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清华大学经管学院

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国际通用MBA教材

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世界经济  
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案例

财务会计

高林峰 (Claude P. Lanfranconi) / 编

英文版

Financial Accounting

CASES

34.4  
7



机械工业出版社  
China Machine Press

Richard Ivey School of Business  
The University of Western Ontario

IVEY

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## 序 言

我很荣幸有此机会用简短的语言就毅伟管理学院的历史、传统、教职人员和最新业绩向您作一介绍。毅伟管理学院是加拿大西安大略大学(UWO)所属的一所专业学院。作为加拿大历史最悠久的大学之一，西安大略大学目前拥有17个院系和专业学院，座落在加拿大最南部的安大略省伦敦市。这座城市拥有330 000人口，位于多伦多和底特律之间。西安大略大学有26 000多名学生、4 000余名教职员工。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西桑戈设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学界的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922年创立了加拿大第一个培养本科生的商学系。
- 1932年开始出版杂志《毅伟商学季刊》。该杂志发行到25个国家，发行量多达10 000册，深受学术界和管理界读者的喜爱。
- 1948年，在加拿大首次设立行政管理人员培训计划（校方要求任课教师为所有新设立的课程准备案例教材，作为他们职责的一部分）。
- 1948年创立了加拿大第一个工商管理硕士课程。
- 1961年首创了加拿大的第一个商学博士课程。
- 1974年，被联邦政府正式指定为加拿大第一个（现在已发展到8个）国际商业研究中心（CIBS，即美国CIBERS的前身），联邦外交部对该中心持续提供财政支援。
- 1975年，毅伟管理学院成立了自己的出版社。该部门目前拥有2 000个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998年，毅伟管理学院的案例已分销至20多个国家的100多所学院和100多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过100万册。
- 1978年开始实施第一项国际学生交换计划，目前该交换计划已增至20余项。
- 1984年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1992年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在1993年至1997年间的编辑总部。
- 1993年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年的评比一再肯定。1994年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的25所世界最佳商学院的行列中。
- 1997年，《国际管理学杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训计划方面最佳的15所商业学院之一。

至1998年，毅伟管理学院拥有65名全职教授，他们每年负责教授600名普通课程的和在行政管理课程的人员工商管理硕士生、300名本科生、40名博士生，以及范围广泛的非学位课程。毅伟管理学院的宏伟目标是凭借各种杰出的教学计划和在相关领域中优秀的研究记录，跻身于全世界十所最佳商学院的行列中。

在国际上，毅伟管理学院参与主要的海外项目达30年之久，并且最近又参与到亚洲（特别是中国）以及前苏联某些共和国的有关项目之中，这些项目正在为当地的管理学教育事业作出贡献。

### 中国项目

1984年是毅伟管理学院和中国的清华大学连续合作项目开始的第一年。我们承诺为中国学生来毅伟管理学院学习工商管理硕士和博士做准备，与访问学者一起工作，提供在中国的短期教学指导，并帮助清华大学经济管理学院培养管理学教师人材。该项目的另一目的是毅伟管理学院借此进一步了解中国和中国的商业活动方式。

在项目的第一期过程中，撰写了35篇论文、案例和教学指南；有9名毅伟管理学院教授参加了短期的访华授课；12名中国访问学者分别在毅伟管理学院工作一年；培养了8名工商管理学硕士毕业生；所有来访的中方人员都参加了撰写案例的工作组。这一项目由加拿大-中国管理学教育计划提供资金。该项目的第二期进一步扩大发展，至1994年，经过五年的努力，已成为毅伟与滑铁卢大学以及中国的清华大学、大连理工大学和东南大学的合资合作项目。毅伟管理学院承诺在进一步提高中国管理学教育能力方面继续提供援助。其要点包括设计、开发并执行1992年8月提出的通过案例教学方法教授合资企业、技术转让以及国际贸易等课程。这一教师培训项目是通过翻译给来自中国各地的教师们进行授课，并且所有教材均已译成中文。

