

# MANAGERIAL ACCOUNTING CONCEPTS AND PRINCIPLES Textbook

**Managerial accounting concepts and principles** form the foundation for effective internal decision-making within organizations. These principles guide managers in planning, controlling, and evaluating business activities, ensuring that resources are utilized efficiently and organizational goals are achieved. Unlike financial accounting, which focuses on external reporting, managerial accounting emphasizes detailed, timely information tailored to internal users. In this article, we explore the core concepts and principles that underpin managerial accounting, providing a comprehensive understanding for students, professionals, and business leaders alike.

## Understanding Managerial Accounting

Managerial accounting involves the process of identifying, measuring, analyzing, and interpreting financial and non-financial information to assist management in making informed decisions. Its primary purpose is to facilitate planning, control, and performance evaluation within an organization.

## Core Concepts of Managerial Accounting

### 1. Cost Behavior and Cost Analysis

Understanding how costs change in response to business activity levels is fundamental. Costs are generally classified into:

- **Fixed Costs:** Remain constant regardless of activity level (e.g., rent, salaries).
- **Variable Costs:** Change proportionally with activity (e.g., raw materials, direct labor).
- **Mixed Costs:** Contain both fixed and variable components.

Analyzing cost behavior helps managers in budgeting, cost control, and decision-making such as pricing and product line selection.

### 2. Cost Classification and Allocation

Efficient management requires accurate classification and allocation of costs:

- **Direct Costs:** Easily traceable to a specific product or department (e.g., direct materials and

labor).

- **Indirect Costs:** Cannot be directly traced and require allocation (e.g., utilities, depreciation).

Cost allocation involves assigning indirect costs to cost objects using bases like labor hours or machine hours, ensuring accurate product costing.

### 3. Budgeting and Variance Analysis

Budgeting involves preparing financial plans for future periods, setting benchmarks for performance. Variance analysis compares actual results to budgets, highlighting areas needing managerial attention. Significant variances can indicate operational inefficiencies or areas for improvement.

### 4. Decision-Making and Relevant Costs

Managerial accounting emphasizes relevance; only costs and revenues that impact decisions are considered. Concepts include:

- **Relevant Costs:** Future costs that differ between alternatives.
- **Sunk Costs:** Past costs irrelevant to current decisions.
- **Opportunity Costs:** The benefit foregone by choosing one alternative over another.

Decisions such as whether to accept a special order or discontinue a product rely heavily on these concepts.

### 5. Performance Measurement and Control

Key performance indicators (KPIs), balanced scorecards, and other tools help evaluate managerial effectiveness. Control systems compare actual performance against standards, enabling corrective actions.

## Key Principles of Managerial Accounting

### 1. Relevance and Timeliness

Information must be relevant to the decision at hand and available in a timely manner to influence managerial choices effectively.

### 2. Accuracy and Reliability

While perfect accuracy is challenging, information should be reasonably reliable to support sound

decisions.

### **3. Cost-Benefit Consideration**

The benefits derived from accounting information should outweigh the costs of collecting and analyzing it.

### **4. Flexibility and Adaptability**

Managerial accounting systems should adapt to changing business environments and strategic priorities.

### **5. Confidentiality**

Sensitive managerial information must be protected to maintain competitive advantage and trust within the organization.

## **Tools and Techniques in Managerial Accounting**

### **1. Cost-Volume-Profit (CVP) Analysis**

CVP analysis examines how changes in costs and volume affect profit, aiding in setting sales targets and determining break-even points.

### **2. Activity-Based Costing (ABC)**

ABC allocates overhead costs based on activities that drive costs, providing more accurate product costing and profitability analysis.

### **3. Standard Costing and Variance Analysis**

Standard costs are predetermined costs used as benchmarks. Variance analysis compares actual costs to standards, highlighting efficiency or waste.

### **4. Contribution Margin Analysis**

This technique assesses the profitability of individual products or services by subtracting variable costs from sales revenue.

### **5. Budgeting and Forecasting**

Creating detailed financial plans helps managers anticipate future needs and monitor performance.

## Application of Managerial Accounting Concepts in Business

Effective application of managerial accounting principles enables organizations to:

- Optimize resource allocation and reduce waste.
- Set competitive prices based on accurate cost data.
- Identify profitable product lines and markets.
- Improve operational efficiency through performance analysis.
- Support strategic planning and long-term growth.

