

教育部高校工商管理类教学指导委员会 双语教学推荐教材

PEARSON
Prentice
Hall



工商管理经典教材·会计与财务系列

Administration Classics

成本会计 以管理为重心

Cost Accounting

(第12版)

A Managerial Emphasis

(Twelfth Edition)

查尔斯·T·亨格瑞 (Charles T. Horngren)
斯坎特·M·达塔 (Srikant M. Datar) 著
乔治·福斯特 (George Foster)
罗 炜 改编

中国人民大学出版社



教育部高校工商管理类教学指导委员会双语教学推荐教材



工商管理经典教材·会计与财务系列

Administration Classics

成本会计 以管理为重心

Cost Accounting

(第12版)

A Managerial Emphasis

(Twelfth Edition)


查尔斯·T·亨格瑞 (Charles T. Horngren)

斯坎特·M·达塔 (Srikant M. Datar)

著

乔治·福斯特 (George Foster)

罗 炜 改编

 中国人民大学出版社

图书在版编目 (CIP) 数据

成本会计：以管理为重心：第 12 版：英文/亨格瑞等著；罗炜改编.

北京：中国人民大学出版社，2007

教育部高校工商管理类教学指导委员会双语教学推荐教材

工商管理经典教材·会计与财务系列

ISBN 978-7-300-07913-4

I. 成…

II. ①亨… ②罗…

III. 成本会计-双语教学-高等学校-教材-英文

IV. F234.2

中国版本图书馆 CIP 数据核字 (2007) 第 023210 号

教育部高校工商管理类教学指导委员会双语教学推荐教材

工商管理经典教材·会计与财务系列

成本会计：以管理为重心 (第 12 版)

查尔斯·T·亨格瑞

斯坎特·M·达塔 著

乔治·福斯特

罗 炜 改编

出版发行 中国人民大学出版社

社 址 北京中关村大街 31 号

邮政编码 100080

电 话 010-62511242 (总编室)

010-62511398 (质管部)

010-82501766 (邮购部)

010-62514148 (门市部)

010-62515195 (发行公司)

010-62515275 (盗版举报)

网 址 <http://www.crup.com.cn>

<http://www.ttrnet.com> (人大教研网)

经 销 新华书店

印 刷 中煤涿州制图印刷厂

规 格 215 mm×275 mm 16 开本

版 次 2007 年 3 月第 1 版

印 张 30.5 插页 1

印 次 2007 年 3 月第 1 次印刷

字 数 870 000

定 价 38.00 元

总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

- 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排,首先针对那些课程内容国际化程度较高的学科进行双语教材开发,在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验,使得双语教学贴近现实教学的需要;也有利于我们收集关于双语教学教材的建议,更好地推出后续的双语教材及教辅材料。

- 篇幅合理,价格相对较低。为适应国内双语教学内容和课时上的实际需要,本套教材进行了一定的删减和改编,使总体篇幅更为合理;而采取低定价,则充分考虑到了学生实际的购买能力,从而使本套教材得以真正走近广大读者。

- 提供强大的教学支持。依托国际大出版公司的力量,本套教材为教师提供了配套的教辅材料,如教师

手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

2005 年 1 月

主持人语

(一)

2006年9月,中国人民大学出版社的编辑与我们联系,探讨筹划出版一套会计学系列英文原版教材,我们立即表示愿意合作。

在谈论我国改革开放伟大事业时有一个常被提到的故事:20世纪70年代后期,西方发达国家和我国港澳台地区的企业家、投资人来到中国大陆寻求商机和洽谈合作,总是有两种职业人才相伴,那就是律师和会计师。律师帮助企业家、投资人探究资本的安全性和发展的法制环境,会计师则帮助企业家、投资人分析合作者的财务状况和潜在的投资获利前景。所以,改革开放初期首先面世的相关规范,就是“三资企业法规”和“三资企业会计制度”。

一个显然的事实是,法律不可能国际化(甚至在一个主权国家之内,也存在着地区间的立法差异)。而会计,则一直在朝着成为“国际商业语言”的方向发展。资产负债表、利润表、现金流量表、股东权益变动表等作为会计语言的载体,在全世界的企业家、金融家、资本市场交易者之间,都是基本一致或相似的通用交流工具;而财务报告的编制者和审计者,都在遵循着促成大家得以相互理解、逐渐走向趋同的会计和审计专业规则。