一个大规模的合作出版项目已经开始实施，1992年4月，五卷国际商业案例中的第一卷已在中国由清华大学出版社出版。该系列书籍是毅伟管理学院和清华大学合作的产物，它为中国的经理们和学生们提供了全面的国际性商业案例。1992年~1993年，经我们在大连理工大学和东南大学的伙伴安排，又有6本国际性教科书的中文版通过有关出版社在中国出版。

从那时起，出现了大量由毅伟管理学院发起的有关中国的案例写作，各种书或被重印、翻译或专为中国市场而撰写，我们还在清华大学开设了商学导论课程，进行了教授互访等等。所有这些都体现出毅伟管理学院决心实现对中国作出的真诚的承诺。



唐乐礼

加拿大毅伟管理学院院长

一九九八年六月



### **Preface from The Dean of the Richard Ivey School of Business**

It gives me great pleasure to have this opportunity to introduce you to the Ivey Business School by briefly explaining a little about its history, traditions, faculty and recent achievements. The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO). One of Canada's oldest universities, UWO is now an academic community of 17 faculties and professional schools. It is home to more than 26,000 students and over 4,000 faculty and staff. Located in the southern-most part of Canada, London, Ontario is a city of 330,000, halfway between Toronto and Detroit. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto) and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows. They illustrate the proactive nature of change at Ivey.

- ✧ In 1922, the first undergraduate business department in Canada was established.
- ✧ In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10,000 in 25 countries.
- ✧ In 1948, Canada's first executive development program was established. (From the beginning, faculty members were required, as part of their responsibilities, to produce case material for the new programs being designed.)
- ✧ In 1948, the first MBA program in Canada was established.
- ✧ In 1961, Canada's first Ph.D. program in business was introduced.
- ✧ In 1974, official designation was received by the Federal Government as Canada's first, of what are now eight, Centre(s) for International Business Studies (CIBS). (The CIBS were the forerunner to the CIBERs in the United States). Financial support for this Centre continues to be provided by the Federal Department of Foreign Affairs.
- ✧ In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2,000 Canadian cases and is the Canadian clearing house for Harvard cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world, with over 1,000,000 copies studied each year by people outside the university.
- ✧ In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.

- ✧ In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- ✧ In 1992, Ivey was selected to be the editorial home for the 1993-97 period for the *Journal of International Business Studies*, the leading International Business journal.
- ✧ In 1993, Canadian Business magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re-confirmed every year. In 1994, Asia, Inc. rated Ivey among the World's Top 25 Business Schools for Asians.
- ✧ In 1997, the *Journal of International Management* named Ivey the world's leading contributor to the international strategic management literature, ahead of Harvard & Kellogg. *Business Week* magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News* and *World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full-time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph.D. students, plus executives in a wide range of non-degree programs. Its broad objective is to be widely recognized as one of the top 10 business schools in the world on the basis of its outstanding teaching programs, with a creditable research record in selected areas.

Internationally, the School has been involved with major offshore projects for 30 years, and is currently involved in Asia (especially China) plus several republics in the former Soviet Union. These projects have typically involved the establishment of local management training capability.

### **China Activities**

1984 marked the beginning of a continuing linkage with Tsinghua University in Beijing. The School made a commitment to prepare Chinese MBA and Ph.D. students for studies at Ivey, work with visiting scholars, provide some short-term instruction in China, and to assist Tsinghua University's School of Economics and Management in the development of its management faculty. Another goal of the project was to help Ivey become more familiar with China and the conduct of business in that country.

During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project was funded by the Canada-China Management Education Program.

An expanded Phase II of this program took place until 1994. A five-year endeavour, the project was a joint venture with the University of Waterloo, and in China, with Tsinghua, Dalian University of Technology, and Southeast University. Ivey's commitment was to continue to assist

in the development of Chinese institutional capacity for management education. A major element was the design, development and delivery in August 1992 of a program on teaching Joint Ventures, Technology Transfer, and International Trade via The Case Method. This train-the-trainers program was offered to academics from across China, through interpreters. All of the teaching material was translated into Chinese.