## Conclusion

Managerial accounting concepts and principles are vital for internal management and strategic decision-making. From understanding cost behaviors and classifications to employing sophisticated tools like ABC and CVP analysis, managerial accounting provides the insights necessary to steer organizations toward profitability and efficiency. Adhering to core principles such as relevance, accuracy, and confidentiality ensures that managerial information remains a trusted resource for effective leadership. As businesses face increasingly complex environments, mastering these concepts is essential for managers seeking to make informed, strategic decisions that drive success and sustainable growth.

### Managerial Accounting Concepts and Principles: An In-Depth Exploration

Managerial accounting is a vital component within the broader domain of accounting that focuses on providing internal stakeholders—managers, executives, and department heads—with relevant financial and non-financial information to facilitate effective decision-making. Unlike financial accounting, which emphasizes external reporting and adherence to standardized regulations, managerial accounting is characterized by its flexibility, timeliness, and focus on internal needs. This review delves into the core concepts and principles underpinning managerial accounting, highlighting their significance and practical applications.

## Understanding Managerial Accounting

Managerial accounting, also known as management or cost accounting, involves the process of identifying, measuring, analyzing, interpreting, and communicating information to managers for the pursuit of organizational goals. Its primary purpose is to aid in planning, controlling, and decision-making processes, ensuring that an organization operates efficiently and effectively.

### Key Differences from Financial Accounting:

- Audience: Internal management vs. external stakeholders
- Reporting Focus: Future-oriented projections vs. historical data
- Regulatory Framework: No mandatory standards vs. GAAP or IFRS
- Frequency: Regular, often real-time reports vs. periodic statements

## Core Concepts of Managerial Accounting

### 1. Cost Concepts and Classifications

Cost analysis forms the backbone of managerial accounting. Understanding various types of costs enables managers to make informed decisions.

#### Types of Costs:

- Fixed Costs: Remain constant regardless of production volume (e.g., rent, salaries)
- Variable Costs: Change in direct proportion to output (e.g., raw materials)
- Mixed Costs: Contain elements of both fixed and variable costs
- Direct Costs: Traceable directly to a product or department (e.g., direct labor)
- Indirect Costs: Not directly traceable (e.g., factory overhead)

#### Cost Classifications for Decision-Making:

- Product Costs: Costs incurred to create a product (DM, DL, MOH)
- Period Costs: Expenses incurred within a period (selling, administrative)
- Controllable Costs: Costs that managers can influence
- Uncontrollable Costs: Costs outside managerial control

### 2. Cost Behavior and Analysis

Understanding how costs behave with changes in activity levels helps in budgeting and forecasting.

#### Important Concepts:

- Contribution Margin: Sales minus variable costs; indicates the amount contributing to fixed costs and profit

- Break-Even Analysis: Determines the sales volume needed to cover all costs
- Margin of Safety: The difference between actual sales and break-even sales, indicating risk buffer

Methods of Cost Behavior Analysis:

- Visual Inspection: Plotting costs against activity
- High-Low Method: Using highest and lowest activity levels to estimate cost behavior
- Regression Analysis: Statistical method for more precise cost estimation

### 3. Budgeting and Planning

Budgets are essential tools for planning and controlling organizational activities.

Types of Budgets:

- Operating Budgets: Sales, production, and expense budgets
- Financial Budgets: Cash flow, capital expenditure, and budgeted balance sheets
- Master Budget: A comprehensive plan integrating all budgets

Key Principles:

- Participation: Involving relevant managers to ensure accuracy and buy-in
- Flexibility: Adjusting budgets as circumstances change
- Accuracy: Using reliable data for realistic projections

### 4. Variance Analysis

Variance analysis compares actual results to budgeted or standard figures to identify areas of deviation and guide corrective actions.

Types of Variances:

- Material Price Variance: Difference due to price changes in raw materials
- Material Quantity Variance: Difference due to quantity used
- Labor Rate Variance: Difference in wages paid vs. standard wages
- Labor Efficiency Variance: Difference in labor hours used vs. standard hours

Purpose:

- Pinpoint specific issues
- Optimize resource utilization
- Improve future planning

## **Principles Underpinning Managerial Accounting**

### **1. Relevance and Timeliness**

Information must be pertinent to current decision-making needs and available in a timely manner. Managers require real-time or near-real-time data to respond swiftly to operational challenges.