相应地,我国改革开放20多年来,在国际交流的知识融会中,与国际接轨最快的领域当属商学各学科知识,其中会计学更是走在前面。大学会计专业教学在积极采用翻译教材的同时,很早就尝试采用英文原版教材,让广大师生受益匪浅。近年来国内出版的会计类英文版教科书越来越多,几乎没有漏掉大家公认的好书。而在出版时间方面,有些教材在中国出版的影印版和翻译版,甚至与其在母国的原版实现了同步,这使得我们在接受新知识方面几乎不存在时间差。可见,知识领域是没有不可逾越的语言界限的。

不过,我们也注意到,目前我国国内已经出版的众多会计专业英文版教科书,对院校教育的主角——教师和学生——来说,存在着两个严重的弱项:一是多而不成体系,分别看,每本都不错,可是怎么配套呢?要知道,一桌盛宴不能只是道道好菜一股脑儿端上来,还得有荤素冷热搭配才行;二是篇幅厚重、价格吓人,动辄半百元以上,别说多数学生买不起,就连教师们在书店也常常因囊中羞涩而犹豫再三,拿起又放下。

所以,我们很愿意与中国人民大学出版社的编辑一起,针对上述两个弱项来有意识地组织这套英文版改编教材。

(二)

工作的第一步是组织团队。接受邀请的团队成員都是在院校教学一线的青年教師,分別来自中国人民大学、北京大学、厦门大学、北京师范大学、对外经济贸易大学、北京工商大学、北方工业大学、北京语言大学等。他们都拥有博士学位;英文功底都非常好;都已经在教学中采用英文原版教材,从而深有体会;都在海内外核心期刊发表过学术论文;主持和参加的科学研究课题都得到国家自然科学基金、国家社会科学基金、国家博士后科学基金和教育部专项研究基金的大力支持。他们是会计教育和学术研究的“少壮派”:其中一位获得2007年“教育部新世纪优秀人才支持计划”研究项目资助,三位曾留学美国,四位入选“首届全国会计学术带头人后备人才”。

第二步是选书。结合当前中国院校会计学专业培养学生的课程设置,在国际著名教育出版公司推荐的基础上,改编团队成员与中国人民大学出版社的编辑一起,选择能够配套成体系的英文教科书。然后请各位改编者提出意向,向国外版权公司提交改编方案,申请版权合同。目前选定的丛书都是在美国院校会计教育中享有盛誉的教科书,作者均为欧美会计、财务学界的知名学者和专业人士。其中有几本已经在国内出版多次翻译

版，为会计界人士所熟悉。

应该提到的一点是，这套丛书并不是封闭的，还计划继续增加新书（如信息系统、内部控制、会计理论、公司财务理论等），以不断充实和完善丛书体系。

第三步是确定改编原则。篇幅要缩小，但是力求改编后尽量保持全书结构的完整，主要是删除章后习题和附录，以及与我国实际情况相差较远、教学中不涉及的部分章节，使得改编后的书适合我国教学的实践。为了方便院校老师教学和学生学学习，在教材之外，还计划在中国人民大学出版社网站（www.rdjg.com.cn）上提供中英文对照的目录和术语表、教学辅助资料、习题、案例、英文 PPT 等，供老师们免费下载；对于删除的完整章节，有兴趣的读者也可以上网免费下载。

随着我国教育的深入发展，我国各大学的商学院都越来越重视双语教学，选择反映国外最新教学研究成果的英文原版教材，已经成为普遍要求。为此我们希望，这套丛书能为院校的同仁提供帮助，同时也欢迎提出批评指正意见和建议。

王立彦（北京大学光华管理学院）

耿建新（中国人民大学商学院）

改编者前言

全球化的浪潮席卷着世界的各个角落。如何在激烈的竞争中满足客户的需要,实现自身的战略,成为企业生死存亡的关键。管理会计在帮助企业管理者实现战略中日益显得重要。它不仅为管理者的各类决策提供有用的、相关的信息,还运用各种技术和工具参与管理中的计划和控制。20世纪90年代中期以来,管理会计更是凸显其在增加企业价值方面的贡献,由原来强调计划和控制扩展为以价值管理为基础,通过对组织目标的分解、价值动因的确认和管理、业绩评价和控制,持续地创造价值。这种基于价值管理的管理会计理念和方法在本书中体现得淋漓尽致,尽管本书的书名依然是《成本会计:以管理为重心》。

本书适用于已掌握财务会计基本原理的会计学本科生、会计学专业硕士(MPAcc)、MBA学生以及各类管理人员。本书重点关注成本会计如何帮助管理者更好地进行决策,在介绍基本概念、基本分析、基本应用及基本程序之外,更强调其在战略制定及实施中的地位。