A large scale joint publishing effort was undertaken. In April 1992, the first volume of five international business casebooks was published in Chinese by Tsinghua University Press. This series was a joint undertaking of Ivey and Tsinghua. This series constituted a comprehensive collection of international business cases for Chinese managers and students. In 1992-93, six international texts were published in Chinese by presses arranged through our partner schools at Dalian and Southeast.

Since then a great deal of Ivey-initiated China-related case writing has occurred: various books have been either reprinted, translated or specifically written for the China market; we have offered introductory-business courses at Tsinghua; faculty visits have occurred, and so forth. All of this has occurred in the spirit of demonstrating Ivey's genuine commitment to China.

A handwritten signature in black ink, appearing to read "Lawrence G. Tapp". The signature is fluid and cursive, with the last name "Tapp" being more prominent and stylized.

Lawrence G. Tapp  
Dean  
Richard Ivey School of Business

## 总 编 按 语

中国国家教育部在审定中国工商管理硕士课程内容时提议，每门课程的25%要采用案例教学方法。这一要求在某种程度上是为保证中国未来（和现有）的经理们既能够面对崭新与不同的各种学习环境，又能够获取制定决策所必需的、与基础理论并重的实际经验。

本系列案例丛书的宗旨正是为中国提供最高品质的教学用部分案例，以期满足当前的迫切需求。在此提供的案例都是全面的、实际的、要求进行管理决策的现场情景案例。其中不包括对案例历史的赘述（这无助于学员们制定决策）、小型案例及“花边案例”（这些不适于用作80~90分钟的课时内容）、或图书馆资料（从图书馆的二手资料所作的总结远不如直接与经理们交谈所总结的案例更能增长见识）。

此次首批出版的系列案例丛书是为直接配合中国工商管理硕士课程的各门必修课程而编写的，我们随后将为更多的常规选修课程出版案例选集。

这些案例选集的主要资料均来源于加拿大西安大略大学的毅伟管理学院。毅伟管理学院是全世界第二大的教学案例制作者，并且是当今亚洲案例的最大制作者。毅伟管理学院为使这些书籍得以问世，放弃了正常出版所需的全部许可费用，这是其它一些学院不情愿做的。毅伟管理学院决心对中国履行其真诚的承诺。

本系列丛书得以出版全靠下列各方鼎力相助：

- 万国出版公司总裁孙立哲先生的动议。
- 清华大学经济管理学院院长赵纯钧先生与副院长陈小悦先生的鼓励与协助。
- 企业资助（在某些情况下，毅伟管理学院能得到企业的资助，以获得完成此系列丛书所需的重金投入。我们将在每本书的适当位置对该书的资助者表示感谢）。
- 毅伟管理学院中为各卷选择案例并撰写了导言的教授同仁们。
- 我们的编辑协调人玛丽·罗伯特女士。



包铭心

安大略省伦敦市

一九九八年六月



### **Note from the Series Editor**

The State Education Commission committee which looked at the content of MBA programs in China has suggested that 25% of each course utilize the case method. Such a requirement is intended in part to ensure that future (and existing) managers in China are (A) exposed to a wide range of new and varied learning situations; and (B) gain practical experience in decision-making, so as to balance the underlying theory.

This case series is intended to partially fill China's immediate need for highest quality teaching cases. Here a case study refers to a comprehensive, field-based, decision-requiring picture of an administrative situation. It does not include descriptive case histories (which require students to make no decision); mini-cases or vignettes (which are anecdotal, and not suitable as a stand-alone basis for an 80-90 minute class); or library-based (such secondary sources produce far fewer insights than actually interviewing managers for the cases).

This initial series of casebooks was compiled to directly correspond to each of the required courses in China's MBA programs. Subsequent case collections will be compiled for popular elective courses.

The primary source of cases for these case collections is the Ivey Business School, University of Western Ontario, Canada. Ivey is the second largest producer of teaching cases in the world, and the largest producer of current, Asian cases. Ivey waived all of its normal permission fees in order to see these books produced. Certain other institutions were unwilling to do so. Ivey is committed to China.

