



JOB COSTING & ANALYSIS

with senior oversight

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Job Costing & Analysis with Senior Oversight

Organizational Leadership & Theory Thesis

St Nicholas Burrus

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DEDICATION

My thesis is a dedication to everyone in my company, family, and friends who have assisted me in getting to where I am today. Everything leading up to this has been a surreal experience and something I never believed I would be capable of. In 2019, I did not believe I had that much time left. I received a heart transplant in 2020. That year, I chose to continue studying at the University of Maine at Presque Isle. This book is the pinnacle of my graduate studies at the University of Maine at Presque Isle.

JOB COSTING & ANALYSIS
WITH SENIOR OVERSIGHT



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JOB COSTING & ANALYSIS
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Job costing is a technique used to determine the operating expenses in labor, materials, and overhead costs. Job costing will help the organization determine the costs of particular projects, resources, equipment, goods, etc. In job costing analysis, the actual labor and material expenses costs are determined and recorded for specific jobs that the company assigns. For example, when a company assigns some work to a construction company, the overall costs of labor and materials incurred in the construction process are calculated and recorded at a predetermined rate. Job costing is an integral part of the company's operations and must be taken with attention to ensure that the company does not incur losses. Besides, it has unique advantages and disadvantages that make it best suited for specific industry operations.

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to ensure that the company does not incur losses. Besides, it has unique advantages and disadvantages that make it best suited for specific industry operations.

Some of the projects an organization may engage in are one-off customer undertakings such as sales of a new product or service. Manufacturing new products and delivering multiple products or services simultaneously involves job costing analysis. Job costing is often broken down into three categories: labor, material costs, and overhead (Braun, 2013). However, these elements may be broken down further. For example, labor costs include employee wages, benefits, and material costs, including direct and indirect materials used to create the product, such as equipment and tools. Real job costing analytics is essential for any organization seeking to maximize its profits while minimizing costs. To reach gross profit margins, all firms must have a proper job costing framework besides profitability, accurate job costing leads to project estimating, sound management decisions, and timely financial reporting.

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The Organizational Issue

This paper will use the name Apex Solutions, LLC, which is an organization that specializes in business acceleration and digitization, to protect the identity of the actual corporation. Because of specific job costing statistics, the organization is confronted with a quandary when it comes to making operational decisions. A notable difference from prior years is that the corporation has recorded lower returns on investments in recent years than in previous years. A large part of the evidence points to erroneous job costing as a significant issue contributing to the company's demise. Aside from that, the firm has had high operational expenditures, accompanied by fewer sales than planned. Profits have suffered as a result of this cycle. Because I am an expert and a long-time member of the organization, I have collaborated with the senior management team to guarantee that the firm achieves the predicted profits, or higher-margin profits if that is feasible. Additionally, besides my expert function, I provide a special touch to ensure that high-profile clients are satisfied.

One of the most significant challenges identified is the poor provision of quotes for new business, which results in underperforming revenues. First, due to the nature of the business, which involves the supply of unique services, new service contracts must be priced as soon as feasible after receipt. Therefore, profit and revenue will be preserved to the maximum degree feasible by efficiently processing invoices

and quotes and appropriate information. Additionally, the organization will forecast investment returns based on an accurate portrayal of new business potential. Second, it was determined that the company was consistently underselling its services and, in some circumstances, giving too much for too little. For instance, a business may have prioritized a smaller project and a client due to the necessity for instant profit. In addition, due to the client's high maintenance requirements, labor costs significantly surpass profits.

As a result, many services have been given at legacy pricing with no price increases, although labor costs have more than doubled. Because of the large quantity of legacy work that has been accruing for several years, the services have gone from lucrative to underprice. Without an accurate job costing analytics platform, the data needed to incorporate provisions in contracts that allow for yearly revenue increases or other forms of billables could not be fulfilled, resulting in a loss of historical data. a lack of historical data

A large amount of difficulty is experienced in establishing overhead expenses, which has resulted in incorrect project pricing. The corporation also recognized that its accounting staff may have underestimated the amount of money on operational expenditures. The fact that the corporation

updated its accounting by hand made it difficult to ensure that they were completely accurate. Because of this, the corporation needs to engage in automation to guarantee that records can be linked to data sources through the internet. Job costs will be standardized due to the use of automated methods as well. In the first instance, the corporation determined that it required proper task costing to guarantee that revenues gained were understood and documented independently from each job. Second, management could easily estimate the costs of each work based on the analytics, so decreasing expenses of operations by comparing and contrasting the actual costs of previous projects with the costs of the tasks to be done at the time. One of the most severe drawbacks of QuickBooks is that many critical operations may only be performed by a single user, which prevents other members of the accounting team from performing their jobs. In addition, the organization would be reimbursed for any overhead expenditures incurred as a result of budgeting. Finally, operations expenses may be calculated at any point along the course of the job's completion. The organization will profit from this move because it will take actual initiatives to reduce expenses.