本书起始,作者就强调了战略与管理会计的关系,指出了管理会计在组织价值链中的作用(第1章)。对组织战略的关注不仅仅体现在单独的第13章中,更反映在各章节对不同成本会计方法的应用中。例如,第3章将本量利分析运用到定价、产品促销及成本结构选择等战略性的决策中;第5章介绍了作业成本信息是如何帮助企业选择战略、设计产品的;第9章讲解了针对生产能力管理者如何进行战略性决策。

本书的一大特色是扩充了作业成本法和作业成本管理的内容,将作业成本法与其他管理会计方法很好地结合起来运用。作者在第5章单独介绍了作业成本法的基本思路和技术,然后在各章讲解完各种管理会计方法后进一步讨论作业成本法下该方法如何运用。比如,第6章介绍了在作业成本法下如何进行预算管理,第7章和第8章说明了在作业成本法下如何进行差异分析,第11章讨论了在作业成本法下如何进行决策,例如是否要外包、是否要关闭某一分部等。这种结合在同类的教材中是不多见的。

本书采用了大量的真实公司案例。在每一章的开始都是一个公司的实地情景,让读者感受到其中的商业场景或商业对话,以表明该章的内容为什么或怎样与商业活动相关联。另外,本书在每章都有一项内容是“概念在行动”。其间的案例涉及各种行业:航空业、汽车制造业、银行业、家用电器业、网络行业及零售业等等。“概念在行动”中的案例很多都集中在技术、信息系统和互联网对管理会计实践的影响。第三,作者通过很多章节中的“公司实务的全球调查”展现了当前管理会计的最新研究成果。这些调查结果涉及作业成本法、预算管理、变动成本法、定价和平衡计分卡等在全球公司中的使用。

在会计丑闻不断引爆的今天,管理会计人员的职业道德值得重视。什么样的行为是不道德的?管理会计人员面对道德困境如何应对?这些问题从本书的第1章开始就受到关注。在各个章节都会讨论管理会计人员的行为如何影响各种方法的使用效果。

这些优点及特色使得本书成为众多管理会计、成本会计教材中的佼佼者,也使得本书在美国成为使用最广泛、最受欢迎的成本会计教材之一。

当然,我认为本书也是有缺陷的。最大的遗憾就是结构不够紧凑,有些内容被分拆到不同章节。不过,这也给授课老师带来了很大的灵活性。比如,第4章的分批成本法可以和第16章的分步成本法结合起来讲授,便于进行比较;责任会计和管理控制系统、转移定价可以放在一起;“存货成本及生产能力分析”这一章可以与“存货管理与即时制”这一章结合起来。

我在改编的时候,尽可能地保持原书的构架。具体的变动如下:(1)改编后本书不再包含每章后的练习、影像案例、附录及术语表;(2)有些章节属于高级管理会计的内容,因此在改编时被放弃;(3)改编后本书不再包含每章的“聚焦价值与行为”(介绍了一些与管理会计人员相关的价值与行为);(4)根据内容的相关

性和重要性，某些章节的“概念在行动”和“公司实务的全球调查”被放弃；（5）改编后本书去掉了一些财务会计分录的内容。

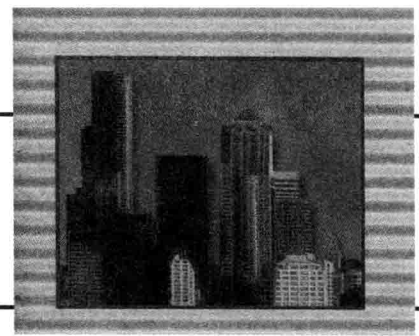
为方便老师教学和学生学习，中国人民大学出版社工商管理事业部的网站 www.rdjg.com.cn 上为老师提供了丰富的原版教辅资源，如英文 PPT、教师指导手册、习题解答、题库及生成题库的软件等，老师可上网注册并经人大出版社确认后免费下载；另外还为广大读者提供了原版书中被删除的习题、部分整体章节，中英文对照的术语表，中英文对照的原版书目录等，有兴趣的读者可上网直接下载。

罗炜

北京大学光华管理学院

2007 年 1 月

ABOUT THE AUTHORS



Charles T. Horngren is the Edmund W. Littlefield Professor of Accounting, Emeritus, at Stanford University. A Graduate of Marquette University, he received his MBA from Harvard University and his Ph.D. from the University of Chicago. He is also the recipient of honorary doctorates from Marquette University and DePaul University.