The production of this Series would not have been possible without:

- ✧ the initiative of Lee Sun, President of Multi-Lingua;
- ✧ the encouragement and assistance of Tsinghua Dean Zhao Chunjun and Assistant Dean Chen Xiaoyue;
- ✧ corporate sponsors (In some instances, Ivey was able to obtain corporate sponsorship to assist with the heavy costs associated with the completion of this series. Where appropriate, the sponsor of any book is acknowledged in that particular volume.);
- ✧ my faculty colleagues at Ivey who selected the cases and wrote the introductions to the individual volumes;
- ✧ our editorial coordinator, Mrs. Mary Roberts.



Paul W. Beamish  
London, Ontario  
June 1998

## 高林峰 ( Claude P. Lanfranconi )

高林峰是毅伟管理学院管理会计与控制学副教授，目前担任该领域小组协调人之职。加入毅伟管理学院之前，曾任新斯科舍省方济各大学企业管理系主任。他在美国芝加哥洛约拉大学获商学士学位，在麦克马斯特大学获得工商管理硕士学位，在西安大略大学获得博士学位。他还是注册会计师，而且是安大略和魁北克注册会计师协会的会员。

高林峰教授的主要研究方向是公司财务披露领域。他曾任许多公立和私立机构的顾问，如加拿大港口、安大略水利发电厂、德卢特和陶哈 (Deloitte & Toucha)、约翰·拉巴特有限公司和电信媒体公司。他教授过多种管理课程，包括在高等教育管理研究与开发中心教授大学管理课程，在班夫管理中心教授财务学精要课程。他曾任美国国际管理研究生院在职行政管理培训计划的主任，并且刚刚完成了为期一年的会计实习教授工作。



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Claude P. Lanfranconi is an Associate Professor of Managerial Accounting and Control at Richard Ivey School of Business and is currently the area group co-ordinator. Prior to joining the school, Lanfranconi was the Chairman of the Department of Business Administration and on the faculty of St. Francis Xavier University in Nova Scotia. He earned a BComm from Loyola College, an MBA from McMaster University and a PhD from The University of Western Ontario. He is also a chartered accountant and is a member of the Ontario and Quebec Chartered Accountants associations.

Lanfranconi's major research interest is in the area of corporate financial disclosure. He has consulted for a variety of public and private organizations such as Ports Canada, Ontario Hydro, Deloitte & Touche, John Labatt Ltd. and Telemedia Inc. He has taught on many management programs including the University Management Course for the Centre for Higher Education Management Research and Development, and Understanding Finance for the Banff Centre for Management. He is the past director of the school's Executive Program and recently completed a year as a Clinical Professor of Accounting at the American Graduate School of International Management.

## 编者的话

会计学是商业活动的语言，而财务报表则是企业主了解公司经营业绩并与其经理们进行沟通的主要方式，因而使总经理们理解和使用这种“语言”以便更有效地管理是十分必要的。一个从事企业经营的经理应该能够熟读财务报表，以便从中提取决策所需的数据，并适当运用这些数据，他也应该懂得经营决策在财务报表中形成的影响和效果。

本案例集的主要目的是增加经理们在财务报表的内容、结构、作用与局限性方面的知识，帮助学生们及时察觉紧要的管理问题，并掌握解决这些问题需使用的会计学方法。因而，这些案例的目的是帮助经理们鉴别、理解并使用与决策相关的会计数据。

我认为会计学是服务于企业管理需要的，不应作为一般管理课程（如工商管理硕士课程）中的独立科目，它应该作为补充内容加入其他商学科目（如运作管理、市场营销和财务金融）中。本书中的案例适用于使用财务报表的总经理们，而不适用于会计专业的学生。这些案例最适于和面向一般管理学课程的会计学教材配套使用。

