INDEX

Amazon.com, 101
American Express, Inc., 107, 115, 203, 399
American Standard Companies, Inc., 14
Analyze, Think, Communicate feature
activity-based costing, 246-251
capital investments, 479-482
cost allocation, 196-201
cost-volume-profit analysis, 145-149
decision making, 298-303
financial statements, 632-635
job-order costing systems, 579-585
management accounting, 48-53
operating leverage, 101-105
operating segments, 437-441
predetermined overhead rate, 529-533
pro forma financial statements, 341-346
statement of cash flows, 686-691
static and flexible budgets, 391-397
Anheuser-Busch, 399
Annuities, present value table for, 446-448
Apple Computer, Inc., 55, 145
Applied fixed cost, 356
Applied overhead, 491
Appraisal costs, 216
Archer Daniels Midland (ADM), Inc., 480
Assets
asset turnover ratio, 600
costs as, 7-8
exchange transactions of, 6
operating, 406-407
Auditors, outside, 439
Automation, allocation rates and, 204-205
Average cost per unit, 6-7
Average days to collect receivables, 596
Average days to sell inventory, 596-597
Avoidable costs, 206, 256-257, 261, 264, 266

B
Balanced scorecard, 411-412
Balance sheet
cost of goods sold on, 499
product costs effect on, 8
pro forma, 308-309, 313-314, 316-317
vertical analysis of, 592
Bankruptcy, 118
Bartlett, Sarah, 439
BASF Chemicals, 114
Batch-level activity-based costing, 209-210, 212, 215
Batch-level costs, 257, 266
Bechtel, Inc., 535
Corrective action, budgets and, 307
Cost; see also Cost allocation; Costing systems; Fixed costs; Product costing; Variable costs
actual indirect product, 545
appraisal, 216
as assets or expenses, 7-8
average, per unit, 6-7
avoidable, 206, 256-257, 261, 264, 266
compensation, 66
differential, 259
direct, 490
estimating, 489, 494
external failure, 216-217, 248
failure, 216
historical, 407
income tax, 7
indirect, 11-12
internal failure, 216
inventory holding, 14
labor, 256
mixed, 64-65, 68
opportunity, 15, 254–255, 259–260, 265
original, 266
per equivalent unit, 550
period, 10-11
prevention, 216
product, 7
production, 261
rental, 66
replacement, 407
savings in, 451
setup, 205
sunk, 254, 265
target, 120
total quality, 216-218
transferred-in, 537
upstream and downstream, 13
voluntary, 216
Cost allocation, 12, 150-201
activity-based costing vs., 207-208
Analyze, Think, Communicate feature on, 196-201
cost accumulation in, 152
cost drivers in
  cost behavior effects on, 160-164
  selecting, 156-160
  cost pools and, 165
direct costs in, 153-154
human factors in, 167-170
indirect costs in, 153-156
of joint costs, 165-167
reciprocal method of, 175
in retail businesses, 152-153
of service centers, 170-175
timing problems solved by, 164–165
Cost averaging, 66-68
Cost avoidance, 266-267
Cost-based transfer pricing, 416
Cost behavior, 55
Cost/benefit analysis, 207
Cost centers, 401
Costco Warehouse Corporation, 13, 67
Cost drivers; see also Cost allocation
  activity-based, 205, 212-213
  as allocation base, 155
  companywide, 204-207
  cost behavior effects on, 160-164
  definition of, 152
  selecting, 156–160
  volume-based, 205, 212
  volume measures as, 160–162
Cost flow
events summary, 494–496
example of, 488-489
in job-order costing systems, 536–537
overhead, 490–494
overview, 486–487
in process costing systems, 537–538
underapplied overhead, 496-498
Cost hierarchy, 257-258
Costing systems, 534–585
hybrid, 538, 548
job-order
  cost flow in, 536-537
  documentation in, 538-539
  example of, 540-547
  international, 548
  products and, 552
process
  cost flow in, 537-538
  example of, 547-557
  products and, 552
Cost management, 202–251
activity-based costing for, 207-213
  batch-level, 209-210
  cost drivers for, 212-213
  cost tracing to product lines by, 213-216
  facility-level, 211
  for other activities, 212
  production, 208
  product-level, 210-211
  traditional cost allocation vs., 207-208
  unit-level, 208-209
Analyze, Think, Communicate feature on, 246-251
companywide cost driver for, 204–207
total quality management for, 216-220
Cost objects; see Cost allocation
Cost of capital, 445, 451
Cost of goods sold
  account for, 7
  Excel to calculate, 531–532
  on financial statements, 498-499
  projected, 312
Cost-plus pricing, 5, 112
Cost pools, 165, 172
Cost structure
break-even point and, 116–117
profit stability and, 59–61
Cost-volume-profit (CVP) analysis
of Apple Computer, Inc., 145–149
example of, 115
graph of, 117–118
limitations of, 127
multiproduct, 123–126
safety margin and, 119
variable changes in, 121–123
Credit cards, 203
Crown Holdings, Inc., 582
Crown Plaza Hotels, 107
Cruise, Tom, 411
CSX Corporation, 101
Curious Accountant feature
budgeting, 305, 319
cash flows, 637, 643
cost allocation, 151, 159
cost management, 203, 215
costing systems, 535, 552
decentralization, 399, 404
estimating costs, 485, 494
lotteries, 443, 457
management accounting, 3, 12
mergers and acquisitions, 587, 591
net losses, 55, 60
pricing of pharmaceuticals, 253, 259
profitability, 107, 115
selling prices, 349, 360
Currency, variable value of, 71
Current book value, 266
Current ratio, 594
Customer satisfaction, in TQM, 24
Cutoff rate, 445, 451
CVP; see Cost-volume-profit (CVP) analysis

