500
Adjustments to reconcile net income to net cash flows from operating activities:		
Increase in accounts receivable	$ (7,800)	
Increase in accounts payable	11,700	3,900
Net cash flows from operating activities		$ 36,400
Cash flows from investing activities:		
Purchase of equipment	$(117,000)	
Net cash flows used by investing activities		(117,000)
Cash flows from financing activities:		
Borrowings from bank	$ 78,000	
Owner's withdrawals	(19,500)	
Net cash flows from financing activities		58,500
Net increase (decrease) in cash		$ (22,100)
Cash at beginning of year		55,900
Cash at end of year		$ 33,800

E10A. Statement of Owner's Equity

Mrs. Shah's Cookies
Statement of Owner's Equity
For the Year Ended January 31, 2014

Owner's capital, January 31, 2013	$102,403
Net income for the year	57,087
Subtotal	$159,490
Less withdrawals	—
Owner's capital, January 31, 2014	$159,490

Owner's equity represents the claims by the owner of a business to the assets of the business. It is affected by the owner's investments in and withdrawals from the business and by the business's revenues and expenses.

The owner of Mrs. Shah's Cookies may have decided not to make any withdrawals because she wanted to use the funds for other purposes such as to finance the company's growth or pay off debt.

E11A. Preparation and Integration of Financial Statements

Net income links the income statement and the statement of owner's equity. The ending balance of owner's equity links the statement of owner's equity and the balance sheet.

Thus, start with (c), which must equal $3,000 (check: $29,000 + $3,000 – $2,000 = $30,000). Then, (b) equals (c), or $3,000. Thus, (a) must equal $8,100 (check: $11,100 – $8,100 = $3,000). Because (e) equals $30,000 (ending balance from the statement of owner's equity), (f) must equal $46,000 (check: $16,000 + $30,000 = $46,000). Finally, (d) must equal (f), or $46,000.

E12A. Users of Accounting Information and Forms of Business Organization

People who are interested in Avalon's financial statements are the following:

- **Management**
- **Investors (owners of the company)**
- **Creditors**
- **Tax authorities**
- **Regulators**
- **Employees**
- **Customers**
- **Economic planners**

A partnership is a business that has two or more owners. A corporation is a business unit that has been granted a charter from the state and is legally separate from its owners (stockholders). A major advantage of the corporate form of business over the partnership is that the stockholders' liability is limited to the amount of the stockholders' investments in the company, whereas the personal assets of partners can be called upon to pay the obligations of a partnership. Also, the transfer of ownership is easier with the corporation because the shares owned by a stockholder can be sold to another party. When ownership of a partnership changes, the partnership must be dissolved and another one formed.

E13A. The Nature of Accounting

1.	b	5.	l	9.	c
2.	k	6.	f	10.	d
3.	g	7.	a	11.	e
4.	i	8.	j	12.	h

E14A. Accounting Abbreviations

CPA:	Certified Public Accountant
IRS:	Internal Revenue Service
PCAOB:	Public Company Accounting Oversight Board
GAAP:	Generally Accepted Accounting Principles
FASB:	Financial Accounting Standards Board
SEC:	Securities and Exchange Commission
GASB:	Governmental Accounting Standards Board
IASB:	International Accounting Standards Board
IMA:	Institute of Management Accountants
AICPA:	American Institute of Certified Public Accountants

E15A. Ethics and Accounting

1.	a
2.	c
3.	b
4.	e
5.	d

Note to Instructor: **Solutions for Exercises: Set B are provided separately on the Instructor's Resource CD and website.**

Problems

P1. Preparation and Interpretation of Financial Statements

1.

IS	Utilities expense	BS	Accounts payable
BS	Building	IS	Rent expense
BS/OE	Owner's capital	OE	Withdrawals
IS/OE	Net income	IS	Fees earned
BS	Land	BS	Cash
BS	Equipment	BS	Supplies
IS	Revenues	IS	Wages expense
BS	Accounts receivable		

2. The income statement is most closely associated with the goal of profitability.

P2. Integration of Financial Statements

1.

