

清华会计学系列英文版教材

Management Accounting

Third Edition

管理会计

(第3版)

Atkinson • Banker • Kaplan • Young

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清华会计学系列英文版教材

管 理 会 计

第 3 版

Management Accounting

【Third Edition】

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出版说明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华会计学系列英文版教材由清华大学经济管理学院会计系于增彪、卢俊、许秉岩、陈晓、郝振平等老师审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社第三编辑室

2001.8

总序

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着21世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是20世纪90年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000年,学院顾问委员会成立,并于10月举行了第一次会议,2001年4月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基总理多次建议清华的MBA教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习

的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

This book *is dedicated to*
our parents and families

Atkinson
Banker
Kaplan
Young

MANAGEMENT ACCOUNTING

Third Edition

The third edition of Management Accounting has come about after **listening long and hard to the market** and collecting feedback from instructors and students like you.

The result?

A management accounting textbook that offers something the competition can't.

A brand new framework...coverage of ABC and the Balanced Scorecard written by Bob Kaplan...the most compelling real-world examples... testimonials from practitioners on the authoritativeness and practicality of the material...the leading-edge technology...and an unbeatable author team.

Management Accounting, Third Edition lays out a direct route to Corporate Success!

This book tells it to you straight – what you need to know and why. A revised, trimmed-down framework gives you the benefit of current thinking in management accounting, allowing you to master the concepts and skills critical to your success as a manager.

Let **Management Accounting, Third Edition** be your guide for making business decisions in the real business world!

"Management Accounting, Third Edition, is a well received addition to a university curriculum. Companies need financial professionals who know how to communicate not only what a company spent, but also how it consumed that spending and where it provided value and alignment to strategy. The financial skills that are needed are those which allow us to focus on the future as well as the past with a common thread of creating value. This book provides a practical foundation in those skills."

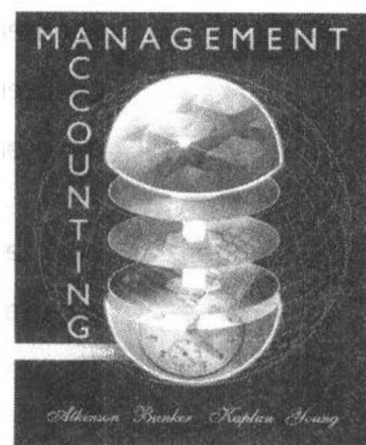
—Ralph W. Canter
Managing Director, KPMG Consulting LLC

"The workplace has changed and so must the workforce. Accountants now must do more than keep the score—they must help make it. The creation and measurement of value is what business is about. The new book provides the reader with the toolset to take on these new challenges. Filled with practical case studies and examples, here's the roadmap to finance's new job requirements."

—Peter A. Zampino,
Director of Research
Consortium for Advanced
Manufacturing International

"Management Accounting, Third Edition, is a great synthesis of the latest developments in managerial accounting research and practice. It is a must read for all business students who are seeking the essential skills to become successful managers or entrepreneurs."

—Amanda Woolverton,
MBA student,
University of Southern California



The Unique Kaplan Edge

Why would you want to learn from anyone else?

See the brand new and definitive chapter on Activity-Based Costing, written by Robert Kaplan (Chapter 5), as well as an extensive look at The Balanced Scorecard (Chapter 10).

"This chapter (5) delivers an excellent, simple, well-represented explanation of cost capture systems, suitable for beginners."

