10. Weighing up the costs and benefits

- **Verifiability** → MA information should be provided faithfully and represent what it is supposed to represent.
- **Timeliness** → be produced in time for managers to take their decisions
- **Understandability** → clear and concise, to be also understandable by non-accountants.

11. Management accounting as an information system

- The management accounting information system has certain features that are common to all information systems within a business:
  - identifying and capturing relevant information
  - recording the information collected in a systematic manner
  - analyzing and interpreting the information collected
  - reporting the information in a manner that suits the needs of individual managers

  → **Identification > Recording > Analysis > Reporting**

12. Phases of MA

- **Phase 1** - 1950s, Inward looking management attention
  - competition was weak
  - the main focus of management attention was on the internal process of the business

- **Phase 2** - 50-60s, Inward focus + ST planning control purposes
  - management information remained inwardly focused
  - short term plan and control purposes

- **Phase 3** - 70-80s, competition (robotics+tech) → waste reduction & cost control
  - world experienced a considerable upheaval as a result of oil price and economic recession
  - increased competition, fostered by new techniques in robotics & computer-aided design
  - greater concerns for controlling costs, waste reduction, various techniques developed to reduce or eliminate waste

- **Phase 4** - 90-00s, @www → shareholder value & customer need → secure and maintain competitive advantage
  - a concern for a more effective use of resources, with particular emphasis on creating value for shareholders by understanding customers need
  - MA became more outwardly focused
  - businesses with success maintain competitive advantage over their rivals thanks to a greater understanding of the customers needs