D
Damage, 501
Debt to asset ratio, 597
Debt to equity ratio, 597
Debt-paying ability analysis, of financial statements, 593–599
Debt ratios, 597
Decentralization, 400
Decision making, information for, 252–303
Analysis, Think, Communicate feature, 298–303
cost avoidance in, 256–257, 266
decentralized, 400
equipment replacement, 265–267
outsourcing, 260–263
relevance of, 254–257
resource allocation, 269–271
segment elimination, 263–265
short-term vs. long-term goals in, 268–269
special order, 258–260
Decision rules, net present value, 450
Defects, preventing, 217
Delta Airlines, Inc., 61, 68, 364
Dependent variables, 73
Depreciation
as actual indirect product cost, 545
capital expenditures budget and, 313
of equipment, 11–12
in equipment replacement decision, 266
as facility-level cost, 257
matching principle and, 3
stability of, 67
taxes applied after, 458
Design of Cost Management System
(Cooper and Kaplan), 257n
Desired rate of return, 445, 451
Destruction, 501
Diary of a Mad Black Woman (film), 411
Differential cost, 259
Differential revenue, 256–257, 259, 263–264
Dillard’s, Inc., 659
Direct costs, 153–154, 490
Directing, management accounting for, 4
Direct labor costs, 9, 13, 161, 164, 204
Direct labor hours, 543
Direct materials, 160, 162
Direct method, in service department cost allocation,
171–172
Direct method for operating activities in statement of
cash flows, 651–652
Direct raw materials costs, 9, 13
Disaggregating costs, 165
Discount rate, 445
Discrimination, 20
Distortions, time-related, 68
Dividend yield, 603
Documentation, in job-order costing systems, 538–539
Dollar General Corporation, 633–634
Dollars, absolute, 454
Domino’s Pizza, 25, 349
Dow Chemical, 536
Dow Jones Industrial Average, 600, 603
Downstream costs, 13, 214–215
DuPont approach to ROI, 405

E
Earning power, 600–601
Earning revenue, assets for, 7
Earnings manipulation, 147
Earnings per share (EPS), 410, 602
EA Sports, 529
Eastman Kodak, Inc., 55
EDGAR system
access directions, 692
research assignments using, 49, 102, 146, 198, 394, 438, 480,
530, 582, 605, 634
Flexible budgets
- Analyze, Think, Communicate feature on, 391-397
- for performance evaluation, 350-351
- variances in, 353-355, 361

