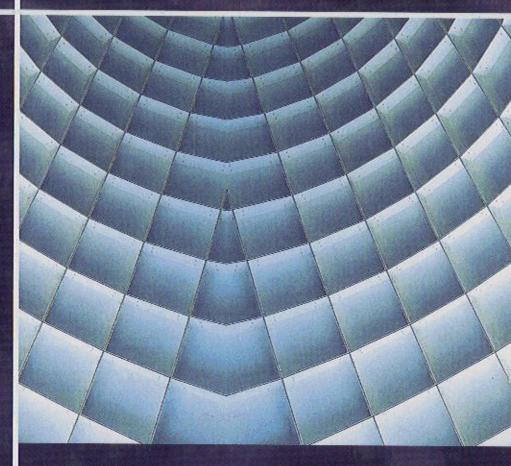
ACCOUNTING FOR MANAGERS

TEXT AND CASES

3e



WILLIAM J. BRUNS, JR. Harvard Business School

CONTENTS

	Preface	vi
	Acknowledgements	viii
	Reviewers	X
	Introduction	xii
PART 1	An Overview of Accounting and Financial Reporting	
	The Accounting Framework, Financial Statements, and Some Accounting Concepts	1-2
	Maria Hernandez & Associates	1-16
	Introduction to Accounting Records	1-19
	• Chemalite, Inc.	1-27
	Hanson Ski Products	1-30
	• Thumbs-Up Video, Inc.	1-39
	 Monterrey Manufacturing Company 	1-42
	Introduction to Financial Ratios and Financial Statement Analysis	1-50
	 Drivers of Industry Financial Structure 	1-67
	The Financial Reporting Project	1-72
PART 2	How Accountants Measure and Report	
	Accounting for Current Assets	2-2
	• The Question of LIFO or FIFO; Which Is Preferable?	2-13

	Recognizing Revenues and Expenses: When Is Income Earned?	2-17
	• Circuit City Stores, Inc. (A)	2-21
	Accounting for Property, Plant, and Equipment and Other Assets	2-33
	• Depreciation at Delta Air Lines and Singapore Airlines (A)	2-44
	 Kansas City Zephyrs Baseball Club, Inc. 	2-55
	Buying Time	2-67
	Liabilities and Time	2-73
	Laurinburg Precision Engineering	2-88
	 Accounting for Frequent Fliers 	2-92
	Introduction to Owners' Equity	2-99
	Solving the Puzzle of the Cash Flow Statement	2-107
	Crystal Meadows of Tahoe, Inc.	2-121
PART 3	Managing Financial Reporting	
	Auditors and Their Opinions	3-2
	Accounting's Global Rule Book; When It Comes to the Numbers, Why Can't the World Agree?	3-9
	WPP Group and Its Acquisitions	3-12
	Diversity in Accounting Principles: A Problem, a Strategic Imperative, or a Strategic Opportunity?	3-31
	Kendall Square Research Corporation (A) (Abridged)	3-43
	Harnischfeger Corporation	3-61
PART 4	Cost Concepts and Analysis	
	Understanding Costs for Management Decisions	4-2
	Precision Worldwide, Inc.	4-7
	• Lille Tissages, S.A.	4-10
	Prestige Telephone Company	4-13
	A Brief Introduction to Cost Accounting	4- 18
	Hilton Manufacturing Company	4-25

PART 5	Product Costing and an Introduction to Cost Management	
	Accounting for Indirect Costs	5-2
	Seligram, Inc.: Electronic Testing Operations	5-5
	Activity Accounting—Another Way to Measure Costs	5-16
	• Destin Brass Products Co.	5-19
	• Kanthal (A)	5-30
	• Custom Research Inc. (A)	5-43
	Standard Costs and Variance Analysis	5-67
	Waltham Motors Division	5-77
	Mile High Cycles	5-80
PART 6	Analysis for Capital Investment Decisions	
	Basic Capital Investment Analysis	6-2
	Riverbend Telephone Company	6-5
	• Reto S.A.	6-8
	• The Super Project	6-10
PART 7	Measurements for Management Control	
	Control in an Age of Empowerment	7-2
	 Indianapolis: Implementing Competition in City Services 	<i>7</i> -12
	 Nordstrom: Dissension in the Ranks? (A) 	7-31
	Responsibility Centers and Performance Measurement	7-55
	 Western Chemical Corporation: Divisional Performance Measurement (A) 	7-60
	The Balanced Scorecard—Measures that Drive Performance	7-71
	• Wells Fargo Online Financial Services (A)	7-83
	Review Cases	
	Consulting Partners & Co.	R-2
	Adventurous Computer Games	R-10

Contents