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清华大学经管学院

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案例

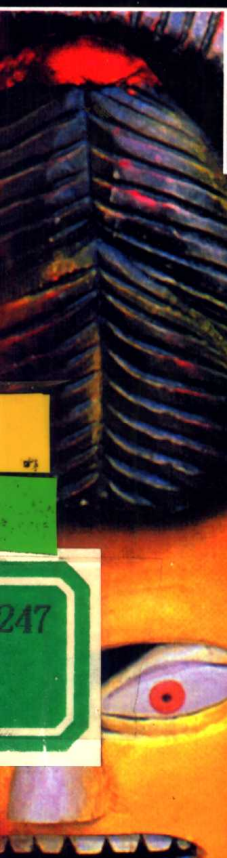
管理会计

邵达伟 (David J. Sharp) / 编

英文版

Managerial Accounting

*CASES*



机械工业出版社  
China Machine Press

Richard Ivey School of Business  
The University of Western Ontario

IVEY

国际通用 MBA 教材配套案例

# 管理会计案例

(英文版)

# Managerial Accounting Cases

邵达伟 / 编

David J. Sharp

机械工业出版社

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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,同时或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人员课程的工商管理硕士生、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学硕士和博士做准备，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.

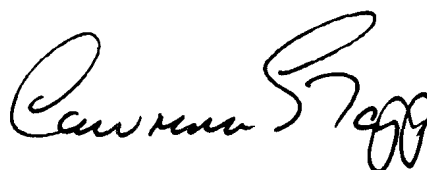
During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project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

## 邵达伟( David J. Sharp)

邵达伟是毅伟管理学院管理会计和控制专业的副教授、国际商业研究中心总监。他为学院的优等学士、工商管理硕士、在职工商管理硕士和博士教授管理会计学、国际会计学、管理控制系统及其他课程。

他在1992年进入毅伟管理学院之前，曾在波士顿大学的卡罗尔管理学院和Gulf工业大学（现称Bahrain大学）执教多年，并曾担任Fletcher法律与外交学院（波士顿）、捷克管理学中心（布拉格）和亚洲管理学研究所（马尼拉）的客座教授。他的研究方向包括：跨文化企业伦理、管理控制学的国际间异同以及控制系统对改进组织内部伦理行为所起的作用等。他在伦理方面的研究成果发表在《商业伦理》、《商业伦理教学》、《会计行为研究》、《国际会计》和《会计瞭望》等刊物上；对国际管理会计学的研究成果发表在《国际商学研究杂志》、《中部企业财务杂志》、《财务杂志》和《斯隆管理学报》等刊物上。他是《国际会计》和《审计与税务》杂志编委会成员及《国际会计进展》杂志副编审。他拥有牛津大学工程学与经济学学位、曼彻斯特大学管理学学位及麻省理工学院斯隆管理学院的国际管理学博士学位。他还持有由英国管理会计师协会颁发的管理会计师证书。

邵达伟博士出生并在英国长大，他和妻子（生于印度）生有3个儿子。他们从1992年起移居安大略省伦敦市，在那里可以欣赏、参加丰富多采的音乐活动。

### **David J. Sharp**

David J. Sharp is an associate professor in the management accounting and control area group, and director of the Centre for International Business Studies, at the Richard Ivey School of Business. He teaches management accounting, international accounting, management control systems and other courses in the school's HBA, MBA, Executive MBA, and Ph.D programs.

Prior to joining the Ivey School in 1992, he was on the faculty of the Carroll School of Management at Boston College. He has also taught for a number of years at the Gulf Polytechnic (now University of Bahrain) and has held visiting positions at the Fletcher School of Law and Diplomacy (Boston), the Czech Management Center (Prague) and the Asian Institute of Management (Manila).

His current research interests include cross-cultural business ethics, international differences in management control, and the role of control systems in promoting ethical behavior in organizations. His research in ethics has been published in the *Journal of Business Ethics*, *Journal of Teaching Business Ethics*, *Behavioral Research in Accounting*, *The International Journal of Accounting*, and *Accounting Horizons*, and his international management accounting research has appeared in the *Journal of International Business Studies*, *Midland Corporate Finance Journal*, *Journal of Finance*, and *Sloan Management Review*. He serves on the editorial board of *Journal of International Accounting, Auditing and Taxation*, and is associate editor of *Advances in International Accounting*.