Focus on International Issues feature
- cash flow planning, 311
- costing systems, 558
- cost-volume-profit analysis, 114
- external failure costs, 217
- financial vs. managerial accounting, 22
- fixed costs, 71
- fixed costs in automobile industry, 57
- outsourcing, 262
- performance measures, 410
- transfer pricing, 414
- Ford Motor Company, 14-15, 57, 219
- Forecasting, 5, 309-310
- Franchises, 107
- Fraud, 18-21
- Free cash flow, 410
- Fruit of the Loom, Inc., 399
- Full costing, 500
- “Futures,” 311

G
- GAAP; see Generally accepted accounting principles
- Gains and losses, 648
- Gateway 2000, Inc., 538
- GDP; see Gross domestic product
- GEICO Insurance, 399
- General Mills, Inc., 7, 536
- General Motors Corp., 16, 57, 118, 219
- General operating expense, 7, 10-11, 366-368
- Generally accepted accounting principles (GAAP), 5, 22, 50, 61, 643
- Georgia Power Company, 455
- GlaxoSmithKline, Inc., 414
- Goals, long- vs. short-term, 268-269
- Government entities, budgeting in, 316
- Gross domestic product (GDP), 344
- Gross margins, 63
- Grove, Andy, 2

H
- Harry Potter movies, 411
- HCA; see Hospital Corporation of America
- HealthSouth, Inc., 21
- Hedging, 364
- Hernandes Shirt Company, 536
- Hershey Foods, 587, 591
- High-low method to estimate costs, 68-69
- Historical cost concept, 407, 606
- Holiday Inn Express, 107
- Holiday Inns, 107, 115
- Home Depot, Inc., 13
- HON Company, 344
- Horizontal analysis, of financial statements, 589-591
- Hospital Corporation of America, 159
- Hurdle rate, 445, 451
- Hybrid costing systems, 538-539, 548

I
- IASB; see International Accounting Standards Board
- IBM, Inc., 659-660
- Ideal standards, 358
- Immaterial information, 589
- Income, residual, 409-412
- Income statement
  - contribution margin approach to, 61
  - cost of goods sold on, 499
  - pro forma, 308-309, 313-314, 316-318
  - product costs effect on, 8
  - variable costing and, 501
  - vertical analysis of, 592
- Income taxes, 7, 18
- Incremental revenue, 451
- Independent variables, 73
- Indirect costs, 11-12, 153-156
- Indirect labor cost, 13
- Indirect materials cost, 13, 161
- Indirect method for operating activities section of statement of cash flows, 642-651
- Inflation, 444
- Information overload, 588
- Institute of Management Accountants, 18-19, 439
- Intel Corporation, 2
- Intercept, of visual fit line (fixed cost), 70
- InterContinental Hotels Group (IHG), 107, 115
- Interdepartmental service, 172
- Interest expense, 311, 444
- Interest receivable, 645, 647-648
- Internal controls, 19, 21
- Internal failure costs, 216
- Internal rate of return, 450-451, 454-456
- Internal reporting, 61, 501
- Internal Revenue Service (IRS), 18, 203, 215, 414
- Internal users, management accounting for, 2
- International Accounting Standards Board (IASB), 22
- International issues; see Focus on International Issues feature
- Inventory
  - aging, 255
  - budgeting for, 311-313
  - cash payments for, 312
  - financing, 311
  - Finished Goods, 6, 486
  - just-in-time, 14-16, 408
  - payable, 645
  - periodic inventory method for, 489
  - perpetual inventory method for, 488
  - Raw Materials, 486
Index

reductions in, 298–303
valuation of, 550
Work in Process, 486, 488
Inventory holding costs, 14
Inventory ratios, 596–597
Investment centers, 401
Investments
  cash outflow for, 452
  noncash, 659–661
  reconciliation of, 652–653
  recovery of, 460
  on statement of cash flows, 639, 652–654
IRS; see Internal Revenue Service

J
JCPenney Company, 4, 263
JD Power and Associates, 219
Jewel-Osco Stores, 298
Job cost sheet, 538
Job-order costing systems
  cost flow in, 536–537
  documentation in, 538–539
  example of, 540–547
  international, 548
  products and, 552
  job-order sheet, 538
  Job record, 538
Joint costs, 165–167
Joint products, 165
Just-in-time inventory, 14–16, 408

K
Kaplan, R. S., 257n
Kellogg’s, Inc., 535
Kraft Foods, Inc., 587, 591
Kroger Company, Inc., 61, 632