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Department Analysis

MIDDLE MANAGEMENT

When faced with increased volatility and uncertainty in the corporate environment, middle management is preoccupied with communication, cooperation, and coordination across all levels, functions, and business units (Patrick & Kumar, 2012). Ensuring that the company's plan is effective is my responsibility as a mid-level manager. When it comes to profitability and revenue produced, I have a responsibility to recognize and respond to changes that occur in the business operations. For the results and insights to help shape strategy, they must be communicated to the top management. For example, suppose it is established that the firm has been experiencing difficulties controlling its budget. An auditor may be hired to assist in resolving the problem.

Most business executives are not making decisions based on profitability, which is a challenge for the organization's leadership. According to the evidence, executives have been devoting excessive time and resources to projects that are not beneficial to the firm. The organization must learn to strengthen its competitive edge, whether in a period of recession or expansion, by implementing the Lean Manufacturing philosophy, which divides all operations into two categories. Value-added activities (VA) and non-value-added activities (NVA) are two types of activities that might be considered (NVA). These are the activities that bring value

to a company's goods and services, and they should be given top priority in the organization's planning and budgeting.

As a result of its failure to improve the market form or value of items, NVA should be given just a low level of attention (ElMaraghy & Alami, 2020). Counting, waiting, checking, testing, evaluating, and gaining permissions are examples of actions that fall within this category. Even though these operations generate little or no money, the leaders place a high value on their execution. Therefore, these activities should be limited, discontinued, or significantly curtailed.

SENIOR-LEVEL LEADERSHIP

Senior-level leadership is responsible for various tasks, including direct supervisors, making crucial decisions, and managing department budgets. The senior-level management has total authority over every other leader and can overturn some actions that are not in the company's best interests. For example, a key responsibility as a newly promoted senior leader is to monitor employee performance in my department, which implies that individuals who do not perform following company objectives are counseled. When examining the issue with other senior-level executives, we concluded that incorrect job costing was the root cause of the company's fundamental problem. This problem is compounded by unskilled leadership at all levels, which results in leaders wasting money on activities that are not beneficial to the organization. Additionally, some leaders are too concerned with quality, which results in a loss of cash when clients only desire a basic level of care rather than highly high-quality service.

The manufacturing sector was designated as the most significant source of waste by the senior management. The most common source of waste is waiting, which occurs from the inability to get information or the failure to provide products on time. Downtimes can occur as a result of technical difficulties. Such waste has hampered operations, resulting in significant inaccuracy in work pricing. Additionally, there is

over-processing of items as a consequence of superfluous procedures resulting from imprecise client needs, excessive reporting, and duplication, among other things. Additionally, there is a lack of efficient communication inside the organization, which results in the over-processing of items. Thus, overprocessing was identified as a substantial source of waste in the organization and as an issue that needed immediate action.

In addition, mistakes, scraps, replacements, and reworks are frequently caused by improper data input, poor quality, insufficient process control, and insufficient training. Leaders are sometimes overly hesitant to arrange maintenance of machinery, which results in flaws in the machinery. There is additional waste that occurs due to the transit of supplies across the facility or workplace. Wastage is frequently caused by inefficient plant and office layouts and equipment and workstations that are too widely spread. Some employees are also misinformed about how things function in the company.

Additionally, the company's senior management has said that overproduction may contribute to erroneous work costing. Overproduction happens when a company produces products sooner and more quickly than the subsequent procedure required. Imprecise goals, long lead periods, and old estimates

may cause this process to start. Finally, the company's extensive inventory has had a significant negative influence on the company's cash flow. As a result, the company's top management examines its operations to determine where waste might be eliminated to the greatest extent feasible.

DEPARTMENT DIRECTORS / HEADS

In order to avoid the organization having some dire times from inaccurate budgeting information, the issue of job costing must be addressed with the seriousness that it deserves. As a senior-level employee, I report directly to a department director, who in turn reports to the company's executive leadership. I am a problem-solver via my department, responsible for making difficulties disappear. My department must also spend a significant amount of time talking to consumers about their preferences, as this information will steer the creation of new goods and services. These open the door to fantastic potential and highly honed goods. The potential to help individuals unique in their circumstances is an exciting prospect.

Therefore, the Sales and Marketing departments can deal with concerns such as selling for less than intended and other similar situations. The Sales and Marketing departments must guarantee that customers are satisfied with the pricing while allowing the organization to make a profit consistently. As a result, the departments must take proactive steps to guarantee that it contracts customers at a reasonable price. In addition to sales and marketing, the Sales and Marketing departments include promotions and marketing. Advertising, event sponsorship, loyalty programs, and social media management are just a few examples.

As a leader, I will guarantee that fundamental operations such as purchasing and selling for things that impact my department are appropriately completed and at a reasonable price. For starters, the marketing department will need to plan ahead of time to achieve correct project costs. A business strategy will include information on what services to sell, when to sell them, and how to optimize income. Additionally, sales targets, projections, budgets, and performance standards are established in corporate business plans to help measure success. Two more methods of communicating the corporate culture are through ads and public relations. These tasks will help to guarantee that job costing is correct.

Some of the highest-paid individuals at Apex Solutions, LLC works in the department, Cloud Services. However, because of the increased personnel expenses, our Cloud Services department services' quality must be improved to remain sustainable and competitive. With these, we frequently encounter overly demanding clients who do not have a thorough understanding of technology. For example, in early October 2021, the organization undersold a substantial contract and greatly overestimated the time required to complete it before a strict deadline with a significant penalty, resulting in many team members working 70-hour weeks.