	Set A		Set B		Set C	
Income Statement						
Revenue	$1,100		*$ 6,800*	(g)	$240	
Expenses	*800*	(a)	5,200		*160*	(m)
Net income	*$ 300*	(b)	*$ 1,600*	(h)	$ 80	
Statement of Owner's Equity						
Beginning balance	$2,900		$24,400		$340	
Net income	*300*	(c)	1,600		*80*	(n)
Less withdrawals	200		—	(i)	*40*	(o)
Ending balance	$3,000		*$26,000*	(j)	*$380*	(p)
Balance Sheet						
Total assets	*$4,600*	(d)	$31,000		*$380*	(q)
Total liabilities	$1,600		$ 5,000		*$ —*	(r)
Owner's capital	*3,000*	(e)	*26,000*	(k)	380	
Total liabilities and owner's equity	*$4,600*	(f)	*$31,000*	(l)	$380	

2. The income statement must be prepared first because the amount of net income is necessary to determine the ending balance of owner's capital. The statement of owner's equity is prepared second because it provides the ending balance of the owner's equity for the balance sheet, which is prepared last.

P3. Preparation and Interpretation of Financial Statements

1.

Fuel Designs Income Statement For the Year Ended December 31, 2014		
Revenues:		
Commission sales revenue		$400,000
Expenses:		
Commissions expense	$225,000	
Marketing expense	20,100	
Office rent expense	36,000	
Supplies expense	2,600	
Telephone and computer expenses	5,100	
Wages expense	32,000	
Total expenses		320,800
Net income		$ 79,200

Fuel Designs Statement of Owner's Equity For the Year Ended December 31, 2014	
Owner's capital, December 31, 2013	$ 64,300
Net income for the year	79,200
Subtotal	$143,500
Less withdrawals	33,000
Owner's capital, December 31, 2014	$110,500

Fuel Designs
Balance Sheet
December 31, 2014

Assets		Liabilities		
Cash	$ 71,700	Accounts payable	$ 3,600	
Accounts receivable	4,500	Commissions payable	22,700	
Supplies	700	Total liabilities		$ 26,300
Equipment	59,900			
		Owner's Equity		
		Owner's capital		110,500
		Total liabilities and		
Total assets	$136,800	owner's equity		$136,800

2. The statement of cash flows is very useful in assessing whether a company's operations are generating sufficient funds to support expansion. The statement tells whether operations are producing enough cash or whether the company will need to obtain outside financing from creditors or owners.

P4. Preparation and Interpretation of Financial Statements

1.

Frequent Ad
Income Statement
For the Year Ended January 31, 2014

Revenues:		
Advertising service revenue		$159,200
Expenses:		
Equipment rental expense	$37,200	
Marketing expense	4,500	
Salaries expense	86,000	
Supplies expense	19,100	
Office rent expense	10,800	
Total expenses		157,600
Net income		$ 1,600

Frequent Ad
Statement of Owner's Equity
For the Year Ended January 31, 2014

A. Francis, capital, January 31, 2013	$ —
Investments by A. Francis	5,000
Net income for the year	1,600
Subtotal	$ 6,600
Less withdrawals	—
A. Francis, capital, January 31, 2014	$ 6,600

Frequent Ad
Balance Sheet
January 31, 2014

Assets		Liabilities		
Cash	$ 1,800	Accounts payable	$19,400	
Accounts receivable	24,600	Salaries payable	1,300	
Supplies	900	Total liabilities		$ 20,700
		Owner's Equity		
		A. Francis, capital		6,600
		Total liabilities and		
Total assets	$27,300	owner's equity		$ 27,300

2. The company is challenged both in terms of profitability and liquidity. Profitability is low in that it has earned only $1,600 on revenues of $159,200. Liquidity is low because the company has cash of only $1,800 and liabilities of $20,700, but will likely receive $24,600 from customers.

P5. Use and Interpretation of Financial Statements

1. The income statement shows net income of $3,775 earned by the company over a month. The amount of net income is necessary for the preparation of the statement of owner's equity. The statement of owner's equity shows an ending balance of $42,850. The ending balance of owner's capital appears in the owner's equity section of the balance sheet. The statement of cash flows explains the changes in the cash balance during the month, and the ending amount should match the cash balance shown on the balance sheet.

2. The income statement is most closely associated with the goal of profitability, because it shows the earnings of the business. The cash flow statement is most closely associated with the goal of liquidity, because it shows the changes in cash.

3. The company appears to be very profitable because it has earned $3,775 of net income on revenues of $6,100. The owner also withdrew money in the amount of $2,400. However, the return on total assets (net income divided by total assets) is only 6.98 percent, or $0.0698 on each dollar of assets invested. Moreover, the company might experience some challenges in its liquidity position in the future because it has liabilities of $11,250 and cash of only $6,700.