L
Labor
  as allocation base, 543
  cost of, 256
  as cost component, 5
  as cost driver, 161, 164, 204
  financial statements affected by, 9
  as manufacturing cost component, 13
  unit-level activity-based costing (ABC), 212
  variances in, 364–366
Labor price variances, 365
Labor usage variances, 365
Lagging measures, 412
Land, 653
Lax standards, 358
Leading indicators, 412

Least-squares regression, 72
Leverage; see Financial leverage; Operating leverage
Liquidity ratios, 593–597
Little Caesar’s Pizza, 25
Long-term vs. short-term goals, 268–269
Losses, 55, 57, 648
Lotteries, 443, 457
Low-ball pricing, 262
Lowballing, 360
Lump sum cash flows, 446

M
MACRS; see Modified accelerated cost recovery system
Madea’s Family Reunion (film), 411
Magna International, 262
Making the numbers, 352
Management accounting, 2–53; see also Responsibility accounting
  Analyze, Think, Communicate feature, 48–53
  corporate governance, 16–22
  financial accounting vs., 4–5, 22, 48–53
  just-in-time inventory, 14–16
  product costing in manufacturing companies, 5–13, 484
  average cost per unit, 6–7
  components of, 5–6
  costs as assets or expenses, 7–8
  on financial statements, 8–11
  overhead, 11–12
  summary of, 12–13
  product costing in service and merchandising companies, 13–14
  upstream and downstream costs, 13
Management by exception, 357, 403–404
Managerial effectiveness measures, 599–601
Managerial performance, 404
Manufacturing overhead, 11, 13
Manufacturing overhead account, 490–494, 546
Margin ratio, 407–409
Market-based transfer pricing, 413
Market research, 112
Market share, 118
Market value, 266
Mars, Inc., 591
Master budget, 304, 306, 308–309
Matching principle, for depreciation, 3
Materiality of information, 589
Materials
  as cost component, 5
  financial statements affected by, 9
  variance in price of, 362–364
  volume measures as, 160–161
Materials handling, 209
Materials requisition form, 538
Material variances, 359
Maytag Corporation, 50, 634
McDonald’s, 486–487
Merck & Co., 600
To download more slides, ebooks, solution manual, and test bank, visit http://downloadslide.blogspot.com
Porsche AG, 196–197, 262
Postaudits, 461, 480–481
PPG Industries, Inc., 147
Practical standards, 358
Predetermined overhead rate, 165, 356, 529–533, 543, 552–553
Preferred rights, 602
Prenumbered documents, to prevent fraud, 21
Prepaid insurance, 646
Present value of future cash flows, 445–449
Present value index, 454
Present value table, 446, 462–463
Pressure to defraud, 18, 20
Prestige pricing, 112
Prevention costs, 216
Price-earnings ratio (P/E), 602–603
PricewaterhouseCoopers, 215
Pricing
  cost-plus, 5
  fixed cost volume variances and, 357
  low-ball, 262
  for profitability, 112–113
  selling, 349
  in sensitivity analysis, 122–123
  standard, 350
  transfer, 413–416
  variances in, 354–355, 361–368
Pro forma income statement, 308–309, 313–314, 316–318
Pro forma statement of cash flows, 308–309, 313–314, 316–318
Process costing systems
  cost flow in, 536–538
  example of, 547–557
  products and, 552
Product cost
  actual indirect, 545
  financial statements affected by, 8–11
  in management accounting, 7
Product costing in manufacturing companies, 5–13, 484–533
  absorption vs. variable, 500–502
  Analyze, Think, Communicate feature, 529–533
  average cost per unit, 6–7
  components of, 5–6
  cost flow in, 486–498
    events summary, 494–496
    example of, 488–489
    overhead, 490–494
    overview, 486–487
    underapplied overhead, 496–498
  cost of goods manufactured and sold, 498–499
  costs as assets or expenses, 7–8
  on financial statements, 8–11, 499
  overhead, 11–12
  summary of, 12–13
Product costing in service and merchandising companies, 13–14
Production-based activity-based costing (ABC), 208
Production costs, outsourcing vs., 261–262
Product-level activity-based costing (ABC), 210–211, 215
Product-level costs, 257
Profitability, 106–149; see also Fixed costs; Operating leverage;
  Variable costs
  Analyze, Think, Communicate feature, 145–149
  break-even point, 108–110
  comparable, 219
  cost-volume-profit graph for, 117–118
  cost-volume-profit limitations and, 127
  cost-volume-profit variable changes on, 121–123
  equipment replacement for, 266
  fixed cost changes and, 116–117
  multiproduct cost-volume-profit analysis for, 123–126
  pricing strategy for, 112–113
  safety margin for, 119–120
  sales volume for, 111–112
  sensitivity analysis for, 121
  social conscience vs., 103
  stability of, 59–61
  variable cost changes and, 113–115
Profitability analysis, of financial statements, 599–604
Profitability ratios, 603
Profit centers, 401
Profiteering, 151
Public Company Accounting Oversight Board (PCAOB), 21
Purchasing agents, 363
Q
Quality, 216; see also Total quality management (TQM)
Quality cost report, 216
Quantitative and qualitative factors in decision making, 256
  on equipment replacement, 266–267
  on outsourcing, 261–263
  on segment elimination, 263–265
  on special orders, 258–260
Quick ratio, 595
R
Radcliffe, Daniel, 411
Rate of return
  internal, 450–451, 454–456
  minimum, 444–445
  simple, 459
  unadjusted, 459–460
Ratio analysis, of financial statements
  ethical issues in, 635
  liquidity ratios for, 593–597
  managerial effectiveness measures, 599–601
  overview, 592–593
  solvency ratios for, 597–599
  stock market ratios for, 601–604
Rational share, of overhead, 163
Rationalizing fraud, 18, 20–21
Raw materials, 9, 13
Raw Materials Inventory, 486
Reality Bytes feature
cost allocation, 155
costing systems in service businesses, 539
cost-volume-profit analysis, 118
depreciation expense, 67
estimated costs, 364
financial information sources, 605
government entities, budgeting in, 316
investments, 411
overhead rates in service companies, 489
present value, 455
pricing, 255
quality, 219
standard costing in service companies, 366
statement of cash flows, 659
Real-Time Labor Guide, 366
Reciprocal method, of service department cost allocation, 175
Recovery of investment, 460
Reengineering, 15, 24, 120
Regression method to estimate costs, 72–73
Regulations, 5–6
Reinvestment of returns, 448–449
Relaxing constraints, 271
Relevance, concept of, 453
Relevant range, for fixed and variable costs, 65
Rent costs, 66, 257
Replacement costs, 407
Reporting frequency, in management accounting, 5–6
Reputation, 217
Required rate of return, 445
Residual income, 409–412
Resource allocation, 269–271
Responsibility accounting, 398–441
Analyze, Think, Communicate feature on, 437–441
decentralization concept, 400
management by exception, 403–404
residual income, 409–412
responsibility centers, 400–401
responsibility reports, 401–402
return on investment, 405–409
Restructuring charges, 439
Retail businesses, cost allocation in, 152–153
Retained earnings, 656
Return on equity, 601
Return on investment (ROI)
calculating, 600–601
DuPont approach to, 405
investment in, 411
margin ratio, 407–409
operating assets, 406–407
qualitative considerations, 405–406
time value of money in, 444
turnover ratio, 407–409
Return on sales, 599–600
Revenue
Index 713