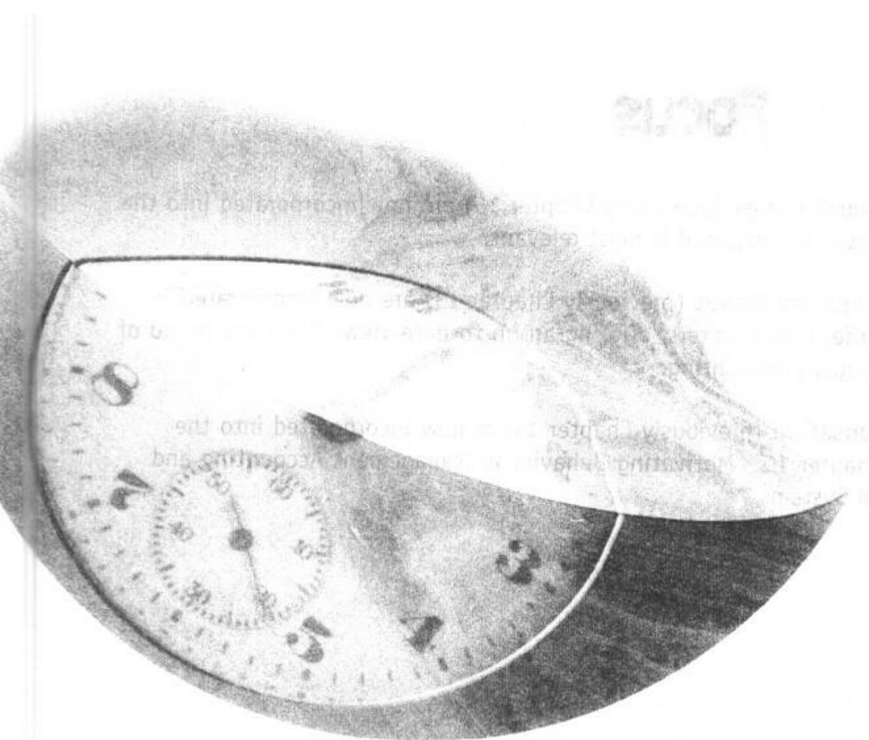
—David R. Fordham,
James Madison University

"Activity-based costing is a difficult topic for students. The topic was covered quite well (and there were) numerous excellent problems at the end of the chapter."

—Joanne Healy,
Kent State University

"We've used ABKY since 1995. The course is case-based and this text complements our strategy of teaching to general managers and integrating management accounting with other core disciplines. From the outset this text has been revolutionary in its focus on creating value through innovative performance measurement and control. This theme resonates with our students who have taken financial accounting, finance, and corporate strategy and understand the importance of securing competitive advantage through distinctive managerial practice."

—Shannon Anderson,
Assistant Professor and
Arthur Andersen Faculty Fellow
University of Michigan
Business School



1. Management Accounting: Information That Creates Value
2. The Organization as a System of Activities
3. Cost Management Concepts and Cost Behavior
4. Traditional Cost Management Systems
5. Activity-Based Cost Management Systems
6. Management Accounting Information for Activity and Process Decisions
7. Cost Information for Pricing and Product Planning
8. Capital Budgeting
9. Management Accounting and Control Systems for Strategic Purposes: Assessing Performance over the Entire Value Chain
10. Motivating Behavior in Management Accounting and Control Systems
11. Using Budgets to Achieve Organizational Objectives
12. Responsibility Centers and Financial Control

A New Framework

Atkinson, Banker, Kaplan, and Young offer a new framework designed to address the needs of business managers making decisions. The authors address the following questions:

- What defines the nature, focus, and scope of management accounting? (Chapters 1 and 2)
- What determines the cost of products or customers? How do costs change over the product's life cycle? (Chapter 3)
- What approaches do managers use to compute the costs of their products and services? (Chapters 4 and 5)
- How can we use costs for planning (Chapter 6) and decision-making (Chapters 7 and 8) purposes?
- How can we use revenue and cost information for capacity planning (Chapter 9) and profit planning and evaluation (Chapter 10) purposes?
- How can we manage and control organizational behavior through organization design (Chapter 11) and how does cost information inform the process of control (Chapter 12)?

Focus

- **Behavioral Issues** (previously Chapter 15) are now incorporated into the text where the material is most relevant.
- **Contemporary Issues** (previously Chapter 13) are now incorporated in the earlier text chapters, offering an up-to-date view of the real world of management accounting.
- **Compensation** (previously Chapter 14) is now incorporated into the new Chapter 10, "Motivating Behavior in Management Accounting and Control Systems."

The Wall Street Journal Workplace-Ethics Quiz

As technology has proliferated in the workplace a number of new ethical questions regarding work behavior have surfaced. See how your responses to these questions in this Wall Street Journal Ethics Quiz compare to national survey data, which appear on the following page.

Office Technology

1. Is it wrong to use company e-mail for personal reasons? ☐ Yes ☐ No
2. Is it wrong to use office equipment to help your children or spouse do schoolwork? ☐ Yes ☐ No
3. Is it wrong to play computer games on office equipment during the workday? ☐ Yes ☐ No
4. Is it wrong to use office equipment to do Internet shopping? ☐ Yes ☐ No

5. Is it unethical to blame an error you made on a technological glitch? ☐ Yes ☐ No

6. Is it unethical to visit pornographic Web sites using office equipment? ☐ Yes ☐ No

Gifts and Entertainment

7. What's the value at which a gift from a supplier or client becomes troubling? ☐ \$25 ☐ \$50 ☐ \$100

8. Is a \$50 gift to a boss unacceptable? ☐ Yes ☐ No

9. Is a \$50 gift FROM the boss unacceptable? ☐ Yes ☐ No

10. Of gifts and suppliers: Is it OK to take a \$200 pair of football tickets? ☐ Yes ☐ No

Source: *The Wall Street Journal*, October 21, 1999, page B1.