### **2. Cost-Effectiveness**

The benefits of information should outweigh the costs of its collection and analysis. Managers need to balance the depth and breadth of data with resource constraints.

### **3. Flexibility and Adaptability**

Since organizational environments are dynamic, managerial accounting systems should be adaptable to changing conditions, strategies, and technologies.

### **4. Confidentiality**

Given the sensitivity of internal data, managerial accounting information must be protected to maintain competitive advantage.

### **5. Integration with Strategic Planning**

Cost management and performance measurement should align with broader organizational strategies, ensuring that operational activities support long-term objectives.

## **Advanced Concepts and Techniques in Managerial Accounting**

### **1. Activity-Based Costing (ABC)**

ABC assigns overhead costs based on activities that drive costs rather than traditional volume-based methods. It provides more accurate product costing and helps identify inefficiencies.

Steps in ABC:

- Identify activities
- Assign costs to activities
- Determine cost drivers
- Allocate costs to products based on usage

Benefits:

- Better understanding of overhead costs
- Improved pricing and product mix decisions
- Identification of non-value-adding activities

## 2. Standard Costing and Variance Analysis

Standard costs are predetermined costs for materials, labor, and overhead, used as benchmarks.

Application:

- Establish standard costs based on historical data or engineering estimates
- Perform variance analysis regularly
- Investigate significant variances for corrective actions

## 3. Responsibility Accounting

This approach assigns accountability for financial results to specific managers or departments, aligning performance measurement with organizational structure.

Responsibility Centers:

- Cost Centers: Responsible for controlling costs
- Revenue Centers: Responsible for generating revenue
- Profit Centers: Responsible for both costs and revenues
- Investment Centers: Responsible for profits and asset utilization

## 4. Balanced Scorecard



A strategic management tool that incorporates financial and non-financial performance measures across four perspectives:

- Financial
- Customer
- Internal Processes
- Learning and Growth

It ensures a balanced approach to performance evaluation, linking operational activities with strategic objectives.

## **Ethical Considerations in Managerial Accounting**

Ethics play a crucial role in managerial accounting, as managers often handle sensitive data and strategic decisions.

Key Ethical Principles:

- Integrity: Providing honest and accurate information
- Objectivity: Avoiding bias and conflicts of interest
- Confidentiality: Protecting proprietary information
- Professional Competence: Maintaining skills and knowledge

Violations of ethical standards can lead to misinformation, loss of trust, and legal repercussions, emphasizing the importance of integrity in managerial accounting practices.

## **Conclusion**

Managerial accounting is a dynamic and vital discipline that equips internal managers with the tools necessary for effective decision-making. Its core concepts—cost classification, cost behavior analysis, budgeting, variance analysis, and advanced costing techniques—provide the foundation for internal control and strategic planning. Underpinned by principles such as relevance, flexibility, and ethical integrity, managerial accounting continues to evolve with technological advancements and changing organizational needs. Mastery of these concepts empowers managers to optimize resources, improve operational efficiency, and achieve organizational success in a competitive environment.

In essence, managerial accounting is not just about numbers; it is about transforming data into strategic insights that drive organizational excellence.

**Question** What are the core principles of managerial accounting? The core principles include relevance, accuracy, timeliness, and flexibility, focusing on providing internal management with useful financial and non-financial information for decision-making. How does managerial accounting differ from financial accounting? Managerial accounting focuses on internal reporting to aid managers in decision-making, emphasizing future projections and detailed segments, whereas financial accounting provides external financial statements based on historical data. What is cost behavior analysis in managerial accounting? Cost behavior analysis examines how costs change in relation to activity levels, helping managers predict how costs will respond to changes in production or sales volume. Why are budgeting and variance analysis important in managerial accounting? Budgeting sets financial targets and allocates resources, while variance analysis compares actual performance to budgets, helping identify deviations and areas for improvement. What role does activity-based costing (ABC) play in managerial accounting? ABC assigns overhead costs to products and services based on their actual consumption of activities, providing more accurate cost information for decision-making and pricing. How is contribution margin used in managerial decision-making? Contribution margin indicates the profitability of individual products or services by subtracting variable costs from sales, aiding decisions on pricing, product lines, and discontinuation. What is the significance of break-even analysis in managerial accounting? Break-even analysis determines the sales volume at which total revenues equal total costs, helping managers understand the minimum required sales to avoid losses and plan for profitability.