Single payment cash flows, 446
Sirius XM Radio, Inc., 637, 643
Slack, budget, 358, 360
Slope, of visual fit line (variable cost per unit), 70
Smith, Will, 411
Snap-on, Inc., 49
Social conscience, profitability vs., 103
Sole base, for allocation rates, 204
Solvency ratios, 597–599
Sony, Inc., 529
Southwest Airlines, Inc., 146–147, 155, 364
Special orders, 258–260
Spending variances, 496
Split-off point, for joint products, 165
Standard cost systems, 357–361, 366
Standard prices, 350
Standards of Ethical Conduct, Institute of Management Accountants, 439
Start-up costs, 205
Statement of cash flows, 636–691
Analyze, Think, Communicate feature on, 686–691
direct method for operating activities section, 651–652
financing activities section, 654–658
indirect method for operating activities section, 642–651
investing activities section, 652–654
noncash investing and financing activities section, 659–661
overview of, 638–641
preparing, 641–642
pro forma, 308–309, 313–314, 316, 318–320
Statement of Ethical Professional Practice, Institute of Management Accountants, 18–19
Static budgets, 350, 391–397
Statistics, regression, 73
Step method, of service department cost allocation, 172–175
Stock market ratios, 601–604
Store fixtures, 653
Strategic cost management, 216; see also Cost management
Strategic planning, 306
Suboptimization, 409
Sunk costs, 254, 265
Supervalu, Inc., 298–299
Suppliers, certified, 262