He holds degrees in engineering science and economics from the University of Oxford, in management from University of Manchester, and a Ph.D in International Management from the Sloan School of Management at the Massachusetts Institute of Technology. He also holds the Chartered Management Accountant (ACMA) designation from the Chartered Institute of Management Accountants in the U.K.

He was born and raised in England. He and his wife (who was born in India) have three young sons. They have lived in London Ontario since 1992, where they all enjoy various musical activities.

## 编 者 的 话

管理会计学着眼于在公司内部会计信息的使用,这与财务会计学不同,后者主要面向外部的使用者。在决策过程中,经理人员面对的问题是如何从会计信息中提取与决策有关的成本和收入信息。另外,经理人员应该能够使用成本核算系统所提供的信息,并对如何设计成本核算系统作出选择。内部会计系统也是衡量经理人员经营业绩的标准,并根据业绩对各级管理人员进行奖励。

“加勒比网络咖啡屋”作为一个入门案例,全面阐明了上述问题,并为课程的其他部分勾画出一个轮廓。它使学生们能够识别出固定成本、变动成本、投资(沉入成本)和不可预见成本等,然后利用这些信息制定相关决策使Internet咖啡屋项目取得成功,包括确定启动资金、经营规模、定价、需求、现金流、融资借贷和业绩测算方法等。“Stuart Daw”案例为基于业务量的服务业成本系统提出了“动态成本核算”系统概念,该案例考察了信息组成结构,并报告了产生成本的过程。它表明成本核算系统的改变对消费者群的影响及对公司的财务结果的影响,以及成本操作方面的知识如何带来战略上的优势。“香槟饭店”是一个简捷而全面的案例,它包含多个课题:首先,使学生们有机会从一个显示着经营不善的预算系统中找出固定与变动成本;第二,它引入“可控能力”概念,并示范了可控能力并不单纯是一些变动的外部因素,而是可被设计进入成本控制系统,换句话说,对于那些不完全由经理控制的因素来说,通过恰当选择经营业绩的指标,说明既可以规定经理对其负责,也可以对其不负责;第三,它使学生们加深了解不同的成本数据只与制定相关决策有关,在案例中需要制定两个决策,而它们分别利用了不同的成本数据;第四,使学生们有机会扮演角色进行面对面的成本控制调整;最后,可作为在远期经营决策中运用相关成本框架的入门教材。随后进入“Mencotti葡萄酒公司”,该案例具有清晰的远期决策(资金预算)中的定量分析,但仍然属于常规的相关成本框架范畴。它介绍了折扣现金流,阐明了帐簿价值所包容的不相关性内涵,以及再生价值、增量分析、未来现金流、恰当的周期观念和折扣率的重要性等。这对于正确对待存在不同决策方案时所发生的选择困难是十分重要的,特别是对那些被决策为暂不执行(no-go)的方案,可以先将其搁置,日后再行决策的处理方法。这种灵活性对于技术更新快的企业是非常重要的,例如在这类企业中,推出新产品的时机就是一项重大决策。“Minnova有限公司——Lac Shortt 金矿”案例通过一家金矿公司制定资本预算方案的过程,来讲述复杂的远期决策问题。投资的价值不只体现在地下的金矿(会受到地理条件、价格和可能发生的汇率风险影响)上,而且体现在扩大规模所带来的进行更大范围勘探的机会上,提炼黄金所需的投入是不确定的。该案例为学生们提供评估现金流、风险和投资中的非现金价值的机会。

## A Note from the Editor

Management Accounting is concerned with the use of accounting information *within* a firm, in contrast to financial accounting, whose focus is *external* users. In a decision context, a manager's problem is to identify the costs and revenues relevant to the decision. In addition, a manager has to use information provided by a cost system, and has choices in how the system is designed. Internal accounting systems also measure performance, which can be used as a basis for rewarding managers.