LOWER-LEVEL MANAGEMENT

The significant responsibility of the lower-level managers, also better known in the organization as coordinators, is to ensure that all firm initiatives are completed. Consequently, the coordinator will assist in the performance of specialized duties, the management of staff members, and the establishment of communication among the many stakeholders. The ability to communicate and collaborate effectively is essential for the coordinator. They must ensure that they pay close attention to detail, make quick decisions, and manage their time effectively to manage many jobs for the organization. They must also retain their leadership and motivational abilities to guarantee that their team members are motivated to work toward their achievement.

When it comes to job pricing, the coordinator will ensure that staff remain steady and dedicated to the company's objectives. When the coordinator has precise and complete data, contract pricing is uncomplicated, and the firm makes a substantial amount of money when it rates its projects correctly. Apex Solutions, LLC, on the other hand, has had weak contract pricing practices, which has resulted in erroneous task costing during the previous few months. Furthermore, the corporation has suffered significant revenue losses due to lousy pricing and high operating costs. The leaders are in the spotlight because they have spent an excessive amount of money on

contracts to recruit lower-cost firms for specific contracts. As a result, operational expenditures have been higher than typical, and low earnings.

Those who hold positions at the lower levels of management (also known as coordinators) must deal with micromanagement at all company levels. This includes interference from inside their departments, such as sales, project management, information technology, human resources, and other areas of the company's operations. In addition to working with the most significant number of employees, these coordinators frequently have a minor level of flexibility in their work schedules. As a result, they are burdened with a great deal of responsibility and have little time to reflect on the judgments they have made. Therefore, a person of exceptional ability is required for this position.

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Theory Analysis

CHANGE MANAGEMENT

According to change management specialists, inaccurate job pricing will result in a significant loss of revenue (as well as profit) for the organization. Additionally, due to the unreliability of these figures, executives and other leaders internally have struggled to make decisions for their departments, teams, and individual projects. As a result, I have undertaken considerable research and developed efficient techniques for implementing change, maintaining control over change, and assisting employees in adapting to change. Several proposed strategies to resolve erroneous job costs include the following:

- Implementation of new technologies to improve accuracy.
- A shift in the leadership culture; and a shift in the sales contracting processes.
- A shift in the culture of the company.

As a result of their discovery, they concluded that their conventional inventory management method was very ineffective and prone to human mistakes due to their discovery. The management of Apex Solutions will implement new technology, LLC because of this decision, which will

allow records to be saved and tracked electronically rather than by hand. Employees will save time by using electronic record management to locate and access the required papers. It will also enhance decision-making processes within the organization since the organization will be able to make correct and well-informed judgments in job costing as a result of the implementation. In addition, the corporation benefits from cost minimization since they can compare and contrast the prior expenses of executing a project with the predicted costs, which allows them to save money. Although we are a digitalization company, it may be challenging to locate biological data in a warehouse, which is odd given our industry. Consequently, the likelihood of mistakes is reduced, and the company can assure precise analytics of the amount of space available in the warehouse and how much space is being used for each project. Storage expenses are included in many projects, and they are figures that must be valued appropriately.

Additionally, the management team determined that it was essential to alter leadership at various levels within the business. The effectiveness of leadership is critical to the success of any company. Effective change leadership is critical because it entails the capacity to influence and inspire action in others while responding with vision and insight during times of uncertainty and business upheaval (Mousa et al., 2020). In

today's corporate climate, change is almost always unavoidable, and huge organizations must undertake a transformation that radically alters their company processes, including precise job pricing, in order to survive. Because of this, the corporation will be relocating staff in the accounting, research and development, and marketing departments. The organization is experiencing these systemic challenges due to its rapid growth from fewer than 20 employees to more than 200 in a short period.

Finally, the corporation will modify its production methods to reduce waste, resulting in increased operating expenses and inaccuracy in job pricing in the future. In Lean Manufacturing, eliminating waste, notably the Seven Deadly Wastes, is one of the approaches used. These wastes are frequently discussed in business schools. A wasteful process does not bring any economic value to the organization. Therefore, wasteful processes will be reduced to the greatest extent practicable. To give an example, the organization has found significant sources of waste in the process of removing information from a client's request list. A few of these causes include excessive processing due to undefined firm aims, excessive output as a result of which there is duplication and waste, and malfunctioning equipment. There has also been waste in the transportation of raw materials and completed goods and different motions owing to a lack of readily available inventory

and ineffective workplace management. Also mentioned as having a substantial influence on task price was an excess of inventories on hand. The capacity to recognize waste inside an organization is a critical step in removing it. Waste elimination is a continual activity that will necessitate a strategic change endeavor for all parties engaged in the process.

When there is a severe bottleneck in the assembly line project process, a considerable amount of time is spent in this situation. For example, when it comes to material, it is usually prepared before it is presented to a scanner. Therefore, if preparation takes twice as long as scanning, the preparation team should have double the number of scanners or labor hours available.

