# Accounting Reference Desktop

Steven M. Bragg



John Wiley & Sons, Inc.

#### **ABOUT THE AUTHOR**

**Steven Bragg,** CPA, CMA, CIA, CPM, CPIM, has been the chief financial officer or controller of four companies, as well as a consulting manager at Ernst & Young. He received a master's degree in finance from Bentley College, an MBA from Babson College, and a Bachelor's degree in Economics from the University of Maine. Mr. Bragg resides in Englewood, Colorado. He has also written the following books:

Accounting and Finance for Your Small Business (John Wiley & Sons) Accounting Best Practices (John Wiley & Sons) Advanced Accounting Systems Controllership (John Wiley & Sons) Cost Accounting (John Wiley & Sons) Financial Analysis (John Wiley & Sons) Just-in-Time Accounting (John Wiley & Sons) Managing Explosive Corporate Growth (John Wiley & Sons) Outsourcing (John Wiley & Sons) Sales and Operations for Your Small Business (John Wiley & Sons) The Controller's Function (John Wiley & Sons)

## ACKNOWLEDGMENTS

A special note of thanks to my managing editor, John DeRemigis, who requests new books faster than I can write them.

### PREFACE

The Accounting Reference Manual is designed to give the accountant the answers to all of the most important issues that arise during the typical business day. It provides a comprehensive overview of all aspects of the accounting function, including accounting rules and regulations, transactions, control points, and internal and external reports. It also itemizes a wide range of accounting management issues, such as best practices, budgeting, closing the books, control systems, cost accounting, financial analysis, management information systems, accounting for mergers and acquisitions, tax laws, and record keeping. In addition, it covers a number of financial management issues, such as the extension and management of customer credit, financing, cash management, and risk management. The appendices are also rich in detail, describing a sample chart of accounts, itemizing the most common journal entries, displaying interest rate tables, listing the most commonly used business ratios, and finishing with a dictionary of accounting terms. The Accounting Reference Manual is a true one-stop source of information for the accountant.

The answers to many of the everyday questions posed to the accountant can be answered with the information provided in this book. One can find within these pages the answers to such questions as:

- What FASB Standards should I be aware of?
- What are the key regulations promulgated by the SEC that apply to my business?
- How are extraordinary income items listed in the income statement?
- How is comprehensive income presented?
- How is the statement of cash flows formatted?
- What types of footnotes should be added to the financial statements?
- How do I convert foreign currency transactions for financial reporting purposes?
- How do I set up a perpetual inventory tracking system?
- How do I account for backflushing transactions?
- What types of inventory valuation methods are available?
- What are the rules related to the recognition of revenue?
- How do I account for stock buybacks, dividends, and convertible securities?
- What best practices are most useful to my business?

- How do I create a budget?
- What techniques can I use to close the books as fast as possible?
- What are the strengths and weaknesses of the various costing systems?
- How do I evaluate a capital project?
- What is my company's cost of capital?
- How do I set up a cash tracking, reporting, and forecasting system?
- What are the key risk management issues to be aware of, and how do I mitigate them?
- What are the current tax laws that address stock options?
- How do I account for a business combination under the purchase method?
- What ratios should I use to monitor corporate cash flows?
- What chart of accounts structure should I use to set up a general ledger?

These and hundreds of other questions are answered in the *Accounting Reference Desktop*. If you have any comments about this book, or would like to see additional chapters added in future editions, please contact the author at *brasto@aol.com*. Thank you!

Steven M. Bragg Englewood, Colorado October 2001

## CONTENTS

Part One		-	IEW OF ACCOUNTING AND ITS ROLE IN THE	
Chapter	1	Introd	uction	3
Chapter	2	The R 2-1 2-2 2-3 2-4 2-5	ole of Accounting Tasks of the Accounting Function Role of the Accounting Function Ethics Accounting Job Descriptions Summary	7 9 10 12 15
Chapter	3	The C 3-1 3-2 3-3 3-4 3-5 3-6 3-7	orporate Structure Introduction The Corporate Organizational Structure The Cash Disbursements Cycle The Sales Cycle The Order Fulfillment Cycle Other Topical Areas Summary	<b>16</b> 16 18 20 22 22 24
Part Two		ACCOL	JNTING RULES AND REGULATIONS	
Chapter	4	Stand 4-1 4-2 4-3 4-4 4-5 4-6 4-7 4-8	ard Setting Organizations Introduction The Committee on Accounting Procedure The Accounting Principles Board The Financial Accounting Foundation The Financial Accounting Standards Board The Government Accounting Standards Board The International Accounting Standards Board Summary	27 27 28 28 28 28 30 31 31
Chapter	5		Introduction Accounting Research Bulletins Opinions—Accounting Principles Board Interpretations—FASB Statements of Financial Accounting Standards—FASB	<b>32</b> 32 33 34 36 39

