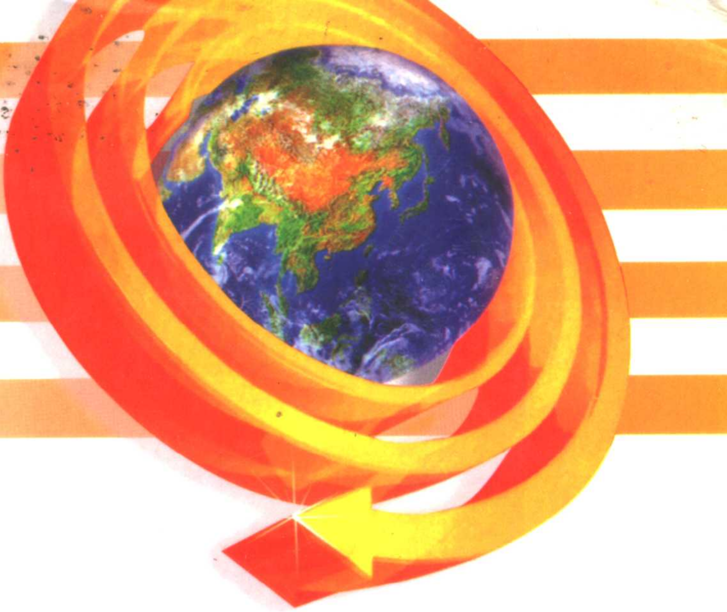
赤诚图文信息有限公司　策划

I(T)P 国际出版公司　授权



经营者实用会计 英文版

威廉·J.小布鲁斯　著

正版

哈佛商学院案例教程

Accounting for Managers

William J. Bruns, Jr.

东北财经大学出版社

正版哈佛商学院案例教程·英文版

经营者实用会计

Accounting for Managers
Text and Cases

威廉·J. 小布鲁斯　著

William J. Bruns, Jr.

东北财经大学出版社

图书在版编目（CIP）数据

经营者实用会计：英文/（美）布鲁斯（Bruns，W.J.）著 .—大连：东北财经大学出版社，1998.4

（正版哈佛商学院案例教程）

ISBN 7 - 81044 - 363 - 1

Ⅰ.经… Ⅱ.布… Ⅲ.会计学 - 英文 Ⅳ.F230

中国版本图书馆 CIP 数据核字（98）第 05369 号

辽宁省版权局著作权合同登记号：图字 06 - 1998 - 32 号

William J.Bruns，Jr.：Accounting for Managers：Text and Cases

东北财经大学出版社出版
（大连市黑石礁尖山街 217 号　邮政编码　116025）
东北财经大学出版社发行
北京万国电脑图文有限公司制版　大连海事大学印刷厂印刷

开本：787×1092 毫米 1/16　字数：1 179 千字　印张：47.25　插页：2
1998 年 4 月第 1 版　1998 年 4 月第 1 次印刷

策划编辑：方红星　封面设计：韩　波

定价：75.00 元
ISBN 7 - 81044 - 363 - 1/F·1048

出版者的话

当今的世界是一个变革的世界，政治体制在变革，经济结构在变革，管理方式在变革，思想观念在变革……从东方到西方，从中国到世界，一切无不处在变革之中。毫不例外，管理教育也正面临着一场深刻的变革。在以MBA（Master of Business Administration，通常译为“工商管理硕士”）教育为主干的应用型管理教育大行其道的同时，一种以经典案例为主要素材、强调培养实务操作能力、反对一味灌输抽象理论的所谓“案例教学法”（Cases Methods）逐渐取代了传统的管理教学模式，并以惊人的速度风靡全球。

作为世界MBA教育发祥地的美国哈佛大学工商管理研究生院（Graduate School of Business Administration，Harvard University，通常简称Harvard Business School，即“哈佛商学院”），同时也是管理专业案例教学的首创者和积极倡导者。哈佛商学院经过近一个世纪的发展，已经无可争辩地登上了全世界MBA教育的制高点，哈佛商学院MBA已经成为全球企业管理界一块光芒四射的“金字招牌”。个中原因除了素来坚持严格的学员遴选制度之外，主要应归功于独具一格的案例教学方法。

毋庸讳言，我国的管理教育尚处于“初级阶段”，亟待借鉴发达国家的成功经验，包括先进的教学方法、权威的教学素材和科学的教学体系。为此，我们通过多方努力，终于开通了一条通过合法途径引进哈佛商学院案例教程的渠道，并及时推出了首批十余种图书。按照预定计划，我们将在今后两到三年内，陆续推出哈佛商学院MBA其他主干课程案例教程的英文（影印）版和相应的中译版，以满足国内管理教育尤其是MBA、经理培训项目（ETP）师生和其他有关人士的迫切需要，为推动我国管理教育改革和向国际接轨的步伐贡献一份绵薄之力。

对于本套系列教材在选题策划、翻译、编辑、出版以及发行工作中存在的缺点和不足，恳请广大读者不吝指正，我们在此先致谢忱！

东北财经大学出版社

1998年3月

Preface

Accounting systems, information, and reports have the potential to provide managers with critical data and information about their organizations and those of customers and competitors. Unfortunately, however, many managers never learn how to use and exploit that potential. The complexity of modern accounting systems and standards can be daunting in spite of the apparent simplicity of basic accounting frameworks. Untrained in the complexities, many managers retreat from accounting, content to let the accountants do the accounting, and never to admit their uneasiness with accounting information and reports.