COLLABORATION

Collaboration inside a company is critical to the success of the organization. It frequently entails people sharing their ideas, talents, and information about a specific subject to resolve an underlying problem. For example, all levels of management must work together to counteract erroneous job costing to be successful (Krumwiede & Walden, 2013). It also demands the participation of all internal stakeholders, including regular employees, in the process. When workers work together, they have a more incredible feeling of purpose and are more likely to be motivated to fulfill company goals.

The management team understands the importance of cooperation in the business and appreciates that each person brings a unique set of skills, variety, expertise, and talent. Each of these people must work together in a collaborative decision-making process to benefit from the collective experience, knowledge, and abilities of all those engaged. The company gains from the accomplishment of a common goal. For example, to deal with erroneous job pricing, management will utilize a collaborative problem-solving strategy that will engage all employees of the organization's various departments. Working together for a shared goal will assist the organization in reaching significant heights in terms of its operational capabilities.

Collaboration within an organization is the bedrock of all work processes, from the simplest to the most complicated (Fisher & Krumwiede, 2012). Due to the diversity of Apex Solutions, LLC's processes, products, ideas, resources, and services, organizational collaboration is critical because it brings people together and develops a sense of belonging among the organization's members. Additionally, it assists in uniting team members to pursue a single goal. Individuals are allocated identifiable tasks, and the organization's organizational structure facilitates the translation of these obligations into outputs. Additionally, these positions will assist the team in accomplishing its overall goals and objectives. Collaboration also improves team engagement and leads to more productive sessions.

A top-down strategy will ensure that cooperation is practical inside the business. The firm's senior executives will implement this. Collaboration as one of the organization's fundamental principles has been successfully encouraged by the corporation. Aside from that, management will increase overall employee engagement and productivity. Additionally, clearly defined procedures will be implemented throughout the firm to feel appreciated and respected. They will also learn how to complete their assigned activity in a way that minimizes waste and needless expenses. Finally, the department managers will guarantee that the organization

constantly adjusts by soliciting frequent employee input to identify any problems or opportunities for development.

DIVERSITY & INCLUSIVENESS

Improved recruitment techniques can lead to more accurate job pricing increased efficiency. Companies should constantly examine the impact of recruiting people from various backgrounds on critical elements of their operations. These advantages include employee retention, recruitment, operations, and product sales for their company. According to Foma (2014), concentrating solely on diversity at the expense of inclusion will have disastrous effects on the organization. When a corporation hires from a diversified talent pool, the company benefits from a significant economic advantage. To better serve its customers, Apex Solutions, LLC is expanding its Human Resource Department to attract employees from various talent pools and socioeconomic backgrounds. Increasing the supply of applicants at a firm with fierce talent competition helps to minimize recruiting expenses, and the organization will profit from cheaper recruitment costs. The reduction in operational expenditures would result in an improvement in profitability for the company.

Second, hiring workers from a larger talent pool would imply that the firm would have a more significant number of competent individuals to pick from, resulting in a higher average quality of labor for the organization. Finally, when all other conditions are held constant, increasing worker productivity will result in a rise in the company's average

revenue (Ton, 2014). Apex Solutions, LLC has divided the recruitment process into four separate stages, each of which is described below. First and foremost, the corporation strives to raise awareness by positioning itself as a diverse and inclusive organization to the general public. This branding will assist the organization in attracting employees from a variety of various backgrounds.

Apex will benefit from positioning itself as a diversified firm since it will recruit more varied networks critical for growth. Second, the organization will establish a positive reputation through employee testimonials and reviews. In order to develop a renowned brand while also improving on areas that need improvement, the firm will solicit frequent feedback from its valued consumers and staff. Third, candidates from a wide range of backgrounds are more likely to apply for employment at a company if they hear from workers that the organization values diversity and inclusion in its operations. The ability to recruit from a variety of backgrounds will be enhanced due to pattern-matching. Finally, when hiring a broad talent pool, employee remuneration is crucial. The corporation will review its compensation policy to ensure that salaries are neither too low nor excessively exorbitant. Because of this, the organization will be able to retain top talent while also reducing staff turnover.

ETHICS

The company's management has recognized several ethical concerns related to job costing that need to be addressed. Nevertheless, surprisingly, the chief accountant appears to be involved in questionable, unethical business activities at the organization's expense. Examples of such challenges include absorption costing, which entails including all fixed and variable expenses into the costs of producing a finished product. As a result, labor, materials, and overhead expenditures are all included in the total capital costs. Because it can alter expenses, assets, and inventory values, this costing approach exposes the corporation to unethical business activities (Ghasabeh et al., 2015). Furthermore, doing so gives the impression that its performance is better than it is. In addition, there have been instances of distortion of actual costs by putting labor, overhead, and material expenses into the total cost of manufacturing rather than the entire cost of the product itself.