4. When deciding whether to make a loan to a company, a banker evaluates the company's ability to pay interest charges and repay the loan at the appropriate time. Accordingly, a banker studies the company's liquidity and cash as well as its profitability. That information is represented in financial statements, which are prepared by a company's management and can be falsified for personal gain. To lend credibility to the financial statements, the banker may request an independent audit by a CPA. The audit would determine that the financial statements present the data fairly and conform to GAAP in all material respects.

Alternate Problems

P6. Preparation and Interpretation of Financial Statements

1.	IS	Wages expense	BS	Accounts payable
	BS	Equipment	IS	Rent expense
	IS	Equipment rental expense	OE	Withdrawals
	IS/OE	Net income	IS	Fees earned
	BS	Land	BS	Cash
	BS/OE	Owner's capital	BS	Supplies
	IS	Revenues	IS	Utilities expense
	BS	Accounts receivable		

2. The income statement is most closely associated with the goal of profitability.

P7. Integration of Financial Statements

1.		Set A		Set B		Set C	
	Income Statement						
	Revenues	$2,400		*$13,200*	(g)	$ 480	
	Expenses	*1,620*	(a)	10,000		*184*	(m)
	Net income	*$ 780*	(b)	*$ 3,200*	(h)	$ 296	
	Statement of Owner's Equity						
	Beginning balance	$5,800		$48,800		$480	
	Net income	*780*	(c)	3,200		*296*	(n)
	Less withdrawals	400		*2,000*	(i)	*216*	(o)
	Ending balance	$6,180		*$50,000*	(j)	*$560*	(p)
	Balance Sheet						
	Total assets	*$9,380*	(d)	$60,000		*$1,160*	(q)
	Total liabilities	$3,200		$10,000		*$ 600*	(r)
	Owner's capital	*6,180*	(e)	*50,000*	(k)	560	
	Total liabilities and owner's equity	*$9,380*	(f)	*$60,000*	(l)	$1,160	

2. The income statement must be prepared first because the amount of net income is necessary to determine the ending balance of owner's equity. The statement of owner's equity is prepared second because it provides the ending balance of owner's capital for the balance sheet, which is prepared last.

P8. Preparation and Interpretation of Financial Statements

1.

Sears Labs
Income Statement
For the Year Ended November 30, 2014

Revenues:		
Design service revenue		$248,000
Expenses:		
Marketing expense	$19,700	
Office rent expense	18,200	
Salaries expense	96,000	
Supplies expense	3,100	
Total expenses		137,000
Net income		$111,000

Sears Labs
Statement of Owner's Equity
For the Year Ended November 30, 2014

Owner's capital, November 30, 2013	$ 70,400
Net income for the year	111,000
Subtotal	$181,400
Less withdrawals	40,000
Owner's capital, November 30, 2014	$141,400

Sears Labs
Balance Sheet
November 30, 2014

Assets		Liabilities		
Cash	$141,600	Accounts payable	$ 7,400	
Accounts receivable	9,100	Salaries payable	2,700	
Supplies	800	Total liabilities		$ 10,100
		Owner's Equity		
		Owner's capital		141,400
		Total liabilities and		
Total assets	$151,500	owner's equity		$151,500

2. The company's ability to pay its bills or its liquidity appears good because it has cash of $141,600 and total liabilities of only $10,100.

P9. Preparation and Interpretation of Financial Statements

1.

Bachino's Pizza
Income Statement
For the Year Ended September 30, 2014

Revenues:			
	Pizza revenue		$164,000
Expenses:			
	Equipment rental expense	$ 5,800	
	Marketing expense	3,000	
	Salaries expense	112,000	
	Supplies expense	8,200	
	Delivery truck rent expense	14,400	
	Total expenses		143,400
Net income			$ 20,600

Bachino's Pizza
Statement of Owner's Equity
For the Year Ended September 30, 2014

Owner's capital, September 30, 2013	$ —
Investments by owner	4,000
Net income for the year	20,600
Subtotal	$24,600
Less withdrawals	2,000
Owner's capital, September 30, 2014	$22,600

Bachino's Pizza
Balance Sheet
September 30, 2014

Assets		Liabilities		
Cash	$ 5,200	Accounts payable	$21,000	
Accounts receivable	26,400	Salaries payable	1,400	
Supplies	800	Total liabilities		$22,400
Equipment	12,600			
		Owner's Equity		
		Owner's capital		22,600
		Total liabilities and		
Total assets	$45,000	owner's equity		$45,000

2. The owner of a sole proprietorship receives all the profit (or losses) of the company and is liable for all obligations of the firm. Partners, on the other hand, share profits (or losses) and obligations, but each partner brings specific talents to the partnership.