会计学的一项基本内容是对经济活动进行机械的记录，以及制备财务报表。“西部药业经销公司”案例介绍的就是这一工作过程。当会计师编制财务报表时，摆在他面前最重要的一项任务是计算收入以及资金周转周期，这一问题可从“麦克唐纳农场”案例中找到答案。财务报表的使用依赖于其可信度，这是由一份清晰的审计意见决定的，财产清单的测算方法和审计员表达对此方法可靠程度的见解的能力都是“水产养殖”案例反映的重点。“Thames Valley酒业公司”案例帮助学生理解与资本资产测算方法相关的诸多问题。另一方面，“麦克拉伦制造厂”案例侧重于由对与分期偿付资本资产相关的会计政策进行管理而产生的决策需要。一份租约仅仅是规定每年付款的合同吗？是否应该调整财务报告使其反映该资产及相关的负债？“Air Canada与Canadian Airlines：租赁财务分析”案例着重于债务的定义，以及从使用者角度讨论令人头疼的财务报表外借贷融资问题。“设备制造公司”案例介绍与企业间投资测算方法相关的会计学原理。“Cott公司”案例不仅着眼于与管理无形资产相关的困难问题，而且涉及由会计不同所引起的可信度质疑问题。“城市信使公司”案例是关于现金流量的关键问题。

这些案例与其他教材配合使用将有助于管理学学生正确评估和准确揭示出摆在会计师面前，更重要的是摆在作为财务报表使用者的经理面前的许多测算和财务数据披露问题。

## A Note from the Editor

Accounting is the language of business, and financial statements are the primary means by which the performance of a company and its managers are communicated to a business's owners. It is essential, then, that general managers are able to understand this language in order to be effective. An operating manager needs to be sufficiently familiar with financial reporting to be able to identify the data needed to make a decision, to use the data properly when it is available, and to understand the consequences of operating decisions on financial statements.

The main objective of the cases in this book is to raise operating managers' awareness of the content, structure, strengths and limitations of financial statements. The cases will permit students to properly identify critical management issues and the accounting measurements needed to address them. Therefore, these cases will focus on the identification, understanding and use of decision-relevant accounting data for managers.

It is my premise that accounting is a service function and should not be considered a separate topic within a general management program such as an MBA. The accounting module should supplement and be integrated with the other functional areas of business, such as operations, marketing and finance. The cases included in this casebook were chosen to meet the needs of general managers who will be users of financial reporting, as opposed to those case materials which address the needs of students who are preparing to become professional accountants. These cases are best used in conjunction with an introductory general management oriented accounting textbook.

A fundamental aspect of accounting is the mechanical recording of the economic transactions and the preparation of the financial statements. The **Western Drug** case provides a vehicle to introduce this process. One of the most important tasks facing the accountant preparing financial statements is the recognition of revenue and the measurement of periodic income. These issues are addressed in the **McDonald's Farm** case. The user of financial statements is dependent upon the additional credibility of statements which are accompanied by a clean audit opinion. The measurement of inventories and the ability of the auditor to express his or her opinion as to the reliability of the measurement is the focus of the **Aquaculture** case. **Thames Valley Brewing Company Inc.** permits the student to begin to understand the many issues related to the measurement of capital assets. On the other hand, **The MacLellan Mill** focuses more narrowly on the decisions needed to be made by management in the setting of accounting policies related to the amortization of capital assets. Is a lease just a contract to make annual payments or should the user adjust the financial statements to reflect the existence of an asset and a related liability? The **Air Canada and Canadian Airlines: Accounting for Leases** case addresses the definition of a liability, and the often vexing issue of off-balance-sheet financing from a user perspective. **Equipment Manufacturing Inc.** introduces the accounting principles related to the measurement of intercorporate investments. The next case, **Cott Corporation**, addresses not only the difficult problems related to the measurement of intangibles, but also the problems faced by management whose credibility is being questioned because of their accounting policy choices. **Big City Courier** addresses the critical issue of cash flow.

Use of these cases in conjunction with other materials will provide management students with an appreciation of many of the measurement and disclosure issues facing the accountant who prepares, and more importantly, the manager who uses, financial statements.

Claude P. Lanfranconi Ph.D., CA



# Content

## CASE 1 WESTERN DRUG STORE INC.

## 案例 1 西部药业经销公司

A new pharmacy owner seeks advice on her financial position and operating results.

