

高等院校双语教学适用教材·会计

哈佛商学院案例教程

# Advanced Management Accounting

(Third Edition)

Robert S. Kaplan Anthony A. Atkinson

# 高级管理会计

(第3版)

(美) 罗伯特·S. 卡普兰 安东尼·A. 阿特金森 著

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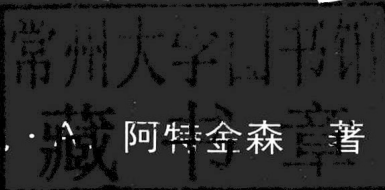
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# Preface 前言

*Advanced Management Accounting*, third edition, is a major revision from the second edition that was published in 1989. In the preface for the second edition, we were already describing the enormous changes underway for both manufacturing and service operations, and highlighting the rapid evolution in the technology for information processing. These advances created a challenging new environment for management accounting systems. If anything, rapid changes in the theory and practice of management accounting during the past ten years have accelerated, and to keep pace we have introduced significant new coverage and deleted some older material as we wrote the third edition.

The role for management accounting continues to undergo major changes. Management accountants are no longer only scorekeepers of past performance. They have become value-adding members of management teams, creating information vital for enhancing operational excellence, and for formulating and implementing new strategies. A significant development in this new role is a great increase in the importance and use of nonfinancial measures of performance. This book provides extensive coverage of the new management accounting practices being adopted by innovative companies around the world, including activity-based costing, kaizen and target costing, and the Balanced Scorecard.

A research project sponsored by the Institute of Management Accountants and the Financial Executives Institute<sup>1</sup> surveyed U.S. corporate accounting and financial executives about the relative importance of various accounting knowledge and skill areas (AKSAs), and about the extent to which entry-level accountants bring these AKSAs to their initial job. The four AKSAs rated as most important for management accountants were budgeting, product and service costing, control and performance evaluation, and strategic cost management, including activity-based costing. These four AKSAs, how-

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<sup>1</sup>*What Corporate America Wants in Entry-Level Accountants* (Institute of Management Accountants: Montvale, NJ; 1994).

ever, also showed the largest gap between corporate expectations and actual preparation of entry-level accountants. In this third edition, we provide comprehensive treatments of these four highly rated AKSAs.

The book's introduction, surveys the rich historical role for management accounting in the development of large industrial and service enterprises. Chapter 1 provides a comprehensive summary of cost definitions and cost classifications. It uses a comprehensive example to illustrate how traditional notions of fixed and variable costs can be imbedded in a much richer framework of committed and flexible costs. The chapter treats committed costs as arising from managerial decisions to supply capacity to perform anticipated work. It introduces the vital distinction between the costs of resources supplied versus the costs of resources used. It also examines the importance of identifying sustaining costs, at various hierarchical levels and decision points, where managers have the opportunity to make long-term decisions about whether to introduce or continue to support products, lines of business, customers, channels, and market segments. Chapter 2 builds on this framework to address short-term budgeting and decision making with the existing supply of resources. This chapter provides a comprehensive model for short-term budgeting and for optimizing the use of short-term committed resources.

Chapter 3 draws heavily on the treatment of service department costs from the first and second editions, but imbeds this subject in the context of a general treatment of cost system design. Thus, we view the assignment of service and support department costs as the initial assignment stage, from resources to production cost centers, when designing cost systems for operational control and for product and service costing. Chapter 4 extends this framework and introduces activity-based costing, allowing resource costs to flow, not just to production cost centers, but to activities. The chapter builds on this activity framework, to provide a comprehensive introduction to activity-based costing (ABC). It shows how to use a range of different types of activity cost drivers to assign resource costs more accurately to cost objects: products, services and customers. The chapter concludes by summarizing the principal benefits and design trade-offs associated with introducing an activity-based cost system.