"In Practice" boxes provide insights into the challenges today's companies are facing.

Current Topics

- Activity-Based Costing (Chapter 5)
- Theory of Constraints (Chapter 6)
- Target Costing (Chapter 9)
- Life-Cycle Costing (Chapter 9)
- Kaizen Costing (Chapter 9)
- Benchmarking (Chapter 9)
- Balanced Scorecard (Chapter 10)

"The chapter (9) is easy to read and presents information in a logical, well thought out manner. The discussion of incorporating the entire value chain and total life-cycle costing is strong. The concerns about target costing and kaizen costing are also very helpful in understanding the 'real life' effects of the methods."

—Ann Selk, University of Wisconsin-Green Bay

"I like the inclusion of contemporary topics (for example, target costing, benchmarking, kaizen costing, EVA, balanced scorecard) throughout the book rather than mostly in one chapter."

—Ella Mae Matsumura, University of Wisconsin-Madison

"The principles contained in this book are relevant to us on a daily basis as we make decisions that impact the sales and profits of the Butterfinger candy bar franchise. We use the tools to evaluate media spending, to determine the extent to which we customize product offerings for retailers, to determine when to increase/decrease the number of SKUs in the franchise, to identify significant consumer complaints with the product so as to determine corrective action, etc. This is a must read for anyone interested in growing a business."

—Anne Loveland
Associate Marketing Manager
Nestlé

"ABKY [Atkinson, Banker, Kaplan, Young] have done it again in Management Accounting, 3rd ed.—the authors provide a comprehensive description of the latest and most effective tools in management accounting. The material covered in this book, augmented by numerous examples, provides financial professionals with the skills necessary to move their organizations forward by improving financial and operational performance—enhancing the enterprise's fundamental value. I highly recommend this book and it should be on the bookshelves of every financial professional."

—Brian K. Higgins,
Burke Inc.
National Practice Leader,
Value-Based Management
Burke Strategic Consulting Group

Cutting Edge Technology

completes the package

THE TECHNOLOGICAL EDGE

Manufacturers Build on ERP to Gain an E-Business Edge

As stated in this chapter, organizations can be characterized as a series of activities. The way organizations allocate resources to those activities will depend on the strategies they employ.

A recent study of the 100 Top Innovators in Manufacturing revealed that in 1999, investment in enterprise resource planning (ERP) systems has significantly dominated all other categories in the spending of application dollars (see Exhibit 2-2). The strategy of innovative firms is to invest heavily in ERP and ERP-related applications as springboards to e-business. Rod Johnson, an analyst at AMR Research Inc. in Boston, states, "We're seeing a very dramatic shift among more innovative manufacturing companies. The era from 1993 to the present was all about deploying ERP and improving operational efficiency. The focus now is on systems that can grow revenue and earnings by allowing for a tighter focus on the customer. ERP was the precursor. Now the challenge is to build on that."

New! "The Technological Edge"

boxes appear in each chapter. They highlight the many ways in which technology is changing the overall business environment.

Examples include:

- Relationship of management accounting to SAP (Chapter 4)
- SAP Implementation in Organizations (Chapter 6)
- How companies are using the web to conduct business (Chapter 10)

"The technology boxes are useful. There is always a need to demonstrate the relevance of the concepts in the context of today's business environment. They also serve to demonstrate how the changes in the environment create the need for new types of management information."

*—Mike Evanchik,
University of Maryland,
University College*

www.prenhall.com/atkinson

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Prentice Hall offers the marketplace's most robust set of free resources, continually updated and checked:

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- **Free Online Study Guide**—4 Quizzes per chapter! Results from the automatically graded questions for every chapter provide immediate feedback for students and can be e-mailed to the instructor.
- **Internet Resources**—We provide management accounting-specific sites that you can preview. You'll visit the best business resources available.