		5-6	Statements of Financial Accounting Concepts—FASB	51
		5-7	Technical Bulletins—FASB	52
		5-8	Summary	56
Chapter	6	The Se	curities and Exchange Commission	57
		6-1	Introduction	57
		6-2	Overview of the SEC	57
		6-3	Organization of the SEC	58
		6-4	EDGAR	62
		6-5	The Securities Act of 1933	64
		6-6	The Securities Exchange Act of 1934	64
		6-7	The Public Utility Holding Company Act of 1935	65
		6-8	The Trust Indenture Act of 1939	66
		6-9	The Investment Company Act of 1940	66
		6-10	The Investment Advisers Act of 1940	66
		6-11	Regulation FD	67
		6-12	Regulation D	67
		6-13	Regulation M-A	68
		6-14	Regulation S-B	69
		6-15	Regulation S-K	69
		6-16	Regulation S-T	70
		6-17	Regulation S-X (Requirements for Financial	
			Statement Reporting)	71
		6-18	Forms to Be Filed with the SEC	78
		6-19	Going Private Transactions (Rule 13e-3)	78
		6-20	Summary	79
Part Three		ACCOU	INTING REPORTS	
Chapter	7	The Ba	alance Sheet and Statement of Stockholders' Equity	83
		7-1	Introduction	83
		7-2	Uses of the Balance Sheet and Statement of	
		7-2	Uses of the Balance Sheet and Statement of Stockholders' Equity	83
		7-2 7-3	Uses of the Balance Sheet and Statement of Stockholders' Equity The Balance Sheet Format	83 84
			Stockholders' Equity	
		7-3	Stockholders' Equity The Balance Sheet Format Asset Definitions	84
		7-3 7-4	Stockholders' Equity The Balance Sheet Format	84 87
		7-3 7-4 7-5	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions	84 87 88
		7-3 7-4 7-5 7-6	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions	84 87 88 89
		7-3 7-4 7-5 7-6 7-7	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format	84 87 88 89 90
		7-3 7-4 7-5 7-6 7-7 7-8	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities	84 87 88 89 90 91
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet	84 87 88 89 90 91
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Inc</b> 8-1	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary	84 87 88 90 91 91 93
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Inc</b>	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary <b>come Statement</b> Introduction Format of the Income Statement	84 87 88 90 91 91 93 <b>94</b> 94
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Ind</b> 8-1 8-2 8-3	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary <b>come Statement</b> Introduction Format of the Income Statement Expenses Listed in the Cost of Goods Sold	84 87 88 90 91 91 93 <b>94</b> 94 94 97
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Ind</b> 8-1 8-2	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary <b>come Statement</b> Introduction Format of the Income Statement	84 87 88 90 91 91 93 <b>94</b> 94 94 97 97
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Ind</b> 8-1 8-2 8-3	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary <b>come Statement</b> Introduction Format of the Income Statement Expenses Listed in the Cost of Goods Sold	84 87 88 90 91 91 93 <b>94</b> 94 94 97 97
Chapter	8	7-3 7-4 7-5 7-6 7-7 7-8 7-9 7-10 <b>The Ind</b> 8-1 8-2 8-3 8-3 8-4	Stockholders' Equity The Balance Sheet Format Asset Definitions Liability Definitions Stockholders' Equity Definitions The Statement of Stockholders' Equity Format Accounting Treatment of Offsets to Assets and Liabilities Critique of the Balance Sheet Summary <b>come Statement</b> Introduction Format of the Income Statement Expenses Listed in the Cost of Goods Sold Reporting Earnings Per Share	84 87 88 90 91 91 93 <b>94</b> 94 94 97 97