**Related keywords:** managerial accounting, cost analysis, budgeting, financial reporting, decision making, internal controls, performance measurement, variance analysis, cost allocation, managerial principles

## principles life and work

### **Principles Life and Work:** A Guide to Building a Fulfilling and Successful Life

In today's fast-paced and constantly changing world, having clear principles in life and work is more important than ever. Principles serve as the foundational values and beliefs that guide our decisions, behaviors, and interactions. They act as a compass, helping us navigate challenges, make consistent choices, and achieve personal and professional fulfillment. Understanding and applying core principles in both life and work can lead to greater clarity, integrity, and success.

## Understanding Principles Life and Work

Principles in life and work are the fundamental truths or beliefs that influence our actions and

attitudes. Unlike goals or objectives, which are specific outcomes we strive for, principles are enduring and universal. They provide a moral and ethical framework that shapes our character and guides our interactions.

Having strong principles helps:

- Maintain integrity and authenticity
- Build trust and credibility
- Make consistent and ethical decisions
- Foster resilience during difficult times
- Achieve long-term satisfaction and success

## The Importance of Principles in Life and Work

Applying principles is essential because it aligns our actions with our core values. This alignment creates a sense of purpose and direction, increasing motivation and commitment. Moreover, principles help us:

- Cultivate discipline and self-control
- Develop healthy relationships
- Make difficult decisions with confidence
- Enhance reputation and credibility
- Lead a life of meaning and integrity

In the workplace, principles contribute to a positive organizational culture, promote ethical behavior, and drive sustainable success. In personal life, they foster self-awareness, emotional resilience, and genuine happiness.

## Core Principles for a Fulfilling Life

While principles can vary based on individual values, some universal principles can guide anyone toward a more meaningful life:

### 1. Integrity

Being honest and transparent in all dealings builds trust and self-respect. Integrity entails doing the right thing even when no one is watching.

### 2. Respect

Valuing others? perspectives, boundaries, and dignity fosters healthy relationships and a compassionate mindset.

### **3. Responsibility**

Taking ownership of your actions and their outcomes encourages accountability and personal growth.

### **4. Gratitude**

Practicing gratitude shifts focus from what is lacking to what is abundant, enhancing well-being and contentment.

### **5. Compassion**

Showing kindness and understanding toward others promotes empathy and social harmony.

### **6. Continuous Growth**

Embracing lifelong learning and self-improvement helps adapt to change and achieve personal potential.

## **Principles for Effective Work and Career Success**

In addition to personal principles, specific values in work can significantly impact professional success and satisfaction:

### **1. Excellence**

Striving for quality and mastery in your work fosters pride and creates value.

### **2. Accountability**

Owning your responsibilities and results builds trust with colleagues and clients.

### **3. Collaboration**

Working effectively with others enhances creativity, problem-solving, and innovation.

### **4. Adaptability**

Being open to change and learning new skills ensures relevance in a dynamic environment.

## **5. Ethical Conduct**

Upholding honesty, fairness, and respect maintains integrity and a positive reputation.

## **6. Customer Focus**

Prioritizing client needs and satisfaction leads to loyalty and business growth.

# **Developing and Living Your Principles**

Having principles is one thing; living by them consistently is another. Here are strategies to embed principles into your daily life and work:

## **1. Clarify Your Core Values**

Reflect on what matters most to you. Write down your core beliefs and principles to create a clear personal or professional manifesto.

## **2. Set Intentional Goals Aligned with Principles**

Ensure your goals reflect your principles. For example, if integrity is vital, set goals around honesty and transparency.

## **3. Practice Self-Reflection**

Regularly evaluate your actions and decisions. Ask yourself if they align with your principles.

## **4. Seek Role Models and Mentors**

Learn from individuals who exemplify strong principles and integrity.

## **5. Make Ethical Decisions**

When faced with dilemmas, consider what aligns with your core principles before acting.

## **6. Embrace Accountability**

Hold yourself responsible for living according to your principles and learn from mistakes.