INDUSTRY: 51 Miscellaneous Retail  
ISSUES: 429 Accounting - Transactions  
125 Financial Reports/Disclosure  
2 Accounting Methods  
310 Small Business

Ontario, Canada Small 1997 2 PAGES

AUTHOR: Lanfranconi, C.P.

IVEY-Formerly called PHARMACY - 972B055

一个新的药业经销公司的老板就他的财务状况和经营寻求依据。

🔍 P1

## CASE 2 MCDONALD'S FARM

## 案例 2 麦克唐纳农场

The case describes a situation in which the decision maker has inherited oil-producing farm property from a relative. The decision maker wishes to determine the profitability of the operation, but no financial statements exist for the previous year. The student's task is to use three revenue recognition methods to measure the income and return on investment for the previous year.

TEACHING NOTE: 895B011

INDUSTRY: 7 Oil & Gas Extraction  
ISSUES: 362 Income Determination  
293 Return on Investment  
266 Profitability Analysis  
0

Ontario Small 1995 10 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: L. Newey

本案例描述的是一名决策者从亲属那里继承了一家石油生产农场。决策者希望确定经营的利润率，但苦于没有前几年的财务报表。学生的任务是利用三种收入核算方法来计算前几年的收益与投资的回报。

🔍 P3

## CASE 3 AQUACULTURE

## 案例 3 水产养殖

An analyst is considering investing in an aquaculture firm whose financial statements have been qualified by their auditors. The analyst is concerned about how the valuation of inventory is done by the company.

INDUSTRY: Fishing - Hunting and Trapping  
ISSUES: Auditing Financial Analysis  
Inventory Valuation

BRITISH COLUMBIA small 1986 8 pages

CASE WRITER: Hately, J.

FACULTY MEMBER: Lanfranconi, C.P.

一名分析家正在考虑向一家水产养殖企业投资，这家企业的财务报表已经受审计人员的核实。这名分析家关心该公司如何对其财产目录进行评价。

🔍 P13



**CASE 4 THAMES VALLEY BREWING  
COMPANY INC.****案例 4 Thames Valley 酒业公司**

The Thames Valley Brewing Company moved to its present location in 1992. The case centres around this event in order to illustrate the basic methods used to account for long-lived fixed assets.

TEACHING NOTE: 895B014

INDUSTRY: 13 Food and Kindred Products

ISSUES: 2 Accounting Methods

367 Assets

0

0

London, Ontario Small 1995 9 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: Newey, L.

Thames Valley 酒业公司于 1992 年迁到了目前的所在地。本案例以该事件为中心，以便说明长期固定资产的基本计算方法。

 P21

**CASE 5 THE MACLELLAN MILL****案例 5 麦克拉伦制造厂**

A new management team is considering making a change in the accounting for a fixed asset. They must identify the alternatives available, assess their impact and decide on the appropriate course of action.

TEACHING NOTES: 8-89-B047

INDUSTRY: Metal Mining

ISSUES: Accounting - Transactions Depreciation

MANITOBA small 1988 8 pages

CASE WRITER: Hately, J.

FACULTY MEMBER: Lanfranconi, C.P.

一个新的管理小组正在考虑对固定资产的帐目进行一次改革。他们必须论证所有可能的选择，评估其影响并决定合适的行动步骤。

 P30

**CASE 6 AIR CANADA AND CANDIAN AIRLINES:  
ACCOUNTING FOR LEASES****案例 6 Air Canada 与 Canadian  
Airlines: 租赁财务分析**

After a turbulent year in the Canadian airline industry, Madelaine Mercier wants to reevaluate her investment in Air Canada and Canadian Airlines. She is wondering how she should reflect the extensive amount of leases used by the two companies in her analysis. She is unsure if she should make adjustments to the company's statements and is curious to know whether these adjustments would make a material difference in her analysis.