	8-8	Treatment of Extraordinary Items	100
	8-9	Treatment of Other Comprehensive Income	101
	8-10	Treatment of Prior Period Adjustments	102
	8-11	Treatment of Restructuring Costs	102
	8-12	Summary	102
Chapter 9	The St	atement of Cash Flows	104
	9-1	Introduction	104
	9-2	Operating Activities	105
	9-3	Investing Activities	105
	9-4	Financing Activities	106
	9-5	The Format of the Statement of Cash Flows	106
	9-6	Exemptions from the Statement of Cash Flows	107
	9-7	Presentation of Consolidated Entities	108
	9-8	Treatment of Foreign Currency Transactions	108
	9-9	Summary	108
Chapter 10	Footno	otes	109
	10-1	Introduction	109
	10-2	Disclosure of Accounting Changes	110
	10-3	Disclosure of Accounting Policies	110
	10-4	Disclosure of Asset Impairments	110
	10-5	Disclosure of Business Combinations	111
	10-6	Disclosure of Callable Obligations	111
	10-7	Disclosure of Commitments	112
	10-8	Disclosure of Compensating Balances	112
	10-9	Disclosure of Contingent Liabilities	112
	10-10	Disclosure of Continued Existence Doubts	113
	10-11	Disclosure of Customers	113
	10-12	Disclosure of Debt Extinguishment	113
	10-13	Disclosure of Derivatives	114
	10-14	Disclosure of Discontinued Operations	114
	10-15	Disclosure of Earnings Per Share	114
	10-16	Disclosure of Error Corrections	115
	10-17	Disclosure of Goodwill	115
	10-18	Disclosure of Income Taxes	116
	10-19	Disclosure of Intangibles	116
	10-20	Disclosure of Inventory	116
	10-21	Disclosure of Investments	117
	10-22	Disclosure of Leases	117
	10-23	Disclosure of Loans	118
	10-24	Disclosure of Non-Monetary Exchanges	118
	10-25	Disclosure of Prior Period Adjustments	119
	10-26	Disclosure of Related Party Transactions	119
	10-27	Disclosure of Segment Information	119
	10-28	Disclosure of Significant Risks	120
	10-29	Disclosure of Subsequent Events	120
	10-30	Summary	121

xvi	Contents

Chapter 11	Internal Manage	ement Reports	122
	11-1 Introdu	ction	122
	11-2 Status	Reports	122
	11-3 Margin	Reports	124
	11-4 Cash F	leports	129
	11-5 Capaci	ty Reports	132
	11-6 Sales a	Ind Expense Reports	133
	11-7 Payroll	Reports	133
	11-8 Graphic	cal Report Layouts	139
	11-9 Summa	ary	143
Chapter 12	<b>Foreign Curren</b>	cy Translation	144
	12-1 Introdu	ction	144
		rrent Rate Translation Method	144
	12-3 Exampl	le of the Current Rate Method	145
		measurement Method	145
		le of the Remeasurement Method	147
	-	Exchange Sale Transactions	148
		nition of Translation Adjustments	148
		ge Rates Used for Calculations	149
	12-9 Summa	ary	149
Part Four		THE BALANCE SHEET AND	
	INCOME STATE	MENT	
Chapter 13	Cash and Inves		153
	13-1 Introdu	ction	153
	13-2 Cash		153
		able Securities	154
	13-4 Derivat		156
	-	erm Investments	156
	13-6 Summa	ary	157
Chapter 14	Inventory		158
	14-1 Introdu		158
		of Inventory	158
		rentory Tracking System	159
		ysical Inventory Procedure	162
		st-In First-Out (LIFO) Method	164
		st-In First-Out (FIFO) Method	166
		erage Costing Method	168
	14-8 Retail N		170
		/alue LIFO Method	172
		Margin Method	174
		wer of Cost or Market Rule	174
	14-12 Overhe 14-13 Summa	ad Identification and Allocation to Inventory	174 177
Chantor 15	Accounts Rece	•	
Chapter 15	15-1 Introduc		<b>178</b> 178
		on of Accounts Receivable	178
			170