A Certified Public Accountant, Horngren served on the Accounting Principles Board for six years, the Financial Accounting Standards Board Advisory Council for five years, and the Council of the American Institute of Certified Public Accountants for three years. For six years, he served as a trustee of the Financial Accounting Foundation, which oversees the Financial Accounting Standards Board and the Government Accounting Standards Board.

Horngren is a member of the Accounting Hall of Fame.

A member of the American Accounting Association, he has been its President and its Director of Research. He received its first annual Outstanding Accounting Educator Award.

The California Certified Public Accountants Foundation gave Horngren its Faculty Excellence Award and its Distinguished Professor Award. He is the first person to have received both awards.

The American Institute of Certified Public Accountants presented its first Outstanding Educator Award to Horngren.

Horngren was named Accountant of the Year, Education, by the national professional accounting fraternity, Beta Alpha Psi.

Professor Horngren is also a member of the Institute of Management Accountants, from whom he received its Distinguished Service Award. He was also a member of the Institutes' Board of Regents, which administers the Certified Management Accountant examinations.

Horngren is the author of other accounting books published by Prentice Hall: *Introduction to Management Accounting*, 13th ed. (2005, with Sundem and Stratton); *Introduction to Financial Accounting*, 9th ed. (2005, with Sundem and Elliott); *Accounting*, 6th ed. (2005, with Harrison and Bamber); and *Financial Accounting*, 6th ed. (2005, with Harrison).

Horngren is the Consulting Editor for the Charles T. Horngren Series in Accounting.

Srikant M. Datar is the Arthur Lowes Dickinson Professor of Business Administration at Harvard University. A graduate with distinction from the University of Bombay, he received gold medals upon graduation from the Indian Institute of Management, Ahmedabad, and the Institute of Cost and Works Accountants of India. A Chartered Accountant, he holds two masters degrees and a Ph.D. from Stanford University.

Cited by his students as a dedicated and innovative teacher, Datar received the George Leland Bach Award for Excellence in the Classroom at Carnegie Mellon University and the Distinguished Teaching Award at Stanford University.

Datar has published his research in various journals, including *The Accounting Review*, *Contemporary Accounting Research*, *Journal of Accounting, Auditing and Finance*, *Journal of Accounting and Economics*, *Journal of Accounting Research*, and *Management Science*. He has also served on the editorial board of several journals and presented his research to corporate executives and academic audiences in North America, South America, Asia, Africa, and Europe.

Datar is a member of the Board of Directors of Novartis A.G. and has worked with many organizations, including Apple Computer, AT&T, Boeing, British Columbia Telecommunications, The Cooperative Bank, Du Pont, Ford, General Motors, Hewlett-Packard, Kodak, Mellon Bank, PepsiCo, Solectron, Store 24, Stryker, TRW, Visa, and the World Bank. He is a member of the American Accounting Association and the Institute of Management Accountants.

George Foster is the Paul L. and Phyllis Wattis Professor of Management at Stanford University. He graduated with a university medal from the University of Sydney and has a Ph.D. from Stanford University. He has been awarded honorary doctorates from the University of Ghent, Belgium, and from the University of Vaasa, Finland. He has received the Outstanding Educator Award from the American Accounting Association.

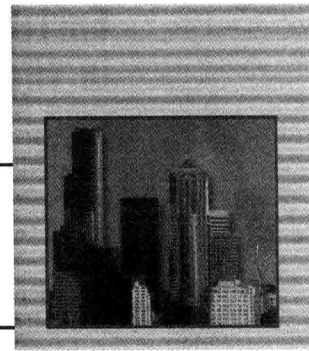
Foster has received the Distinguished Teaching Award at Stanford University and the Faculty Excellence Award from the California Society of Certified Public Accountants. He has been a Visiting Professor to Mexico for the American Accounting Association.

Research awards Foster has received include the Competitive Manuscript Competition Award of the American Accounting Association, the Notable Contribution to Accounting Literature Award of the American Institute of Certified Public Accountants, and the Citation for Meritorious Contribution to Accounting Literature Award of the Australian Society of Accountants.

He is the author of *Financial Statement Analysis*, published by Prentice Hall. He is co-author of *Activity-Based Management Consortium Study (APQC and CAM-I)* and *Marketing, Cost Management and Management Accounting (CAM-I)*. He is also co-author of two monographs published by the American Accounting Association-*Security Analyst Multi-Year Earnings Forecasts* and *The Capital Market and Market Microstructure and Capital Market Information Content Research*. Journals publishing his articles include *Abacus*, *The Accounting Review*, *Harvard Business Review*, *Journal of Accounting and Economics*, *Journal of Accounting Research*, *Journal of Cost Management*, *Journal of Management Accounting Research*, *Management Accounting*, and *Review of Accounting Studies*.