Accounting for Managers was written with the belief that managers must learn to work with accounting and accountants, but they do not need to learn how to be accountants themselves. Managers need to know what accountants do and what they do not do. They need to know the vocabulary, perspectives, and bias that underlie accounting processes and reports. Managers need to know how to ask accountants for data and information they want, and they need to know how to use accounting as a strategic tool. But managers do not need to become accountants themselves.

In 1989, the faculty of the Harvard Business School established a new required course titled Financial Reporting and Management Accounting. Although the charter and objectives for the course were vague, the mandate was to create an accounting course that would focus on what accountants do and why they do it, rather than how they do it. The course was to focus on how managers could manage better because of what accountants do, and how managers could use accounting reports, systems, and information as effectively as possible.

Case studies are an ideal way to achieve these objectives because they illustrate and describe what accountants do and provide a basis for discussions about alternatives and implications of accounting standards, procedures, and reports. Cases allow the reader to understand that accountants make choices that determine what information managers as well as outsiders will see and the form it will take. If the manager needs other information or wants to present another accounting picture, the manager needs to intervene and to provide direction through questions or requests. By doing so, the manager uses accounting as a tool to accomplish his or her objectives.

Some of the case studies in ***Accounting for Managers*** look deceptively easy, while others look impossibly difficult. The former are usually more complex than they look because of the nuances that underlie any accounting. The latter can usually be broken into easy-to-understand parts because of the power of the basic accounting models that underlie financial reporting, product costing, and measurements for control. The majority of cases are based on information gathered from actual organizations and present real problems managers had to solve.

Most case studies contain ambiguities and complexities that preclude any single correct answer. Individual study of cases is best followed by small group and class discussions. In these exchanges, learning is enhanced. The role of the instructor or discussion leader is to assure that alternative analyses and conclusions are carefully considered along with their implications. The goal for everyone in a case discussion should be to improve his or her ability to approach, analyze, and reach conclusions about the next newspaper or magazine story about accounting, or the next case or problem he or she will encounter.

Accounting is too important to managers, organizations, and societies to be left to accountants alone. Accounting information is often a basis for decisions. Accounting reports are often the basis on which the effectiveness of stewardship, decisions, and actions are evaluated. Effective managers are always aware of the potentials and problems that accountants and accounting processes can create. Your study of this text and the case situations herein should help you to become a more effective manager, and better management helps everyone.

Acknowledgements

Many people have helped to create and improve *Accounting for Managers*. More than 4,000 students in the MBA Classes of 1990, 1991, 1992, 1993 and 1994 have commented, made suggestions, and corrected errors in many of the cases and chapters that comprise this book.

The colleagues with whom I have been privileged to teach this material in a group-teaching, file-sharing environment have contributed much and have helped to improve it. These include Mary Barth, Chuck Christenson, Julie Hertenstein, Sharon McKinnon, Ken Merchant, Amy Sweeney, Pete Wilson and Karen Wruck (all of whom also authored material included in *Accounting for Managers*), as well as Marc Epstein, Dave Hawkins, Gerald Holtz, Dick Nolan and Kiran Verma.

Other faculty contributors to this book include Bob Anthony, Robin Cooper, Bob Kaplan, Jane Linder, Krishna Palepu, John Shank, Bob Simons, Peter Turney, and Dave Wilson. I appreciate their allowing me to include some of their cases and notes.

Five research associates contributed greatly to this project, and I acknowledge the great contributions of Dave Ellison, Susan Harmeling, Terry Nichols, Eric Petro and Marc Zablatsky.

The Harvard Business School and Dean John H. McArthur provided support and a conducive environment for what has been one of the most satisfying teaching assignments of my career. Forbes and the Harvard Business Review each agreed to allow me to reprint articles.

Finally, special thanks are due to the group who helped to put this material together. The staff of the Word Processing Center at the Harvard Business School provided invaluable help in making the cases and notes readable, and their service went beyond that which I had any right to expect. My assistant, Patty Powers, kept the project on schedule. Her cheerful acceptance of unreasonable demands for countless drafts revised on tight deadlines will not be forgotten. At South-Western Publishing, the contribution of Ken Martin and Crystal Chapin also deserve special mention.

Finally, my wife, Shay, supported this project with affection, help, and needed criticism. She read drafts, improved presentations, contributed ideas, and taught several cases to her students before making suggestions about how they could be improved. Her ideas are to be found throughout this book.