	15-3 15-4 15-5 15-6 15-7 15-8 15-9 15-10	The Accounts Receivable Transaction Flow Credit Card Accounts Receivable Accounting for Factored Accounts Receivable Accounting for Sales Returns Accounting for Early Payment Discounts Accounting for Long-Term Accounts Receivable Accounting for Bad Debts Summary	179 179 179 181 181 181 182 182
Chapter 16	Fixed A		183
	16-1	Introduction	183
	16-2	The Capitalization Limit	183
	16-3	Fixed Asset Acquisition	184
	16-4 16 5	Improvements to Existing Assets	185
	16-5 16-6	Fixed Asset Disposition Construction in Progress	186 186
	16-7	Land	186
	16-8	Leasehold Improvements	187
	16-9	Depreciation Base	187
	16-10	Depreciation	188
	16-11	Straight-Line Depreciation	189
	16-12	Double Declining Balance Depreciation	189
	16-13	Sum of the Years Digits Depreciation	190
	16-14	Units of Production Depreciation Method	190
	16-15	Asset Impairment	191
	16-16	Intangible Assets	191
	16-17	Summary	192
Chapter 17	Current	t Liabilities	193
	17-1	Introduction	193
	17-2	Definition of Current Liabilities	193
	17-3	The Accounts Payable Transaction Flow	194
	17-4	Accounting for the Period-End Cutoff	195
	17-5	Accounting for Advance Payments from Customers	195
	17-6	Accounting for Accrued Expenses	196
	17-7 17-8	Accounting for Unclaimed Wages	197 197
	17-8	Accounting for Interest Payable Accounting for Dividends	197
	17-10	Accounting for Termination Benefits	198
	17-11	Accounting for Estimated Product Returns	198
	17-12	Accounting for Contingent Liabilities	199
	17-13	Accounting for Long-Term Payables Nearing	
		Payment Dates	199
	17-14	Summary	199
Chapter 18	Debt	-	200
	18-1	Introduction	200
		Introduction Bonds Defined	200 200
	18-1		

	18-5	Accounting for Non-Interest Bearing Note Payable	203
	18-6	Accounting for Non-Cash Debt Payment	203
	18-7	Accounting for Early Debt Retirement	204
	18-8	Accounting for Callable Debt	204
	18-9	Accounting for Defaulted Debt	205
	18-10	Accounting for Short-Term Debt Being Refinanced	205
	18-11	Accounting for Warrants Sold with Bonds	205
	18-12	Accounting for Bond Conversion to Equity	206
	18-13	Accounting for Sinking Funds	206
	18-14	Summary	207
Chapter 19	Equity		208
onaptor ro	19-1	Introduction	208
	19-2	Common Stock	208
	19-3	Preferred Stock	209
	19-4	Retained Earnings	210
	19-5	Stock Options	211
	19-6	Stock Appreciation Rights	212
	19-7	Stock Warrants	213
	19-8	Dividends	215
	19-9	Stock Subscriptions	216
	19-10	Stock Splits	217
	19-11	The Retirement of Stock	217
	19-12	Employee Stock Ownership Plans	218
	19-13	Summary	219
Chapter 20		-	220
Chapter 20	Revenu 20-1	Introduction	220
		Revenue Presentation	220
	20-2	nevenue i resentation	220
	20-2	Revenue Recognition Rules	221
	20-3	Revenue Recognition Rules	221 222
	20-3 20-4	Revenue Recognition Under the Accrual Method	222
	20-3 20-4 20-5	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method	
	20-3 20-4	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment	222 222
	20-3 20-4 20-5 20-6	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method	222
	20-3 20-4 20-5	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed	222 222 223
	20-3 20-4 20-5 20-6 20-7	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method	222 222
	20-3 20-4 20-5 20-6	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of	222 222 223 223 223
	20-3 20-4 20-5 20-6 20-7 20-8	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method	222 222 223
	20-3 20-4 20-5 20-6 20-7	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional	222 222 223 223 223 223
	20-3 20-4 20-5 20-6 20-7 20-8 20-9	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method	222 222 223 223 223 223 223 224
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method	222 222 223 223 223 223 223 224 224
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10 20-11	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method Revenue Recognition Under the Production Method Revenue Recognition Under the Deposit Method	222 222 223 223 223 223 224 224 224 225
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10 20-11 20-12	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method Revenue Recognition Under the Deposit Method Revenue Recognition Under the Deposit Method Revenue Recognition Under Bill and Hold Transactions	222 222 223 223 223 223 223 224 224 225 225
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10 20-11 20-12 20-13	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method Revenue Recognition Under the Deposit Method Revenue Recognition Under the Deposit Method Revenue Recognition Under Bill and Hold Transactions Revenue Recognition for Brokered Transactions	222 222 223 223 223 223 224 224 225 225 226
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10 20-11 20-12 20-13 20-14	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method Revenue Recognition Under the Deposit Method Revenue Recognition Under the Deposit Method Revenue Recognition Under Bill and Hold Transactions Revenue Recognition for Brokered Transactions Revenue Recognition for Accretion and Appreciation	222 222 223 223 223 223 224 224 225 225 225 226 226
	20-3 20-4 20-5 20-6 20-7 20-8 20-9 20-10 20-11 20-12 20-13	Revenue Recognition Under the Accrual Method Revenue Recognition Under the Cash Method Revenue Recognition Under the Installment Sales Method Revenue Recognition Under the Completed Contract Method Revenue Recognition Under the Percentage of Completion Method Revenue Recognition Under the Proportional Performance Method Revenue Recognition Under the Production Method Revenue Recognition Under the Deposit Method Revenue Recognition Under the Deposit Method Revenue Recognition Under Bill and Hold Transactions Revenue Recognition for Brokered Transactions	222 222 223 223 223 223 223 224 224 225 225