Foster works actively with many companies, including Apple Computer, ARCO, BHP, Digital Equipment Corp., Exxon, Frito-Lay Corp., Hewlett-Packard, McDonalds Corp., Octel Communications, PepsiCo, Santa Fe Corp., and Wells Fargo. He also has worked closely with Computer Aided Manufacturing-International (CAM-I) in the development of a framework for modern cost management practices. Foster has presented seminars on new developments in cost accounting in North and South America, Asia, Australia, and Europe.

PREFACE*



Studying Cost Accounting is one of the best business investments a student can make. Why? Because success in any organization—from the smallest corner store to the largest multinational corporation—requires the use of cost accounting concepts and practices. Cost accounting provides key data to managers for planning and controlling, as well as costing products, services, and customers. The central focus of this book is how cost accounting helps managers make better decisions. Cost accountants are increasingly becoming integral members of decision-making teams instead of just data providers. To link to this decision-making emphasis, the “different costs for different purposes” theme is used throughout this book. By focusing on basic concepts, analyses, uses, and procedures instead of procedures alone, we recognize cost accounting as a managerial tool for business strategy and implementation. We also prepare students for the rewards and challenges facing them in the professional cost accounting world both today and tomorrow. In this edition, for example, we emphasize both the development of analytical skills such as Excel to leverage available information technology and also the values and behaviors that make cost accountants effective in the workplace.

Hallmark Features of Horngren/Datar/Foster: *Cost Accounting*

- Exceptionally strong emphasis on managerial uses of cost information
- Clarity and understandability of the text
- Excellent balance in integrating modern topics with existing content
- Emphasis on human behavior aspects
- Extensive use of real-world examples
- Ability to teach chapters in different sequences
- Excellent quantity, quality, and range of assignment material

The first thirteen chapters provide the essence of a one-term (quarter or semester) course. There is ample text and assignment material in the book's twenty-three chapters for a two-term course. This book can be used immediately after the student has had an introductory course in financial accounting. Alternatively, this book can build on an introductory course in managerial accounting.

Deciding on the sequence of chapters in a textbook is a challenge. Every instructor has a favorite way of organizing his or her course. Hence, we present a modular, flexible organization that permits a course to be custom tailored. *This organization facilitates diverse approaches to teaching and learning.*

As an example of the book's flexibility, consider our treatment of process costing. Process costing is described in Chapters 17 and 18. Instructors interested in filling out a student's perspective of costing systems can move directly from job-order costing described in Chapter 4 to Chapter 17 without interruption in the flow of material. Other instructors may want their students to delve into activity-based costing and budgeting and more decision-oriented topics early in the course. These instructors may prefer to postpone discussion of process costing.

*前言中提到的部分内容在改编时已作了调整和精简，但为使读者了解原书概貌，前言未作改动，仍保持原貌。——改编者注

Enriched Content and Pedagogy in the Twelfth Edition

The pace of change in organizations continues to be rapid. The Twelfth edition of *Cost Accounting* reflects changes occurring in the role of cost accounting in organizations and in research on cost accounting. Examples of key additions and changes in the topic areas of the twelfth edition are:

1. Increased coverage of strategy and strategic uses of cost information. Chapter 13, entitled “Strategy, Balanced Scorecard, and Strategic Profitability Analysis,” has been revised and simplified. In addition, Chapter 1 describes strategy and strategy implementation; Chapter 3 presents the application of cost-volume-profit analysis to strategic decisions as in pricing, product promotion, and choosing cost structures; Chapter 5 describes how activity-based cost information helps companies choose strategies and design products and how it helps manage costs; Chapters 6, 7, and 8 discuss how budgets and variances provide managers with feedback about the validity of their strategies; Chapter 9 describes how managers make strategic decisions regarding capacity; Chapters 11 and 12 show the application of relevant costs and relevant revenues to strategic decisions such as opening and closing divisions and pricing of products; Chapters 19 and 20 address the strategic benefits of quality and just-in-time inventory systems. Chapter 21 shows how capital budgeting techniques help in strategic decisions.

2. A framework for cost accounting and cost management introduced in Chapter 2 to provide a bridge between the concepts introduced in Chapters 1 and 2 and the topics presented in Chapters 3 through 12. The framework emphasizes three key ideas for the study of cost accounting and cost management: (1) calculating the cost of products, services, and other cost objects, (2) obtaining information for planning and control and performance evaluation, and (3) identifying relevant information for decision making. The framework provides a structure for discussing topics in later chapters, such as strategy, evaluation, quality and just-in-time systems, that invariably have product-costing, planning and control, and decision-making perspectives.