Chapter 5, Activity-Based Management (ABM), incorporates material from the pricing chapter in the second edition, and extends this material by describing a full range of strategic and operational decisions that are better informed by the more accurate information drawn from an ABC system. ABM actions include, in addition to re-pricing, decisions about product and customer mix, product design, process improvements, operations strategy, and technology investments. Chapter 6 addresses operational ABM for process improvements and discusses the roles of kaizen costing in continuous improvement, and target costing for influencing future product costs at the design stage.

In summary, we use the conceptual framework of activity-based costing to provide an integrated treatment for these first six chapters. Chapters 1, 4, 5, and 6 are virtually completely new material for *Advanced Management Accounting*, third edition, and Chapters 2 and 3 have been re-written, from the second edition, to fit within this integrated framework.

To accommodate all this new material, we eliminated the two chapters on regression analysis, which were a central feature of the first two editions. The deletion decision was strongly influenced by the theoretical advance that statistical analyses can measure only the results of management decisions (how much capacity to provide, and how

quickly managers adjust resource capacity to changes in the demands for resources). Of more relevance for managers is not estimates of the cost of supplying resources, but the cost of the actual demands (the costs of resources used) that activities make on most organizational resources. This role is now accomplished through ABC systems, not statistical analysis. We have also deleted the chapter on joint costs, recognizing that this issue is more a cost accounting topic (for inventory valuation) rather than one that facilitates managerial decision-making and control. And the linear programming section from the second edition has been replaced by Excel's Solver algorithm used to solve the short-term resource allocation example in Chapter 2.

Chapter 7, Decentralization, introduces the second half of the book. Rewritten slightly from the second edition to reflect the impact of ABC and the Balance Scorecard, this chapter remains highly relevant for communicating the challenges of motivating, controlling, and evaluating decentralized organizational units. Chapter 8, the Balanced Scorecard, provides a new comprehensive framework for strategic and operational control. The chapter summarizes the advances in the 1990s of translating strategy into an integrated set of financial and non-financial performance measures tied to customers, innovation and operational processes, and enhanced employee and system capabilities.

Chapters 9 and 10, on profit centers and investment centers, are drawn from the second edition, but repositioned in the third edition to portray the measures for the financial perspective of the Balanced Scorecard. In a major semantic change, the residual income approach, described in the first two editions, has been updated to reflect the surge in interest and application of economic value added. Chapter 11, an enhanced version of the quality and just-in-time chapters in the second edition, summarizes the expanded measurement possibilities from the other three Balanced Scorecard perspectives. It includes quality and cycle time operational measures, but it adds the vitally important measures relating to customer outcomes, the value propositions required to succeed with targeted customers, product and service development, and measures of employee and system capabilities.

Chapter 12, Investments in New Technologies, expands on the second edition's coverage of investment possibilities to include enhanced organizational capabilities. Thus, what had previously been a stand-alone chapter on advanced capital budgeting has now become integrated in the management control framework. Investment decisions are made to achieve outstanding performance in the critical, strategic measures in the four Balanced Scorecard perspectives. Financial payoffs remain important, but investment payoffs also include enhanced performance for customers, for critical internal processes, and for enhancing organizational capabilities.

Chapters 13 and 14, on incentive compensation plans and on formal models for budgeting and incentives, draw from the comparable chapters in the second edition. They have been updated to incorporate new insights from recent research and experience. They also develop the frictions that arise in conventional contract theory research in a more detailed and intuitive manner.

Each chapter, with the possible exception of Chapter 14, contains material that is immediately applicable to contemporary organizations and that has been, in fact, already successfully put to work in practice. Our extensive use of case material reinforces this emphasis on practice in actual organizations. Moreover, we have selected assignment material to illustrate how the concepts in each chapter have been or can be applied not just in somewhat mechanical and idealized situations, but in the context of actual business

situations. There may be no simple answers to some of the cases we present, but we believe they will help students come to understand and be able to apply the relevant concepts in the actual organizations they will encounter after leaving the academic setting.

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Robert S. Kaplan  
Anthony A. Atkinson

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