
Contents

Preface vii

- 1 Introduction: Cost and Performance Management Systems 1
- 2 Four-Stage Model for Designing Cost and Performance Measurement Systems 11
- 3 Stage II: Standard Cost and Flexible Budgeting Systems 28
Appendix: GPK Cost System 42
- 4 Stage III Systems for Learning and Improvement: Upgrading and Supplementing Standard Cost Systems 47
- 5 Stage III Systems for Learning and Improvement: Kaizen Costing and Pseudo-Profit Centers 57
- 6 Activity-Based Costing: Introduction 79
Appendix: ABC Activity and Process Dictionary 108
- 7 Measuring the Cost of Resource Capacity 111
- 8 Activity-Based Management: Operational Applications 137
Appendix: Value- and Non-Value-Added Activities 157
- 9 Strategic Activity-Based Management: Product Mix and Pricing 160
- 10 Strategic Activity-Based Management: Customers 181
- 11 Strategic Activity-Based Management: Supplier Relationships and Product Development 202
Appendix: Target Costing 224
- 12 ABC in Service Industries 228
- 13 Extending Activity-Based Cost Systems 252

14 Stage IV: Integrating ABC with Enterprise-Wide Systems 275

15 Stage IV: Using ABC for Budgeting and Transfer Pricing 301

Notes 323

Index 346

About the Authors 358