3. Increased coverage of the balanced scorecard in Chapter 13 describing how the balanced scorecard can help companies determine whether the problems they are facing are the result of poor strategy or poor implementation. The balanced scorecard and its four perspectives serve as an organizing framework for topics such as quality and time in Chapter 19, management control in Chapter 22, and performance evaluation in Chapter 23.

4. Activity-based costing (ABC) presented in a single chapter (Chapter 5) with links to simpler job-costing systems (presented in Chapter 4). New ABC-related material has been added on activity-based management and nonvalue-added costs (Chapter 5), activity-based budgeting (Chapter 6), and customer-profitability analysis (Chapter 14). Activity-based costing and activity-based management material is also included in Chapters 7 and 8 on variance analysis; Chapter 10 on cost estimation; Chapter 11 on outsourcing and adding or dropping business segments; Chapter 12 on design decisions; Chapter 13 on reengineering and downsizing; Chapter 19 on quality costs and quality improvements; and Chapter 20 on supplier analysis.

5. Increased discussion of decision uses of cost accounting information. This increase occurs in many topic areas, such as activity-based costing (Chapter 5), variance analysis (Chapters 7 and 8), capacity analysis (Chapter 9), cost estimation (Chapter 10), relevant costs and prices (Chapters 11 and 12), process costing (Chapter 17), quality management (Chapter 19), and transfer pricing (Chapter 20).

6. Systematic incorporation of new and evolving management thinking including activity-based management (Chapter 5), integrated approach to variance analysis (Chapter 8), and levers of control (Chapter 23).

7. Incorporating advances in technology into coverage of topics. Many of the Concepts in Action boxes focus on technology, information systems, and the Internet—for example, e-business strategies and the management accountant (Chapter 1); influence of application service providers (ASPs) on cost structures (Chapter 2); cost structures and

the risk-return trade-off at Amazon.com (Chapter 3); using activity-based costing to measure and manage e-banking (Chapter 5); budgeting using web-based technology (Chapter 6); growth versus profitability choices of dot.com companies (Chapter 13); making custom fit Adidas sneakers (Chapter 17); overcoming bottlenecks on the Internet (Chapter 19); printing concert CDs on demand (Chapter 20).

New to This Edition

NEW! Excel Labs

- *For Professors:* Key Tables and Exhibits from the text are reproduced online in Excel. Instructors can access the Excel worksheets to support in-class discussion, to demonstrate key concepts, to explain difficult points, or to perform what-if (sensitivity) analysis. The Excel Labs can be found on the Instructor's Resource Center (IRC) and inside OneKey.
- *For Students:* Excel templates for selected end-of-chapter exercises and problems (marked with an icon) are available online at www.prenhall.com/horngren/cost12e. These templates allow students to complete selected exercises and problems using Excel. The focus is on having students use Excel to understand and apply chapter content. This Excel-based learning is completely optional; therefore, students may choose to solve these exercises and problems manually.



NEW! Focus on Values and Behaviors Boxes

As a result of a series of corporate scandals, companies are paying increasing attention to values and ethics. The twelfth edition adds a new feature on values and behaviors that explores the behavioral aspects of the management accountant's job and the ethical challenges management accountants face. The boxes describe the values and behaviors that make management accountants effective. Examples of behaviors and values are:

- *Working in cross-functional teams and as business partners of managers*—Krispy Kreme on p. 15, Enron on p. 107, Johnson & Johnson on p. 238, and Toyota, p. 429
- *Promoting fact-based analysis and making tough-minded, critical judgments without being adversarial*—Enron on p. 15, Fidelity Investments on p. 505, and Bridgestone/Firestone on p. 668
- *Leading and motivating people to change and be innovative*—Kanthal on p. 15, and USAA Federal Savings Bank on p. 159
- *Communicating clearly, openly, and candidly*—Pitney Bowes on p. 15, Boeing on p. 201, McDonald's on p. 238, Starbucks on p. 238, and Boeing on p. 345
- *Having a strong sense of integrity and doing the right things*—Worldcom on pp. 15 and 74, Halliburton KBR on p. 29, Bristol-Myers/Squibb on p. 303, Boeing on p. 536, Royal Dutch/Shell on p. 599, and Enron on p. 741.