TEACHING NOTE: 897B02

INDUSTRY: 36 Air Transportation

ISSUES: 364 Lease Accounting

122 Financial Analysis

180 Leasing

168 Investment Analysis

Canada Large 1997 18 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: Murphy J

加拿大的航空业度过一个波动期后，Mcdelaine Mercier 想重新估价她在 Air Canada and Canadian Airlines 的投资。她想知道如何对分析中的两家公司所使用的租赁扩展量作出反应，她不能确定是否应对公司的报表作某些调整；好奇心驱使她知道这些调整对于她的分析是否会产生本质差别。

 P38

**CASE 7 EQUIPMENT MANUFACTURING INC. 案例 7 设备制造公司**

This company is considering three different levels of investment. The case requires an examination of the accounting implications: cost, equity and consolidation.

INDUSTRY: 28 Machinery except Electrical  
ISSUES: 2 Accounting Methods  
167 Investments  
125 Financial Reports/Disclosure  
0

Anywhere Large 1993 3 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: MAC Area Group

某公司正在考虑三种不同层次的投资, 该案例要求对会计含义进行一次检验: 成本、收支平衡及合并。

☞ P56

**CASE 8 COTT CORPORATION. 案例 8 Cott公司**

Cott Corporation, a private label cola manufacturer whose stock has performed exceptionally well on the stock exchange from 1990-1993, is the subject of various questions concerning the appropriateness of its accounting, and other marketing and management issues, particularly in relation to the treatment of expenses and amortization of intangible assets.

INDUSTRY: 13 Food and Kindred Products  
ISSUES: 2 Accounting Methods  
363 Deferred Charges  
0  
0

Canada Medium 1994 23 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: French, M.

Cott 公司是一家私人注册的可乐制造公司, 该公司的股票1990-1993年在股票交易市场中出乎意料的坚挺。本案例讨论了许多问题, 包括公司会计的真实程度, 特别是有关费用的处理及无形资产的折旧处理等。

☞ P59

**CASE 9 BIG CITY COURIER 案例 9 城市信使公司**

Big City Courier is a small regional courier company operating in Toronto, Ontario. The business was started two years ago, and has grown rapidly since its inception. The company is making profits, but has a severe cash flow problem. This case may be used to illustrate the statement of cash flows, the impact of rapid growth on a company's cash position, and the financing gap between receivables and payables.

TEACHING NOTE: 897B09

INDUSTRY: 60 Business Services  
ISSUES: 2 Accounting Methods  
421 Cash Flow  
127 Financing  
110 Entrepreneurship

Ontario, Canada Small 1997 6 PAGES

AUTHOR: Bryant, M.

CASE WRITER: Theobalds M

城市信使公司 (Big City Courier) 是一家位于安大略省多伦多市的小型地区性信使公司。自两年前成立后, 迅速崛起。该公司利润丰厚, 但是存在严重的现金流量问题。这一案例可以用来说明现金流量表, 公司资金水平迅速增长带来的影响, 以及收益与支出之间的差额。

☞ P82

## WESTERN DRUG STORE INC.

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*Professor Claude Lanfranconi prepared this case which is based on one written by Don B. Smith solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.*

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Ida Green, a newly graduated pharmacist, opened a pharmacy on June 1, 1997. Her lawyer incorporated the pharmacy under the name of Western Drug Store Inc. At the end of June, she called on Mark Williams, a local accountant, to help her assess the financial position and operating results of the company. Following is a list of events from the first month of operations:

1. Her family helped her get started by lending her \$60,000. She invested the \$60,000 in the business, receiving common shares.
2. Paid \$6,000 rent in advance when signing the lease, prepaying the first three months.
3. Purchased \$25,000 in fixtures and paid an additional \$10,000 to have them installed. The \$35,000 was to be paid in 60 consecutive monthly instalments commencing at the end of June. Interest of 10% was also accrued and paid monthly on the declining balance.
4. Purchased \$120,000 inventory of goods for resale, paying \$24,000 on delivery and promising to pay \$80,000, 30 days after delivery and \$16,000, 60 days after delivery.
5. Paid \$2,000 to advertise the opening of the pharmacy. This included distributing a fridge magnet with Western's phone number on it in the neighbourhood.
6. Paid \$4,000 for June wages and benefits for all the employees.