Chapter 21	Resear	ch and Development	228
	21-1	Introduction	228
	21-2	Definition of Research and Development	228
	21-3	Accounting for In-House R&D Costs	229
	21-4	Accounting for Acquired R&D Costs	230
	21-5	Accounting for R&D Costs Contracted to Another Party	230
	21-6	R&D Costs in the Software Industry	230
	21-7	Summary	231
Part Five	ACCOU	INTING MANAGEMENT	
Chapter 22	Best Pr	ractices	235
	22-1	Introduction	235
	22-2	Best Practices	235
	22-3	Summary	257
Chapter 23	Budget	ling	258
•	23-1	Introduction	258
	23-2	The System of Interlocking Budgets	258
	23-3	A Sample Budget	267
	23-4	The Flex Budget	284
	23-5	The Budgeting Process	285
	23-6	Budgetary Control Systems	289
	23-7	Summary	292
Chapter 24	Closing	g the Books	293
	24-1	Introduction	293
	24-2	Interim Reports	293
	24-3	General Improvements for Closing the Books	294
	24-4	Closing Activities Prior to Period-End	295
	24-5	Closing Activities Subsequent to Period-End	297
	24-6	Closing Activities Subsequent to Statement Issuance	299
	24-7	The Instantaneous Close	299
	24-8	Summary	302
Chapter 25	Contro	I Systems	303
•	25-1	Introduction	303
	25-2	The Need for Control Systems	303
	25-3	Types of Fraud	304
	25-4	Key Controls	306
	25-5	When to Eliminate Controls	318
	25-6	Summary	319
Chapter 26	Cost A	ccounting	320
•	26-1	Introduction	320
	26-2	The Purpose of Cost Accounting Information	321
	26-3	Input: Data Collection Systems	322
	26-4	Processing: Data Summarization Systems	325
	26-5	Processing: Job Costing	327
	26-6	Processing: Process Costing	333

	26-7	Processing: Standard Costing	336
	26-8	Processing: Direct Costing	338
	26-9	Processing: Throughput Costing	341
	26-10	Processing: Activity-Based Costing	344
	26-11	Processing: Target Costing	346
	26-12	Processing: By-Product and Joint Product Costing	348
	26-13	Outputs: Cost Variances	353
	26-14	Summary	356
Chapter 27	Financ	ial Analysis	358
-	27-1	Introduction	358
	27-2	The Cost of Capital	358
	27-3	Capital Purchase Evaluations	362
	27-4	Breakeven Analysis	365
	27-5	Risk Analysis	369
	27-6	Business Cycle Forecasting	371
	27-7	Summary	372
Chapter 28	Manage	ement Information Systems	373
	28-1	Introduction	373
	28-2	The Management Information Systems Strategy	373
	28-3	Software Evaluation and Selection	374
	28-4	Software Installation	388
	28-5	Software Testing	391
	28-6	Information System Security	393
	28-7	Automated Data Collection Tools	395
	28-8	Data Storage Tools	396
	28-9	Integration of Accounting Software with Other Systems	398
	28-10	Electronic Data Interchange	401
	28-11	Outsourcing Management Information Systems	402
	28-12	Summary	407
Chapter 29	Record	Is Management	408
	29-1	Introduction	408
	29-2	Record Keeping Costs	408
	29-3	Record Keeping Policies and Procedures	410
	29-4	Required Tax Records	414
	29-5	Computer-Based Record Keeping	417
	29-6	Summary	418
Part Six			
Chapter 30		ner Credit	421
	30-1	Introduction	421
	30-2	Types of Credit	421
	30-3 20_4	Selling Terms	423
	30-4 20 5	Credit Examination	424
	30-5 20 6	Collection Techniques	427
	30-6	Summary	430