Note: Behavioral issues are also included in many other chapters such as building a culture for learning and support and trade-offs between setting attainable versus ideal standards (Chapter 7), effect of joint-cost allocations on performance measurement and managerial behavior (Chapter 16), effect of management control and transfer pricing on managers' behavior (Chapter 22), and the role of organization culture, values, and intrinsic motivation in motivating managers (Chapter 23)

NEW! Opening Vignettes

Each chapter opens with a vignette that focuses on the chapter's example company. The vignettes engage the reader in a business situation, conversation, or dilemma, illustrating why and how the concepts in the chapter are relevant in business.



NEW! Prentice Hall Grade Assist (PHGA)

PHGA is an online homework and quizzing program. Selected end-of-chapter exercises and problems from the text (marked with an icon) are available in PHGA. Instructors can post assignments and receive grades. All questions are algorithmically generated so each student session generates different problems and answers while providing immediate feedback and scoring for instructors and their students. A comprehensive list of exercises and problems in PHGA is available in the Instructor's Resource Manual.

Special Section for Current Adopters

Thank you for your continued support of Cost Accounting. To ease your transition from the eleventh edition, here are selected highlights of chapter changes for the twelfth edition.

Chapter 3 has been reorganized to first present cost-volume-profit analysis concepts and then the formulae and breakeven calculations. These changes focus students more on the chapter's key concepts and framework and less on memorization. There is also more discussion of operating leverage.

Chapter 4 features more straightforward exhibits. A summary income statement has also been added to show how all the transactions fit together.

Chapter 5 includes a more systematic incorporation of new and evolving management thinking, including discussion of activity-based management, unused capacity, and implementation of activity-based costing systems.

Chapter 7 has been reorganized so that the discussion on static and flexible budgets are tied together, providing a more integrative and managerial chapter.

Chapter 8 offers a new discussion that links the production-volume variance to the sales-volume variance and describes what each variance attempts to explain. New material has also been added regarding disposing of the production-volume variance.

Chapter 9 strengthens the link between the two parts of the chapter by discussing how under absorption costing operating income increases as a result of either producing more units or increasing the cost per unit produced. More material has also been added on managerial issues such as management control and performance evaluation.

The *Chapter 12* discussion on target costing and target pricing has been strengthened by focusing on the implementation of target costing. The chapter also uses one common example to compare short-run and long-run pricing decisions.

Chapter 13 illustrates how companies can use the balanced scorecard to determine whether the problems they are facing are the result of poor strategy or poor implementation. The presentation of strategic profitability analysis has also been simplified by showing separate calculations for variable costs and for fixed costs.

Chapters 17 and 18 exhibits have been significantly simplified making it easier for the student to focus on the core material.

Chapter 19 uses the balanced scorecard as an organizing framework for discussing issues of quality and congestion.

Chapter 20 has been reorganized using the framework for management accounting presented in Chapter 2.

The *Chapter 21* discussion on strategic considerations in capital budgeting has been rewritten to include a discussion of R&D investment decisions.

Chapter 22 offers an enhanced discussion on using the balanced scorecard for management control.

Chapter 23 applies the balanced scorecard concepts to discuss nonfinancial performance measures and the links to strategy. It adds new material on the levers of control arguing that reward systems must be balanced with boundary systems (to prevent bad behavior), belief systems (that inspire and motivate managers), and interactive control systems (to monitor future strategic uncertainties).

Assignment Material

The twelfth edition continues the widely applauded close connection between text and assignment material forged in previous editions.

Questions require students to understand basic concepts and the meaning of key terms.

NEW EXCEL TEMPLATES! Excel templates for selected end-of-chapter exercises and problems (marked with an icon) are available online at www.prenhall.com/horngren/cost12e. These templates allow students to complete selected exercises and problems using Excel. The focus is on having students use Excel to understand and apply chapter content. This Excel-based learning is completely optional; therefore, students may choose to solve these exercises and problems manually.

Exercises are short, structured assignments that test basic issues presented in the chapter.

Problems are longer and more difficult assignments.

Collaborative Learning Problems require students to think critically about a particular problem or specific business situation.

Get Connected Internet Exercises lead students to a Web site related to the material presented in the chapter.

Cases offer an in-depth description of a particular company and accompanying case questions that challenge students to apply the concepts in the chapter to a specific business situation. Some cases are accompanied by a video.

Content that Motivates: Real Business Examples

Students become highly motivated to learn cost accounting if they can relate the subject matter to the real world. We have spent considerable time interacting with the business community, investigating new uses of cost accounting information, and gaining insight into how changes in technology are affecting the roles of cost accounting information.