For the Professor

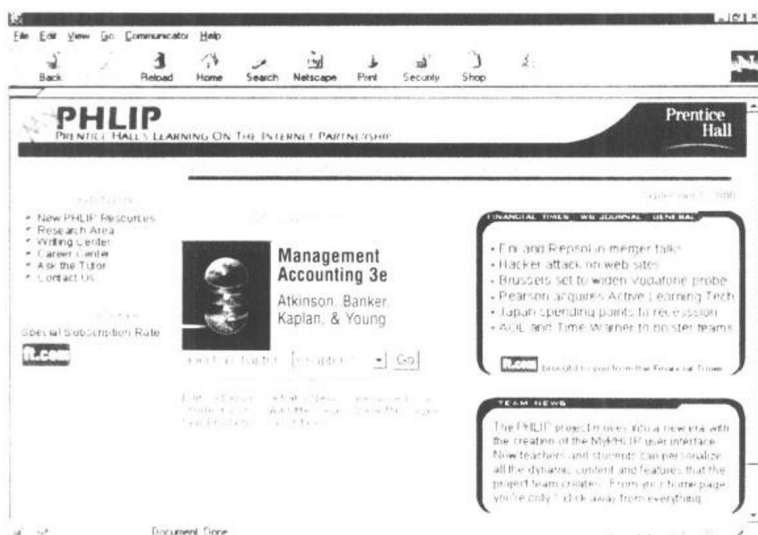
- **Teaching Resources**, contributed by professors throughout the world, include teaching tips and techniques, academic papers, sample syllabi, and Talk to the Team, a moderated faculty chat room.
- **Online faculty support** includes downloadable supplements, additional cases, articles, links, and suggested answers to Current Events Activities and Internet Exercises.
- **What's New** gives you one-click access to all newly posted PHLP resources.

For the Student

- **Talk to the Tutor** offers virtual office hours. Students post questions and receive responses within 48 hours from the dedicated PHLP/CW faculty team.
- **Writing Resource Center** is an online writing center that provides links to online directories, thesauruses, writing tutors, style and grammar guides, and additional tools.

New! MyPHLIP Resources Accompany Text Website

Welcome to MyPHLIP—your personal guide to the free online resources for your book!



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- Calendar and Syllabus Capabilities
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Notes—you can add reminders and references where and when you'd like.

Messages—you can send messages to individual students or to all students linked to your course.

Business Headlines—this feature links you to articles in today's business news!

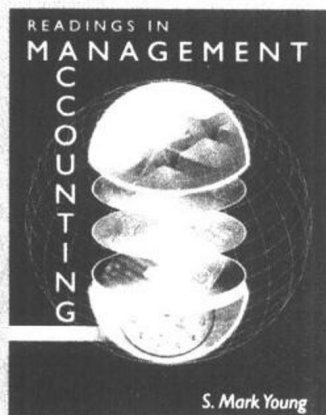
Instructor Manual—the MyPHLIP Instructor Manual provides tips and suggestions from our PHLIP faculty for integrating PHLIP resources into your course.

Adkinson
Banker
Kaplan
Young

MANAGEMENT ACCOUNTING

Third Edition

additional resources



Readings in Management Accounting, Third Edition

By S. Mark Young, University of Southern California

Readings in Management Accounting, Third Edition, contains thirty-nine articles representing state-of-the-art thinking and examples on a wide variety of management accounting topics in many types of service and manufacturing contexts. The readings come from many sources, including *The Wall Street Journal*, *Management Accounting*, *Journal of Cost Management*, *Harvard Business Review*, and others. They present the current thinking on each of the topics covered in the text.

Study Guide by Ella Mae Matsumura and S. Mark Young

To help students prepare for examinations, each chapter in the Study Guide provides:

Learning Objectives – for each chapter

A Review of Key Concepts section – a summary of key terms and ideas

Check-marked boxes – to focus attention on particular exhibits in the text or key points

Practice Test Questions – including multiple choice and completion questions

Problems – which test knowledge and ability to master the material, are included within the practice tests

EasyABC Quick CD-ROM

Get a jump start on learning and experimenting with activity-based costing! EasyABC Quick helps you create a model of a business and identify and analyze the real costs associated with activities, processes, and products. EasyABC Quick includes extensive online help and is an important tool to help accelerate learning and understanding of activity-based costing.

Also Available:

- Instructor's Resource Manual
- Solutions Manual and Solutions Transparencies
- Test Item File
- PH Custom Test
- Solutions to Spreadsheet Templates
- On Location! Videos
- MyPHLIP/CW Web Site
- WebCT and Blackboard Standard Online Courses
- PowerPoint Presentation
- Study Guide
- EasyABC Quick software
- Spreadsheet Templates

.....a c k n o w l e d g m e n t s.....

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