30-6 Summary

Chapter 31	Financ	ing	431
•	31-1	Introduction	431
	31-2	Management of Financing Issues	431
	31-3	Bank Relations	433
	31-4	Accounts Payable Payment Delay	434
	31-5	Accounts Receivable Collection Acceleration	434
	31-6	Credit Cards	435
	31-7	Employee Tradeoffs	435
	31-8	Factoring	435
	31-9	Field Warehouse Financing	436
	31-10	Floor Planning	437
	31-11	Inventory Reduction	437
	31-12	Lease	438
	31-13	Line of Credit	438
	31-14	Loan, Asset Based	439
	31-15	Loan, Bond	439
	31-16	Loan, Bridge	440
	31-17	Loan, Economic Development Authority	440
	31-18	Loan, Long-Term	441
	31-19	Loan, Small Business Administration	441
	31-20	Loan, Short-Term	442
	31-21	Preferred Stock	442
	31-22	Sale and Leaseback	442
	31-23	Summary	443
Chapter 32	Cash N	lanagement	444
	32-1	Introduction	444
	32-2	The Cash Forecasting Model	444
	32-3	Measuring Cash Forecast Accuracy	447
	32-4	Cash Forecasting Automation	447
	32-5	Cash Management Controls	449
	32-6	Investing Funds	453
	32-7	Summary	454
Chapter 33	Risk M	anagement	455
-	33-1	Introduction	455
	33-2	Risk Management Policies	456
	33-3	Manager of Risk Management	456
	33-4	Risk Management Procedures	457
	33-5	Types of Insurance Companies	460
	33-6	Claims Administration	462
	33-7	Insurance Files	463
	33-8	Annual Risk Management Report	464
	33-9	Summary	465
Part Seven	OTHER	ACCOUNTING TOPICS	
Chapter 34	Merger	s and Acquisitions	469
-	34-1	Introduction	469
	34-2	The Purchase Method	470

	34-3	The Pooling of Interests Method	474
	34-4	The Cost Method	479
	34-5	The Equity Method	479
	34-6	The Consolidation Method	481
	34-7	Inter-Company Transactions	481
	34-8	Contingent Payments	482
	34-9	Push-Down Accounting	483
	34-10	Leveraged Buyouts	484
	34-11	Spin-Off Transactions	485
	34-12	The Treatment of Goodwill	485
	34-13	Summary	486
Chapter 35	Taxatio	n	487
	35-1	Introduction	487
	35-2	The Strategy of Tax Planning	488
	35-3	Accumulated Earnings Tax	489
	35-4	Alternative Minimum Tax	490
	35-5	Bankruptcy Tax Issues	493
	35-6	Barter	494
	35-7	Bonuses and Awards	495
	35-8	Cash Method of Accounting	495
	35-9	Change of Accounting Method	496
	35-10	Change of Tax Year	505
	35-11	Club Dues	505
	35-12	Consignment Revenue	505
	35-13	Deferred Compensation	506
	35-14	Depreciation	508
	35-15	Distributions	511
	35-16	Estimated Taxes	512
	35-17	Financial Reporting of Tax Liabilities	512
	35-18	Foreign Earned Income	514
	35-19	Gifts	514
	35-20	Goodwill and Other Intangibles	515
	35-21	Hybrid Methods of Accounting	516
	35-22	Imputed Interest Expense	516
	35-23	Installment Sales	517
	35-24	Inventory Valuation	519
	35-25	Life Insurance	521
	35-26 35-27	Life-Kind Exchanges Losses	521 522
	35-27	Mileage and Parking Reimbursement	522
	35-28 35-29	Mergers and Acquisitions	523
	35-30	Nexus	525
	35-30 35-31	Organizational Expenses	525
	35-31	Partnership Taxation	525
	35-32 35-33	Passive Activity Losses	528
	35-33 35-34	Property Taxes	528
	35-34 35-35	Research and Experimental Tax Credit	
	00 00	The second and Experimental Tax Ofeuit	529

35-36	Retirement Plans	532
35-37	S Corporations	537
35-38	Sales and Use Taxes	538
35-39	Sales Returns/Bad Debts	539
35-40	Social Security Tax	540
35-41	Stock Appreciation Rights	540
35-42	Stock Options	540
35-43	Tax Rate, Corporate	542
35-44	Tax Year	543
35-45	Transfer Pricing	545
35-46	Travel and Entertainment Reimbursement	548
35-47	Unemployment Taxes	549
35-48	Warranty Expenses	549
35-49	Summary	550

#### Appendices

Appendix A	The Chart of Accounts	553
Appendix B	Journal Entries	561
Appendix C	Interest Tables	572
Appendix D	Ratios	580
Appendix E	Dictionary of Accounting Terms	588

#### Index