**Caribbean Internet Café** is a useful introduction as it can be used to illustrate the full range of these issues, and so 'set the scene' for the rest of the course. It permits students to identify fixed costs, variable costs, investments (sunk costs), and uncertainty. They can then use this information to address a series of interrelated decisions which have to be made if the "Internet Café" project is to succeed, including start-up costs and scale of operations, pricing, demand, cash flow, financing, and performance measurement criteria. **Stuart Daw** introduces Activity Based Costing systems in a service business, and the cost of servicing customers. The case examines the structure of the information, and the process that is followed in generating the costs that are reported. It shows how a change in the costing system has implications for the mix of customers, the financial results of the business, and how knowledge of cost behaviour can provide strategic advantage. **Champagne Hotel** is a brief but comprehensive case which can provide several lessons. First, it gives students an opportunity to identify fixed and variable costs in the context of a budgeting system which indicates apparently poor performance. Second, it introduces the concept of controllability, and can be used to demonstrate that controllability is not simply a matter of exogenous variables, but can be designed into a cost control system. In other words, managers can be made responsible or not responsible for factors over which they have less than full control, simply by appropriate choice of performance metric. Third, it reinforces the idea of relevant costs for relevant decision-making, in that there are two decisions to be made in the case, and they require different cost data. Fourth, it provides an opportunity for students to role-play a face-to-face control intervention. Finally, it can be used to introduce the application of the relevant cost framework in a longer-term context. This is then taken up in **Mencotti Wine Company** where the quantitative analysis of long term decisions (capital budgeting) is explicit, but still within the generic framework of relevant costs. This case introduces discounted cash flows, illustrates the lack of relevance of book values, the importance of salvage values, incremental analysis, future cash flows, the correct time horizon, and a discount rate. It is particularly useful for focusing on the difficulty of correctly specifying decision alternatives, especially the no-go decision, which is, in effect, exercising an option to wait, and to revisit the decision at a later date. This flexibility is very important for companies associated with rapidly changing technology, where the *timing*, of new product introductions for example, is a critical decision. The **Minnova Inc. - Lac Shortt Mine** case is a complex long-term decision situation in which the capital budgeting process can be studied in the context of a gold-mining company. The value of the investment is not only in the gold which is in the ground (which is subject to enormous geological, price, and possibly currency risk) but also the value of the opportunity that the expansion provides to make further exploration possible. There is uncertainty regarding the costs required to extract the gold. The case provides students with the opportunity to evaluate cash flows, their risk, and the non-cash value of an investment.

David J. Sharp





# Content

## CASE 1 CARIBBEAN INTERNET CAFE.

## 案例 1 加勒比网络咖啡屋

David Grant is hoping to open Caribbean Internet Cafe in Kingston, Jamaica. He has gathered data on all the relevant costs: equipment, rent, labor, etc. He has also found a partner in the local telephone company, Jamaica Telecommunications Limited (JTL). JTL has provided equity and a long-term loan at favourable interest rates. The case introduces fixed, variable and start-up costs, contribution margin, and the concept of break-even.

INDUSTRY: 64 Amusement and Recreation Services  
ISSUES: 31 Break-Even Analysis  
67 Contribution Analysis  
74 Costs  
110 Entrepreneurship

Jamaica Small 1996 5 PAGES

AUTHOR: Bryant, M.

CASE WRITER: Theobalds M

David Grant希望在牙买加的金斯敦开设加勒比网络咖啡屋。他已搜集了所有关于成本的数据资料:设备、租金、劳动力等等。他还在本地电话公司中寻找到一个合作伙伴——牙买加电讯有限公司(Jamaica Telecommunications Limited)。牙买加电讯有限公司以优惠的利率提供了资金和长期贷款。该案例介绍了固定成本、可变成本、初始成本、边际收益以及盈亏平衡的概念。

☞ P1

## CASE 2 STUART DAW

## 案例 2 Stuart Daw

Stuart Daw wonders if there is a different way to price his product and thus gain a competitive advantage for his business in the marketplace.

INDUSTRY: Food and Kindred Products  
ISSUES: Cost Accounting Distribution  
TORONTO Kudar, R.P. small 9 pages  
FACULTY MEMBER:

Stuart Daw很想知道是否有不同的方法来确定其产品的价格,以便使他的企业能在市场上取得竞争优势。

☞ P6

## CASE 3 CHAMPAGNE HOTEL

## 案例 3 香槟饭店

Gloria Xu, general manager of the Champagne Hotel in Hong Kong, has to decide what action to take in the hotel laundry. June's operating expenses are significantly over budget. She has to investigate the causes of the cost overrun, and decide on further action, including whether to outsource the laundry service.