P10. Use and Interpretation of Financial Statements

1.	The income statement shows net income of $3,600 earned by the company over a period of time. The amount of net income is necessary for the preparation of the statement of owner's equity. The statement of owner's equity shows an ending balance of $41,175. The ending balance of owner's capital appears in the owner's equity section of the balance sheet. The statement of cash flows explains the changes in the cash balance during the year, and the ending cash shown should match the cash balance that appears on the balance sheet.
2.	The income statement is most closely associated with the goal of profitability, because it shows the earnings of the business. The cash flow statement is most closely associated with the goal of liquidity, because it shows the changes in cash.
3.	The company appears to be very profitable because it has earned $3,600 of net income on revenues of $5,925. The owner also withdrew money in the amount of $2,400. However, the return on total assets (net income divided by total assets) is only 6.60 percent, or $0.0660 on each dollar of assets invested. Moreover, the company might experience some challenges in its liquidity position in the future because it has liabilities of $13,350 and cash of only $7,125.
4.	When deciding whether to make a loan to a company, a banker evaluates the company's ability to pay interest charges and repay the loan at the appropriate time. Accordingly, a banker studies the company's liquidity and cash flows as well as its profitability. That information is represented in financial statements, which are prepared by a company's management and can be falsified for personal gain. To lend credibility to the financial statements, the banker may request an independent audit by a CPA. The audit would determine that the financial statements present the data fairly and conform to GAAP in all material respects.

Cases

C1. Conceptual Understanding: Business Activities and Management Functions

The three basic activities in which Costco will engage to achieve its goals are financing activities (obtaining adequate funds or capital to operate its business), investing activities (spending the capital it receives so that it will be productive), and operating activities (running its business). Financing activities include obtaining capital from owners and from creditors, such as banks and suppliers. They also include repaying creditors and paying a return to the owners. Investing activities include buying land, buildings, equipment, and other long-lived resources needed in the operation of the business and the sale of these resources when they are no longer needed by the business. Operating activities include selling merchandise and services to customers; employing managers and workers; buying, producing, and selling goods and services; and paying taxes to the government.

Costco's management is the group of people who have overall responsibility for operating the business and for meeting the company's profitability and liquidity goals. The functions management must perform to fulfill its responsibilities are obtaining financial resources (assets) so the company can continue operating (financial management); investing the financial resources of the business in productive assets that support the company's goals (asset management); developing and producing goods and services (operations management); selling, advertising, and distributing goods and services (marketing management); hiring, evaluating, and compensating employees (human resource management); and capturing, organizing, and communicating data about all aspects of the company's operations (information management). Accounting is covered by the last function.

C2. Conceptual Understanding: Concept of an Asset

Assets are economic resources owned by a business that are expected to benefit future operations. The people in an organization are not assets of the business because they are not owned by the business. Businesses pay their employees on a periodic basis (hourly, weekly, monthly, or annually); they do not buy employees. Salaries, wages, and other costs associated with employment are considered expenses and appear on the income statement.

Southwest Airlines considers its people to be its most important asset because of the costs of hiring, training, motivating, and compensating high-quality employees who will benefit future operations. Airlines depend on their ability to develop and keep competent and motivated individuals. And their success in attracting and retaining high-quality employees depends on the opportunities and compensation they provide.

C3. Conceptual Understanding: Generally Accepted Accounting Principles

Generally accepted accounting principles (GAAP) encompass the conventions, rules, and procedures necessary to define accepted practice at a particular time. When financial statements are prepared in accordance with GAAP and audited by an independent CPA, financial analysts will understand the significance of the amounts in the financial statements and will be able to assess a company's performance with confidence.