The accounting department has been reassigning costs to categories where they do not belong, concealing a portion of the expenditures. This problem occurs when accounting must approve timecards, frequently used to track labor and billable hours. If the employee fails to complete the form thoroughly and adequately, accounting distributes the budget and labor differently. Companies such as xyz.com, for example, have

two projects, one of which has capacity for just 150 hours and the other of which has room for 900 hours. While working on the 900-hour project, five workers each coded their first week on this project, for which they labeled the project for 150 hours while working on the 900-hour project—accounting flags the 150-hour project and asks why they have already run out of hours. As a result, the amount of money spent on marketing is misrepresented to the board of directors and shareholders. The firm's assets have also been changed as part of the absorption costing process. To top it off, the accounting department participated in unequal expensing to cut manufacturing costs, making the business's profitability appear better even while the company was producing abnormally low profits. To begin with, the accounting department's data was erroneous, and the problem only gets worse from there.

Any company's ethics policy plays a significant role. Of course, job costing is a significant element of the process, and its overall ethics are confined to analytical data, but the analytical data might lead to additional insights that may have gone unnoticed previously. For example, in the case of a team that is underperforming, the following questions may arise:

- Is the team manager favoritism at its finest?
- What was the reason for half of the employees having their hours cut?
- What was the ethnicity of half of the employees who were of the same ethnicity?

When is this team manager not ensuring the accuracy of timesheet entries?

Job costing analytics may be used to investigate any number of ethical issues that may arise due to these numerous concerns. For example, these analytics might reveal that a team manager fails since half of his employees are at home or not working. Further investigation of this with human resources may reveal other links, such as a racist team manager on the team. A team with a high level of productivity may demonstrate bias, and a boss may choose to work longer hours with people he admires. Moreover, they are directly proportional to the labor expenses. What is the reason for the underperforming team being included in the labor forecast? Perhaps the same team is forecasting a large amount of labor. Pay increases were only awarded to individuals who were favorites or friends of the management and not the employees who worked hard. Managers must communicate a worldwide message of

togetherness, peace, and understanding to their teams and the public. For example, Pepsi ran an ad during the Black Lives Matter movement, when anti-police sentiment in the United States was at an all-time high due to police brutality and racism. According to Pepsi, this was intended to represent a message of togetherness, diversity, and respect.

Nevertheless, Pepsi missed the message and demonstrated the stereotype of a "white savior" who disregarded the entire battle until the very end of the commercial. You, too, may help put an end to the racist past of police departments around the country by giving over a simple, commercial product to a police officer. When the final message of this advertisement was put together, it ended up trivializing the seriousness and gravity of the overall concerns occurring in the United States when it was created (Smith, 2017).

Examples include the Pepsi ad, a portion of the work costing, and the total finance and accounting analytics, which can indicate an increase or a decrease in overall marketing. Essentially, this data has to be studied and given attention because it is diverse at its core. Furthermore, how many resources are being allocated to this overhead cost? Is it possible that these overhead expenditures are generating a profit? Is this being done only for the sake of image rather than a genuine belief in it at the business level? Many organizations

claim to be one thing, yet the function is ultimately another way. "I mean, you say the word, and I will ditch these gays like a corporation after Pride month," says a character of the series. Lake Meriweather spoke about this in the tv show *Love Victor* (Chuang, 2021). After pride month has come and gone, the pride marking is promptly removed from the merchandise. As a result, these commercials have become part of the overall business and organizational culture of the United States of America.

It is recommended that an ethical decision-making framework be constructed using a three-frame paradigm. The first step in making an ethical judgment recognizes the issue at hand (Sadeghi & Pihie, 2012). In this particular instance, erroneous job costing has been highlighted as the most serious issue affecting the organization. The C-suite executives are frequently confronted with determining the root cause of an issue before considering any potential remedies. Influential leaders are frequently preoccupied with addressing the underlying issues before devoting their attention to the symptoms on the surface. Second, the leaders must come up with different solutions to the problem that has been recognized. These options are frequently considered when final decisions are made, and they must be consistent with the company's culture, objectives, and expectations.

Consequently, a leader cannot make decisions just based on their interests but must also consider the objectives and goals of the organization as a whole. Creative thinking, brainstorming, and interpersonal teamwork are all required. If, on the other hand, the organization is confronted with a situation that it has already experienced, decision-making will be relatively simple, and choices will be based on previous outcomes.

Finally, the leader will decide and put it into action based on the most appropriate course of action. Apex Solutions, LLCs will frequently use the cost-benefit analysis to determine the optimal course of action that will maximize the company's advantage, even though such actions would incur additional costs. When judgments cannot be quantified, cost-benefit analysis becomes challenging; therefore, other approaches such as cost consequence analysis may be used instead of traditional methods (Colbert et al., 2012). The expenses can express themselves in any way, including capital expenditures, staff morale, reduced customer service, and even breaking the law. Contrary to this, advantages might include increased profits, a more positive corporate culture, and the avoidance of fines. Examples of punishments that might be imposed on an accounting officer include suspension, termination, and fines in the Apex Solutions, LLC Company (for example). While dismissing the officer may result in

higher costs for replacement, retaining him on the payroll may result in more sales shortly due to his more extensive knowledge and expertise. The highest level of management must make a choice.

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Dynamic Theory

ORGANIZATIONAL DYNAMICS

The four-frame model developed by Bolman and Deal illustrates how to address organizational difficulties from four different angles. First and foremost, the issue may be examined in its structural, human resource, political, and symbolic dimensions.