INDUSTRY: 72 Hotels, Rooming Houses, Camps  
ISSUES: 31 Break-Even Analysis  
76 Cost Control  
526 Outsourcing  
0

Hong Kong Small 1998 3 PAGES

AUTHOR: Sharp, D.J.

香港香槟饭店的总经理Gloria Xu 必须决定对其所在饭店的洗衣店采取怎样措施。元月的经营费用大大超过了预算。她必须调查成本飞涨的原因,决定下一步的行动,包括是否关闭洗衣店的业务。

☞ P15

**CASE 4 MENCOTTI WINE COMPANY****案例 4 Mencotti葡萄酒公司**

This case serves as the introductory case on investment decisions using the net present value approach. It caps the relevant cost case sequence with discounting and explicit calculation of income tax effects including the capital cost allowance on fixed assets. Students are forced to decide on a new machine one year after an initial purchase decision.

TEACHING NOTE: 880B12

INDUSTRY: 13 Food and Kindred Products  
ISSUES: 286 Relevant Costs  
40 Capital Budgeting  
247 Present Value  
321 Taxation

Small 4 PAGES

AUTHOR: Archibald, T.R.

本案例可以作为净现值法决策投资的介绍。它覆盖了有关成本案例分析所得的结论, 包括收入税贴现和直接成本计算。可以使学生在决定一年后如何购买一台新的设备。

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**CASE 5 MINNOVA INC. - LAC SHORTT MINE****案例 5 Minnova有限公司—Lac Shortt 金矿**

The Minnova Lac Shortt case focuses on a capital budgeting decision. A discounted cashflow analysis of a \$19 million investment to deepen the existing mine by 300 metres is required. The case also provides an opportunity for sensitivity analysis since a number of factors involve uncertainty (eg. U.S. exchange rate, price of gold, head grade of ore, recovery percentage, etc). Qualitatively, Minnova's mining strategy weighs heavily on the decision because the quantitative analysis results in a slightly negative net present value.

TEACHING NOTE: 890B02

INDUSTRY: 6 Metal Mining  
ISSUES: 40 Capital Budgeting  
305 Sensitivity Analysis  
168 Investment Analysis  
0

Quebec, Canada Large 1988 12 PAGES

AUTHOR: Lanfranconi, C.P.

CASE WRITER: English, R.

Minnova Lac Shortt 主要是一个关于资本预算决策方面的案例。打300米的井, 投资1900万美元, 需要对此投资作折扣现金分析。由于包括一系列不确定的因素, 因此, 该案例提供了灵敏度分析的机会。(即美元汇率、黄金价格、高级矿砂、回报率等。)

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## CARIBBEAN INTERNET CAFE

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*Michelle Theobald prepared this case under the supervision of Professor Murray Bryant solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*

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In June 1996, David Grant was visiting his home in Kingston, Jamaica, while on summer vacation from the MBA program at the Richard Ivey School of Business in London, Ontario. He was gathering information on the feasibility of opening an Internet café in Kingston upon his graduation from the MBA program in 1997. David had always wanted to be his own "boss," and he felt that the timing was right to pursue this business opportunity in Jamaica.

Prior to entering the MBA program, David had worked as a computer systems engineer at the local telephone company, Jamaica Telecommunications Limited (JTL). JTL, 80 per cent owned by a British telecommunications company, was one of seven Internet service providers on the island. If this venture turned out to be feasible, David intended to lease the telephone lines from JTL. He had also worked as a part-time teacher at the University of Technology and as a computer programmer in Jamaica.

### THE CONCEPT

A "typical" Internet café offered computer services (including access to the Internet), a small menu of light snack foods and an assortment of beverages. While he was studying in London, David visited a number of Internet cafés and became intrigued by the concept. A café seemed to be the perfect vehicle for people to use the Internet and other computer services without making an expensive investment in computer hardware. In addition, a cybercafé provided a social outlet: customers could "surf the net" together, listen to music or simply relax and socialize.