## Challenges in Upholding Principles

Living by principles may sometimes be challenging, especially when faced with pressure, temptation, or conflicting interests. Common obstacles include:

- External pressures to compromise values for short-term gains
- Fear of rejection or criticism
- Lack of confidence or clarity about principles
- Habitual behaviors that conflict with core beliefs

Overcoming these challenges requires courage, self-awareness, and a commitment to authenticity. Remember, consistency in principles builds character and long-term respect.

## Benefits of a Principles-Driven Life and Work

Adopting principles as the foundation of your life and work offers numerous benefits:

- Increased trust and credibility from others
- Greater resilience in adversity
- Enhanced decision-making clarity
- Personal integrity and inner peace
- Stronger relationships and networks
- Long-term fulfillment and success

A principles-driven approach aligns your actions with your true self, leading to a more authentic, meaningful, and rewarding life.

## Conclusion

Principles life and work form the bedrock of a meaningful and successful existence. They serve as guiding lights that help us navigate complex situations, uphold integrity, and stay true to our values. Building awareness of your core principles, actively practicing them, and overcoming challenges ensures that your personal and professional life remain aligned with what truly matters.

Remember, cultivating principles is an ongoing process. As you grow and evolve, so too should your understanding and application of your core values. Embrace this journey of self-discovery and integrity, and you will find yourself living a life filled with purpose, respect, and genuine success.

Principles of Life and Work: A Comprehensive Guide to Navigating Success and Fulfillment

In a world characterized by rapid change and unpredictable challenges, understanding and adopting core principles of life and work can serve as a compass for personal growth, professional success, and overall well-being. These principles are timeless truths and guiding standards that help individuals make consistent, ethical, and effective decisions, fostering resilience and purpose. Whether you're seeking to improve your personal life, advance your career, or find a balanced approach to both, grounding yourself in solid principles can create a foundation for sustained fulfillment and achievement.

### The Significance of Principles in Life and Work

Principles act as the internal compass that guides your choices, behaviors, and interactions. They shape your character, influence your relationships, and determine your professional trajectory. In essence, principles provide clarity amidst chaos, helping you:

- Make ethical decisions aligned with your values
- Build trust and credibility with others
- Stay resilient during setbacks and failures
- Cultivate a growth mindset and continuous learning
- Achieve consistency and integrity in actions

Understanding these principles and integrating them into everyday life ensures you are not merely reacting to circumstances but proactively shaping your destiny.

### Core Principles of Life

Living a principled life involves adhering to values that promote personal integrity, purpose, and happiness. Below are some fundamental principles that underpin a meaningful and balanced existence.

- Authenticity and Self-Awareness

Authenticity entails being true to yourself, embracing your unique qualities, and living in alignment with your core values. Self-awareness complements this by understanding your strengths, weaknesses, passions, and motivations.

- Know what truly matters to you
- Avoid pretending to be someone you're not
- Regularly reflect on your actions and goals

- Growth and Continuous Learning

A commitment to personal growth involves seeking knowledge, developing new skills, and embracing change.

- Cultivate curiosity
- View failures as opportunities to learn
- Stay open to feedback and adapt accordingly

- Compassion and Empathy

Building meaningful relationships requires understanding others' perspectives and showing kindness.

- Practice active listening
- Show genuine concern for others' well-being
- Offer help without expecting immediate reciprocation

- Resilience and Perseverance

Life inevitably presents challenges; resilience allows you to bounce back stronger.

- Develop mental toughness
- Maintain optimism during adversity
- Focus on long-term goals rather than short-term setbacks

- Gratitude and Contentment

Appreciating what you have fosters happiness and reduces stress.

- Keep a gratitude journal
- Celebrate small victories
- Avoid comparison and envy



## Principles of Work

Principles in the professional realm are essential for building a successful, ethical, and fulfilling career. They guide behavior, decision-making, and interactions with colleagues, clients, and stakeholders.

- Integrity and Honesty

Trust is the cornerstone of professional relationships.

- Be truthful in your communications
- Own your mistakes and rectify them
- Uphold ethical standards, even when inconvenient

- Excellence and Accountability

Striving for high standards and taking responsibility for your work fosters reputation and trust.

- Deliver quality consistently
- Meet deadlines and commitments
- Accept constructive criticism and improve

- Collaboration and Teamwork

Most achievements are the result of effective teamwork.

- Respect diverse perspectives
- Communicate openly
- Support colleagues and share credit

- Innovation and Adaptability

The ability to innovate and adapt is vital in a dynamic environment.