STRUCTURAL

Since it is task-oriented, the frame concentrates on how change may be accomplished. Strategy is the primary emphasis of the organization's structure, which includes creating quantifiable goals for the company and identifying each employee's roles (Probst, 2011). The problem of erroneous job costing is caused by the firm's failure to take a structural approach to the problem. Leaders have grown inept due to a lack of monitoring bodies to keep track of their progress. There is often duplication of work, and most staff are unsure of their actual roles within the organization. Going forward, the firm will concentrate on developing processes and procedures that will guarantee that each employee remains committed to the company's aims and objectives at all times.

HUMAN RESOURCES

The pillar of Human Resources of the organization places a strong emphasis on the needs of the people. Employees should be allowed the latitude to accomplish their responsibilities to the best of their ability. As a result, the organization concentrates on meeting their demands for interpersonal encounters, personal development, and job happiness (Probst, 2011). Employees that are more content with their jobs are likely to generate the most outstanding outcomes for the organization. When a human resource framework fails to provide managers with accurate information about their workers, such as pay discrepancies, benefits, or the expenses of hiring, inaccuracy in job pricing can ensue. Human resources are often established to protect the firm, but a well-functioning human resources department should be where company members may come for help with work-related concerns without fear of punishment. Human resources developing this trust may be an excellent tool for recognizing where problems lay with the human aspect.

POLITICAL

The political framework handles the daily issues that employees and interest groups with divergent objectives face. Employees' objectives may collide with those of the company, resulting in divergent viewpoints, mainly when funds are limited and the organization must make a tough decision. All leaders must collaborate to guarantee that all employee objectives are consistent with the corporate mission (Probst, 2011). There will also be a rigorous conflict resolution mechanism for the organization. If the company's executives are experiencing concern and perplexity about its future, they must embrace the framework of political orientation.

The Great Man Theory is well-suited to the political setting in which it is presented. The Great Man Theory is a leadership theory that says that a leader's personality and individual features are the most significant aspects of leadership. It is discussed in depth here (Hoffman et al. 1, 2011). When it comes to senior-level leadership, particularly at the C-suite level, various traits that are difficult to develop are frequently required to be effective. Some people may need to be born with the characteristics that distinguish them from others. For example, a person's work ethic may be influenced by various factors, including their upbringing and the development of their personality throughout their life.

SYMBOLIC

This framework, known as *Symbolic*, responds to the needs of the people while also evoking a feeling of purpose and belonging in them. Additionally, this framework will assist in motivating employees despite the difficult circumstances that the firm is through by encouraging them to work with diligence for the greater interest of the organization. Following that, the corporation will direct its operations toward a motivating goal and acknowledge excellent achievement through corporate-sponsored activities (Sowell, 2014). The primary objective is to create a unique and well-understood organization recognized by all stakeholders. It is also crucial to remember that, depending on the scenario, the stakeholders might include ordinary individuals and the entire local community.

ENVIRONMENTAL ANALYSIS

Internal analysis is the first step in conducting an environmental scan. Thus, the main aspects contributing to the problem may be stated: a lack of collaboration within the organization, unethical actions, a lack of diversity, and a lack of organizational dynamics (Hoch & Kozlowski, 2014). Unacceptable estimations from executives who lack self-motivation, for example, are an unethical practice. In addition, the estimation of data for work costing has resulted in skewed figures, which hurt the company's cash flow figures. It is difficult to tell whether these leaders are faking statistics on purpose or by accident, but such behaviors have negative consequences for the population.

Additionally, delayed inputs have resulted in erroneous task costing, which has harmed the organization. During peak periods, employees may be unable to complete their inputs on time, resulting in data loss and incorrect entries. The facts also point to a dearth of a diverse pool of potential employees.

There are also account receivables that are past due and therefore cannot be accounted for in the accounting system. Such difficulties suggest inadequate leadership and a lack of employee engagement in their respective fields of expertise. Employees should be driven to fulfill their jobs with care, and the human resource department should guarantee that this

occurs. The organizational culture should also inspire executives to act with honesty and put up their best effort. Additionally, the accounting department is at fault since it cannot track down where some monies have been lost or spent in the first place. In general, certain monies were not adequately accounted for, and the corporation could not track down where their cash was being spent easily. Such announcements generate more questions than they do to provide answers, increasing the intrigue around the firm's destiny. In conclusion, the leadership is particularly culpable, as some of these errors result from poor decision-making on their behalf. Leaders must learn to collaborate with their subordinates to benefit the firm.

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Leadership Theory

TRAIT THEORY

The trait theory of leadership is a notion that is concerned with identifying specific personality characteristics that make for a good leader. Overall, trait theory was pioneered by Ralph Stogdill and focuses on the overall psychological impact and concepts of personality traits rather than on specific traits themselves (Stogdill, 1950). Essential attributes of a trait leader that can be used in the workplace are action-oriented thinking and a willingness to take risks. Leaders should strive to make judgments that benefit the entire team rather than just themselves. Top executives, for example, might use action-oriented thinking to choose the best course of action to guarantee that corporate records are correct. Likewise, when a firm is threatened with closure, the leader must proactively seek innovative methods to move the organization ahead, especially during difficult economic circumstances.