Some bodies that influence GAAP are as follows:

- Public Company Accounting Oversight Board (PCAOB): Regulates financial reporting by public companies.
- Financial Accounting Standards Board (FASB): The most important body that issues generally accepted accounting principles.
- American Institute of Certified Public Accountants (AICPA): Influences accounting practice through its senior technical committees.
- Governmental Accounting Standards Board (GASB): Issues accounting standards for government entities.
- International Accounting Standards Board (IASB): Sets international accounting standards.
- Internal Revenue Service (IRS): Influences practice through rules for determining income tax liabilities. These rules sometimes conflict with GAAP.

C4. Interpreting Financial Reports: Analysis of Four Basic Financial Statements

1. **The names CVS gives its four basic financial statements are as follows:**
   - **Consolidated statements of income**
   - **Consolidated balance sheets**
   - **Consolidated statements of cash flows**
   - **Consolidated statements of shareholders' equity; includes data for retained earnings**

2. **The accounting equation for CVS on December 31, 2011, is as follows:**

(in millions)

Assets	=	Liabilities	+	Stockholders' Equity
$64,543	=	$26,492	+	$38,051

3. **Total revenues of CVS for the year ended December 31, 2011 were $107,100 million.**

4. **Yes. The company earned $3,461 million. This was an increase from net earnings of $3,424 million for the year ended December 31, 2010.**

5. **No, the company's cash and cash equivalents decreased by $14 million. This number can be found toward the bottom of the statement of cash flows or can be computed by taking the difference of the cash and cash equivalents from the December 31, 2010 and December 31, 2011 balance sheets.**

6. **Cash flows from operating activities increased from 2010 to 2011. Cash flows used by investing activities were negative and greater in 2011 than in 2010, and cash flows used by financing activities were also negative and greater in 2011 than in 2010.**

7. **CVS was audited by Ernst & Young LLP. The auditors' report is important because it tells whether or not the company's financial statements and accompanying information are prepared in accordance with generally accepted accounting principles. If this is so, then the reader of the financial statements can rely on them and analyze them. The auditors' report lends credibility to the financial statements.**

C5. Comparison Analysis: Performance Measures and Financial Statements

1. With sales of $107,100 million and total assets of $64,543 million, CVS is much larger than Southwest, which has revenues of $15,658 million and total assets of $18,068 million. Note that CVS generates 6.9 times as much sales on about 3.6 times the total assets of Southwest.

   Neither assets nor revenues are better than the other to measure the size of a company. Assets tell how large a company's resources are, and revenues tell how well the company is able to generate revenue. Both are useful measures of a company's size.

2. CVS has net income (earnings) of $3,457 million, which is about 19 times more than Southwest's earnings of $178 million. CVS's net income declined from 2009 to 2010, but increased slightly from 2010 to 2011. Southwest's net income increased significantly from 2009 to 2010 but then decreased greatly from 2010 to 2011.

3. CVS has cash and cash equivalents of $1,413 million compared to Southwest's cash and cash equivalents of $829 million. CVS's cash decreased by $14 million compared to the $432 million decrease by Southwest. CVS had cash flows from operating activities of $5,856 million compared with Southwest's cash flows from operating activities of $1,385 million.

C6. Ethical Dilemma: Professional Situations

The ethical situations are presented for discussion purposes. Students are likely to have many different viewpoints.

1. The alternative courses of action are to disclose or not to disclose the employee's hourly rate. The information should not be disclosed because of its confidential nature.

2. The alternative courses of action are to ignore the inappropriate expenses or to report them to the home office. It might also be possible to discuss them with the manager in private. This is a difficult situation because of the possibility of retribution. If the manager does not take appropriate remedial action, the accountant should report his actions, even if it means having to look for another job.

3. The alternative courses of action are to accept the gift or to return it. To avoid a conflict of interest, the appropriate action would be to return the gift.

4. This is a common problem faced by young accountants. The alternative courses of action are to do the work and not report it, to do the work and report it, or to talk to a superior as soon as the problem is recognized. The third alternative is the best because there may be some other reason that the job cannot be done in the allotted time. Underreporting hours usually is not tolerated by CPA firms.

5. The alternative courses of action are to report or not to report the $200 in cash. Accountants must maintain their integrity, which means being honest. The $200 should be reported; it would be illegal not to report it.

6. The courses of action are to disclose the investment or not to disclose the investment. A CPA must avoid even the appearance of a conflict of interest. To be independent, the CPA should disclose the investment and then sell the stock.

C7. Continuing Case: Annual Report Project

Note to Instructor: **Answers will vary depending on company selected.**