- Embrace change proactively
- Seek creative solutions
- Stay updated with industry trends and technologies

- Leadership and Influence

Good leaders inspire and motivate others.

- Lead by example
- Empower others to excel
- Make decisions based on fairness and vision

### Integrating Principles into Daily Life and Work

Adopting principles is not a one-time event but a continuous process. Here are strategies to embed them into your daily routines:

- Clarify Your Core Values

Identify what principles resonate most with you and write them down.

- Reflect on role models and mentors
- Prioritize your list of core principles
- Revisit and revise periodically

- Set Intentional Goals

Align your goals with your principles to ensure consistency.

- Establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals
- Break down long-term visions into actionable steps
- Regularly assess progress

- Practice Mindfulness and Reflection

Daily or weekly reflection helps reinforce your principles.

- Keep a journal of experiences and lessons learned
  - Meditate or practice mindfulness to stay present
  - Adjust behaviors that are misaligned with your values
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- Seek Feedback and Mentorship

Other perspectives can help you stay true to your principles.

- Engage with mentors or coaches
  - Be open to constructive criticism
  - Use feedback as a growth tool
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- Lead by Example

Whether in personal relationships or professional settings, demonstrate your principles through actions.

- Be consistent in ethics and behavior
- Inspire others through your integrity
- Create a culture of principles in your team or community

### Challenges in Upholding Principles

While principles are vital, adhering to them isn't always straightforward. Common challenges include:

- External pressures to compromise ethics for success
- Conflicting principles that require prioritization
- Fear of criticism or rejection
- Temptations to take shortcuts or cut corners

Overcoming these challenges involves unwavering commitment, self-discipline, and a clear understanding of your purpose. Remember, short-term compromises can undermine long-term trust

and fulfillment.

### The Benefits of Living by Principles

Adopting and consistently practicing principles yields numerous benefits:

- Enhanced Trustworthiness: Others see you as reliable and ethical.
- Greater Self-Respect: Living authentically boosts self-esteem.
- Resilience in Adversity: Principles serve as anchors during tough times.
- Clarity of Purpose: Clear principles provide direction and motivation.
- Legacy and Impact: Principles shape the way you influence others and contribute to society.

### Conclusion: The Path to a Principled Life and Work

In essence, principles of life and work are the foundational truths that guide us toward authenticity, growth, integrity, and fulfillment. They serve as a moral compass, helping navigate complex decisions, foster meaningful relationships, and build a legacy of trust and excellence. While challenges are inevitable, a steadfast commitment to core principles ensures you stay aligned with your values and purpose.

Living by principles is a continuous journey—one that demands reflection, practice, and resilience. As you integrate these guiding standards into your daily routines, you'll find that success is not just measured by achievements but also by the integrity and authenticity of your character. Embrace these principles, and they will serve as your steadfast companions on the path to a fulfilling life and impactful work.

**Question** What are the fundamental principles that guide a successful life? Core principles include integrity, continuous learning, resilience, gratitude, and maintaining a positive mindset, which collectively foster personal growth and fulfillment. How can applying principles of work ethic improve career success? A strong work ethic—characterized by punctuality, responsibility, dedication, and perseverance—builds trust, enhances productivity, and opens up opportunities for advancement. Why is integrity important in both life and work? Integrity fosters trust and credibility, which are essential for meaningful relationships and professional reputation, leading to long-term success and respect. How does setting principles influence decision-making? Having clear principles provides a moral compass, helping individuals make consistent, ethical decisions aligned with their values even in challenging situations. What role does resilience play in balancing life principles and work challenges? Resilience enables individuals to recover from setbacks, adapt to change, and maintain focus on their core principles amidst adversity. How can mindfulness contribute to living by principles in daily life? Mindfulness cultivates awareness and intentionality, allowing individuals to act in accordance with their principles and respond thoughtfully rather than

react impulsively. What is the relationship between purpose-driven work and personal principles? Purpose-driven work aligns with personal principles, creating a sense of meaning and motivation that enhances both job satisfaction and overall well-being. How can organizations foster principles-based cultures? Organizations can promote core values through transparent leadership, ethical policies, recognition of principled behavior, and embedding principles into their mission and practices.

**Related keywords:** values, ethics, integrity, discipline, balance, motivation, productivity, goal-setting, time-management, leadership

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