Concepts in Action Boxes. Found in every chapter, these boxes cover a diverse set of industries including airline transportation, automobiles, banking, defense contracting, electronics, entertainment, Internet services, manufacturing, and retailing. Examples are drawn from many different companies, including Amazon.com on p. 75, Northrup Grumman on p. 106, Hendrick Motorsports on p. 194, Sandoz on p. 232, The Cooperative Bank on p. 348, Delta Airlines on p. 389, IKEA on p. 427, Web Van and Peapod on p. 473, Nextel on p. 506, Adidas on p. 618, Toyota on p. 647, Clear Channel Entertainment on p. 705, AES Corporation on p. 762, and CEO Compensation on p. 810.

Global Surveys of Company Practice Boxes. Results from surveys in more than two dozen countries are cited in the many Global Surveys of Company Practice boxes found in almost every chapter throughout the book. This extensive survey evidence enables students to see that many of the concepts they are learning are widely used around the globe. Selected Examples include:

- *Activity-based cost information* (p. 153)—cites evidence from United States, Holland, India, Ireland, New Zealand, Singapore, and United Kingdom.
- *Budgeting* (p. 185)—cites evidence from United States, Australia, Finland, Greece, India, Japan, New Zealand, Singapore, Sweden, and United Kingdom.
- *Variable costing* (p. 304)—cites evidence from United States, China, Estonia, Finland, India, Malaysia, and Norway.
- *Pricing* (p. 435)—cites evidence from United States, Australia, Canada, China, Denmark, Hong Kong, India, Ireland, New Zealand, and United Kingdom.
- *Balanced scorecard* (p. 464)—cites evidence from United States, Austria, Finland, Germany, Hong Kong, Portugal, and Scandinavia.

Teaching and Learning Support

For Instructors

- *Instructor's Resource Center*
www.prenhall.com/accounting
This password-protected site is accessible from the catalog page for *Cost Accounting*, 12th ed., and hosts the following resources:
 - Instructor's Manual
 - Test Item File
 - TestGen EQ for PC
 - Image Library—Access to most of the images and illustrations featured in the text.
 - Excel Labs
 - NEW PowerPoint Presentation
 - Solutions to Spreadsheet Templates provide instructors with answers to selected exercises and problems.
- *Instructor's Resource Manual* by Jay Law of Central Washington University offers helpful classroom suggestions and teaching tips.
- *Test Item File* by John Haverty of St. Joseph's University offers an array of questions ranging from easy to difficult. An electronic version of these questions is also available.
- *Solutions Manual* by Charles T. Horngren, Srikant M. Datar, George Foster, and Ratna Sarkar provides instructors with answers to all end-of-chapter material.
- *Solutions Transparencies* are also available to instructors.
- *Cost Accounting Video Library* produced by Beverly Amer of Northern Arizona University and Aspenleaf Productions provide real-company scenarios. Three (3) new clips are available to add to your *Cost Accounting* library. These brief videos take students "on location" to real companies where real accounting situations are discussed and explained. These clips are available on video or online at www.prenhall.com/horngren/cost12e
- *PowerPoint Presentation* created by Michael Flores of Wichita State University provides you with a slide show ready for classroom use! Use the slides as they are, or edit them to meet your classroom needs.
- *PH Accounting Excel Tips* covers basic tasks, navigation keys, shortcuts, productivity tips, and new features of Microsoft Excel 2003.
- *Instructor Resource Center on CD-ROM* contains every print and technology ancillary. This makes it extremely easy for faculty to (1) customize any supplement, (2) access any supplement while using a computer, and (3) transport "the entire package" from home, to class, to office.

For Students

- *Prentice Hall Companion Website* offers access to:
 - Online quizzes
 - *Cost Accounting*, 12th ed., Video Library segments
 - Three (3) chapters of the *Student Guide*
 - Spreadsheet templates for select end-of-chapter exercises and problems
- *Student Guide* by John K. Harris helps reinforce key concepts
- *Student Solutions Manual* by Charles T. Horngren, Srikant M. Datar, George Foster, and Ratna Sarkar assists with solutions for all even-numbered end-of-chapter problems.

ACKNOWLEDGMENTS

We are indebted to many people for their ideas and assistance. Our primary thanks go to the many academics and practitioners who have advanced our knowledge of cost accounting. The package of teaching materials we present is the work of skillful and valued team members. John K. Harris aided us immensely at all stages in the development and production of this book. He critiqued the eleventh edition and gave a detailed review of the manuscript for the twelfth edition. Ratna Sarkar reviewed the manuscript, created Excel