Second, trait leadership emphasizes communication and charisma as important characteristics (Hua et al., 2011). In order to save time and resources and avoid duplication of tasks and products, effective communication is required. Examples include the discovery that a specific person does not have a clearly defined position and that the organization occasionally overproduces due to poor communication about particular objectives and expectations. On the other hand, charismatic leadership is required to inspire collaboration and motivation.

As a result, the leader's charisma and persuasiveness must be exceptional.

Furthermore, to motivate personnel to strive for success, they must possess solid motivating abilities. Employees motivated and inspired to work will be less likely to encounter problems such as lousy recordkeeping and sloppy estimating. In addition, the leader must have the bravery and fortitude to face and overcome obstacles. This characteristic is essential because the leader must have a strong desire to achieve even in the face of adversity. If the leader has a strong spirit, his followers will always follow his example. Another attribute of trait leadership is the ability to make decisions with confidence (Singh, 2011).

A successful leader must confront difficult decisions and maintain the confidence and resolve to make the correct judgments. Employees will be encouraged by a boss that exudes self-assurance and confidence in his or her abilities. For example, the firm's top executives must determine whether to keep or discharge a corrupt official from the organization. Finally, flexibility is a necessary attribute for leaders since they must change with the times and recognize practices that must be changed for the company's interest.

TRANSFORMATIONAL LEADERSHIP

Furthermore, Apex Solutions, LLC is a good fit for transformational leadership styles. This idea could empower employees to do more to guide the organization toward its strategic goals. Transformational leadership aids the leader in personnel management, project management, organizational skills, and employee performance monitoring, among other things (Rees et al., 2015). On the other hand, companies frequently encounter transformational issues related to the company's attitudes, behaviors, and cultures. As a result, charismatic leadership necessitates enthusiasm, charisma, optimism, and passion. Furthermore, they can alter long-held impressions and ideas about events.

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According to the author, intellectual stimulation, customized attention, inspiring motivation, idealized influence, and tenacity in the face of opposition are the fundamental pillars of transformative leadership (Ayoun et al., 2015). Transformational leaders frequently promote a collaborative workplace where all workers may have candid talks without fear of being victimized or intimidated. They also question established standards and strive to instill a sense of passion among those working there. Inspirational motivation necessitates the establishment of clear priorities and objectives by the leader. Leaders must understand where the organization is heading in order to be able to develop a vision.

Furthermore, they should explain their vision with optimism and enthusiasm to demonstrate why it is essential. Decisions must also be made with the organization's long-term interests in mind, rather than personal enjoyment, to be effective. Finally, leaders should serve as mentors and set an excellent example for their subordinates to motivate them. Transformational leadership is essential at Apex because when employees lack drive, they can lead to tiny errors severe impacts. Tiny errors add up. Eventually, it may be too late to catch up with them.

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Recommendations

PLANNING

It is advised that a three-phase action plan be implemented to generate significant increases in staff productivity and leadership effectiveness. Planning includes forming role models and communicating organizational expectations (Lagan & Moran, 2015). First, senior leadership will set the tone for supporting a development culture. In leadership, learning is essential since every setting brings a unique set of obstacles to the individual in charge of the team. Additionally, leaders will intentionally employ communication to engender passion and develop a culture of mutual support among their followers. Besides that, leaders would set clear performance goals for their people and hold them accountable for any shortcomings on their part. Finally, effective leadership will enable employees to contribute to achieving corporate objectives.

A significant component of adequate preparation also entails knowing how to deal with a crisis when it occurs. More businesses should aim to manage crises appropriately, particularly those that deal with the general public. For example, when two black men were detained at a Philadelphia Starbucks store for doing nothing, the company's CEO shut down all of the locations and retrained all employees (CNNMoney, 2018). Nevertheless, Starbucks maintained control of the narrative and demonstrated its commitment to

inclusion in diversity by addressing the problem sensitively and from a high level of authority. Additionally, Starbucks demonstrated that they were taking an ethical stance on the issue by training their staff on basic ethics and diversity practices.

EXECUTION

The execution stage is critical because it promotes the development and allows individuals to work together for the common good of the organization (Shambaugh, 2013). Top management will guarantee that the company's culture is maintained and that all employees are working towards the same objective to achieve success. They will assist employees in becoming more content with their jobs while also monitoring them to ensure that they do not make small mistakes.

The company's upper management will provide mentoring and coaching sessions for their workers. Leadership that encourages distributed leadership will assist in the training and coaching personnel to ensure their continued development and success. The firm also hopes to collaborate with the human resources department to recruit from a more diverse pool of candidates. Leadership will be subjected to frequent audits to ensure that they maintain their integrity and solely participate in ethical practices.