William J. Bruns, Jr.
Boston, Massachusetts

Reviewers

The following faculty used the manuscript for this text in their courses and provided valuable feedback:

G. Peter Wilson (Harvard)
Mary E. Barth (Harvard)
Amy P. Sweeney (Harvard)
Marc Epstein (Harvard)
David F. Hawkins (Harvard)
Sharon M. McKinnon (Northeastern)
Kenneth Merchant (University of Southern California)
Kiran Verma (University of Massachusetts–Boston)
Gerald Holtz (Boston University)
Julie H. Hertenstein (Northeastern)

Introduction

A*ccounting for Managers* is a text for managers who want to make the most of accounting information in the business environment. It is not a comprehensive accounting text, and readers are broadly exposed to the way in which accountants contribute to organizations and some of the things that every manager should know accountants do.

WHY MANAGERS NEED TO KNOW WHAT ACCOUNTANTS DO

Accountants are the scorekeepers who observe, measure, and report on the economic aspects of organizations. Using the rules and procedures that have been developed over many years, they measure the effects of economic activities. Managers have played important roles in the development of these rules and procedures, and they will continue to do so as those principles and practices evolve in the future. Managers who know something about the status and use of accounting standards will be more effective in telling their story and in getting the information they really need.

Accounting is also a language system that facilitates efficient communication about economic aspects of organizations between managers. Standardized terminology developed and used by accountants facilitates discussion of complex aspects of economic conditions and the performance of organizations. If managers do not have some idea of the vocabulary and accounting methodology, communication in the organization becomes more awkward and inefficient. In turn, the possibility of confusion or mistakes grows larger.

Accountants maintain records that can become the basis for financial reports. Such reports can summarize the financial status of the organization at one or more points in time, and they may describe how the financial structure and strength of the organization has changed over a period of time.

Financial reports are important to managers for two reasons. First, they allow managers to evaluate how their strategies and decisions are affecting the economic status and viability of their organization. By comparing the expected results to those that have been reported by accountants, managers can judge their own success and decide whether changes in strategy or decisions are appropriate for the future. Second, since external parties often have interests in the financial status and success of organizations, financial statements are commonly used to report on those interests. Managers need a basic understanding of the way in which accountants summarize economic activities and prepare financial reports, so they can assess how their actions will appear to others both inside and outside of the organization.

The structure of financial reports is part of the language that accounting brings into an organization. As managers try to anticipate how their decisions might affect the organization, the framework provided by financial reports is often a useful way of summarizing the possible effects and consequences of actions.

Accounting records are often the most comprehensive records that any organization maintains. As a result, those records can often provide information that is useful to managers in trying to solve problems or in deciding between alternative decisions or courses of action they might take. By knowing what kind of information is kept in accounting records and by knowing where it would likely be maintained, managers can much more efficiently request needed information and understand the proper use of that information for decisions at hand.

AN OVERVIEW OF THE TEXT

Accounting for Managers has five parts:

Part I provides an overview of accounting and financial reporting. The accounting framework and some accounting concepts are introduced so that managers can immediately begin working with financial statements.

Part II is concerned with how accountants measure and report on assets, liabilities, and the equities different parties have in an organization. In this part, classifications and elements of financial statements are examined separately to give managers an understanding of some of the difficulties that both managers and accountants have in measuring and describing the economic substance of an organization.

Part III introduces the idea that managers can choose a reporting strategy in presenting their organization to those who may request and use financial statements. A combination of accounting policies that underlie a set of financial statements can be described as conservative or aggressive. By taking an active role in the financial reporting process, managers can minimize the risk that their strategic directions will be misunderstood by outsiders who seek to understand and appraise an organization based on financial statements alone.

Part IV is concerned with procedures accountants use in estimating product costs and provides an introduction to cost management. Accounting for costs is primarily an activity that takes place for the benefit of managers. Product costs are useful for pricing and product line decisions. In addition, measurements of product costs can be compared against expectations in determining whether or not planned efficiencies have been attained.

Part V continues the emphasis begun in Part IV on useful measurements for managers. Because of their expertise, accountants are often called upon by managers to make measurements, to communicate, to motivate, and to provide a basis of evaluation of parts of an organization and the products or services that it provides. The case studies in Part V illustrate how some organizations have sought to improve their internal measurement and management systems to benefit from their knowledge that what gets measured matters.

A BRIEF SUMMARY OF TEXT OBJECTIVES

Six objectives have guided the development and selection of the text and case studies that comprise ***Accounting for Managers***. When you have finished this text, you should:

- Be familiar with the accounting framework and how it is used in evaluating economic conditions and success and in decision making in organizations.
- Have a sense for the conceptual basis of accounting as it is carried out in organizations today.
- Be familiar with financial statements, accounting reports, and the vocabulary found within them.
- Have a sense for how managers use a reporting strategy in communicating with each other and with parties external to their organization.
- Understand the complexity of determining and using information on the cost of products and services produced by an organization.
- Understand the power of measurements in coordinating, motivating and evaluating the activities of employees and managers in modern organizations.

Some of the case studies are based on situations where managers are trying to solve one or more complex problems that may not have a solution that will satisfy the objectives and needs of all the affected parties. In other cases, complex problems have been greatly simplified using hypothetical situations and descriptions to allow students to discover why problems in accounting often demand extensive examination and discussion.

Table of Contents

Table of Key Terms