[See Table Next Page]

Goal Deadline	Action
Immediate	<p>Now that job costing statistics are available, all managers should consult them regularly before changing the course of their teams or projects. Immediately notify the change manager via email if the analytics do not support their choice. The reasons for this must be provided within 24 hours of receiving the analytics.</p> <p>All workers' timecards must be corrected as soon as possible, and management should be held accountable even when their subordinates do not input the information erroneously, as timecards are the firm's obligation under the laws.</p> <p>All personnel who are responsible for data uploading should do it daily. If the data is not updated daily, it should be updated as soon as it becomes available. However, the task costing analytics should always be the most up-to-date available at any given time.</p>
One Month	<p>With the information gathered from immediate targets, the change manager should be able to design a comprehensive execution plan that considers the information gathered and which areas require the most incredible attention beyond the immediate adjustments.</p> <p>Change managers and the Vice President of Operations should be consulted on a strategy for their labor expenditures related to their project predictions, which should be submitted to them for approval. This strategy should use analytics as</p>

	<p>needed, and operations should begin implementing it immediately.</p> <p>If it produces problems, it is necessary to disclose the reasons for the problems.</p>
<p>Three Months</p>	<p>At this point, the analytics should have been cleaned up and refined to the highest degree of accuracy, allowing managers to make operational choices with less oversight and with confidence in the data.</p> <p>Employee timecards should be free of errors, facilitating the distribution of cash by finance under project budgets.</p> <p>Project managers should be conducting a deeper dive into current projects at this time and analyzing the total labor, person-hours, and quality data to see where they can improve. This is the point at which project management should begin collaborating with managers to capture this information in an accurate and, if possible, automated manner.</p>
<p>Six Months</p>	<p>Managers should now have an accurate labor report regarding an employee's profitability and work ethic available. This report has been three months in the making and should ideally include at least a month of data worth inside it.</p> <p>As a result, project managers will consult with the accounting and sales teams to establish how billing for new projects will be incorporated into the contracts. All partners must work together to</p>

	<p>guarantee that the firm generates a profit unless it is an intentionally loss-leading enterprise.</p> <p>The technical team (Cloud Services) should begin automating the programming process and completing any automated data sources that are available. Computer applications, timecard systems, the accounting system, etc. There should be a connection between these reports and the rest of the analytics.</p>
<p>One Year</p>	<p>The organization should not embark on any new projects or supply new services while incurring a loss at this time. Anything new introduced must result in an increase in the firm's profit as well as the total income.</p> <p>By now, analytics should be fully automated. However, it is expected that the technical team (Cloud Services) would produce additional reports as required by executives.</p> <p>The change manager should investigate anything that is not being used to learn why. For example, if the function is not being used on purpose and is not broken, are any resources wasted by keeping that part of the system up to date? If this is the case, remove that piece of the code.</p>
<p>Five Years</p>	<p>The complete transformation of the company's culture should have been anticipated for a long time. As a result, most corporate decision-makers should be focused on this by the time they reach the five-year mark.</p>

	<p>At this point, the organization should verify all software connections, department links, and so on to ensure that the updates are still accurate and that no new software has been deployed since the last review. If new or improved software has been introduced or upgraded, it should be incorporated into the existing system.</p>
Ongoing	<p>These processes should be maintained for the organization's existence and improved upon when new technology becomes available.</p>

EVALUATION

This component of the assessment process provides voluntary, thorough, rapid, and favorable feedback regarding the company's performance (Gifford et al., 2011). The company's performance must be reviewed regularly to ensure that it operates within its financial capabilities. In addition, the evaluation will guarantee that the company's operations are consistent with its overall aims of lowering costs and increasing profits. Performance evaluations will also affect employee performance and ensure that the organization maintains its broad talent pool, collaborative workforce, and ethical workforce. Evaluations should also be done on the correctness of the overall analytics and the job costing to establish all reporting individuals who write to it or persons accountable for the automation operating are owning it. This should have a long-term objective of being automated, with audits to assure correctness.

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Conclusion

Inaccurate job costing and analytics can affect the organization's cash flow resulting in losses, low earnings, and occasionally, tough decisions for corporate leadership about cash flow. As a result, senior management must play an active role in ensuring that all workers remain committed and operate following the company's goals. Similarly, management is responsible for ensuring diversity and inclusion in the workplace. Therefore, it is anticipated that the overall long-term aim of accuracy in task pricing and analytics would benefit the company's bottom line.

A diverse workforce will aid decision-making and problem-solving. Aside from that, leaders must uphold the most significant ethical standards possible, particularly in financial dealings. Transformational and characteristic leadership, in the end, should be inculcated since they are goal-oriented and promote employee engagement, respectively. With a movement in business culture toward the use of analytics and the addition and support of the accuracy of the analytics, the company and management at all levels will be able to make better decisions.

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Reflection

I initially created this article as a capstone thesis project for my Master's of Arts in Organizational Management program at the University of Maine at Presque Isle, which will begin on October 15, 2021. This is a letter addressed to Dr. Ronald Biron. Since writing this, I have revised the paper to improve its clarity and make it suitable for publishing. This essay is the consequence of the conversation. The ideals, spirit, and design remain consistent. Minor grammar issues have been addressed, as well as an inaccurate citation.

Reviewing this four months later on February 15, 2022 is a surreal experience. I'm impressed by what this is and has become and how much of a moment of work it has been for me. I am now currently enrolled at the Virginia University of Lynchburg working on my doctorate in Healthcare Administration. The concepts of which I learned through this program and pushed forward in research for my thesis feed directly into my passion for my doctoral work by being focused on the facts and understanding the psychology of organizational theory.

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