T
Target costing, 120
Target pricing, 112–113, 120, 214
Taxes, 457–458
10-K reports
AGCO Corporation, 582
Archer Daniels Midland (ADM), Inc., 480
BellSouth Corporation, 633–634
Berkshire Hathaway, Inc., 438
Black & Decker Corporation, 102
Boeing Company, 63
Caterpillar, Inc., 633–634
Crown Holdings, Inc., 582
Dollar General Corporation, 633–634
Electronic Arts, Inc., 529
Noble Corporation, 582
Papa John’s Pizza, 394
Pepsi Bottling Group, 198
in Sarbanes-Oxley Act of 2002, 22
Snap-on, Inc., 49
Southwest Airlines, Inc., 146
Tiffany & Company, 633–634
Texaco, Inc., 14, 53
Theft, 501
Theory of constraints (TOC), 271
Tiffany & Company, 633–634
Time horizon, in management accounting, 5–6
Times interest earned ratio, 597–598
Time value of money, 444, 456–460
Time Warner, Inc., 691
Timing differences, in financial reporting, 17
Timing problems, cost allocation to solve, 164–165
Total cash receipts, 310
Total cost, 117, 155
Total fixed costs, 55, 63–64
Total product cost, 10
Total quality management (TQM), 24, 146, 216–220
Toyota Motor Company, 14, 57, 217, 219, 604
Toys “R” Us, 487
Tracing costs, 153, 213–216; see also Cost allocation
Transactions, 6
Transfer pricing, 413–416
Transferred-in costs, 537
Treasury stock, 656–657
Trend analysis, 589
Turnover
accounts receivable, 595
asset, 600
inventory, 596
turnover ratio, 407–409

U
Unadjusted rate of return, 459–460
Underapplied overhead, 491, 496–498
Undercosting, 214
Unearned rent payable, 648
Unfavorable variances, 351, 353
U.S. Army, 536
U.S. Food and Drug Administration (FDA), 443
U.S. Olympic Committee (USOC), 305, 319
U.S. Postal Service (USPS), 203, 215
U.S. Treasury Department, 118
Unit-level activity-based costing, 208–209, 212, 215
Unit-level costs, 257, 266
Unusual depreciation expense, 266
Upstream costs, 13, 214–215
Usage, variances in, 361–368
Index

V
Valmet Automotive, 262
Value-added activities, 24
Value-added principle, 5
Value chain, 24–25
Value Line Investment Survey, 605
Variable costing, 500–502
Variable costs; see also Fixed costs; Operating leverage; Profitability
behavior of, 58–59
cost-sensitive definition of, 65–66
definition of, 54
event of, 120
high-low method to estimate, 68–69
multiple regression analysis to estimate, 73–74
profitability affected by, 113–115
regression method to estimate, 72–73
scattergraph method to estimate, 69–72
in sensitivity analysis, 122–123
in static budgets, 350
unit-level cost behavior as, 209
variances in, 352–353
Variable overhead, 160–163, 366
Variables, dependent and independent, 73
Variances
fixed cost, 355–357
flexible budget, 353–355
investigating, 399
price and usage, 361–368
sales and variable cost, 352–353
spending, 496
volume, 496
Vehicle Dependability Study (VDS, JD Power and Associates), 219
Vertical analysis, of financial statements, 592
Vertical integration, 262

Visual fit line, in scattergraphs, 70
Volume-based cost drivers, 205, 212
Volume measures, for variable overhead costs, 160–163
Volume variances, 496
Voluntary costs, 216
Vonage Holding Company, 686

W
Wachovia Bank, 443
Wagoner, Rick, 118
Wall Street Journal, 300–301, 591n
Walmart Stores, Inc., 411
Walt Disney, Inc., 55, 536
Washington Post, The, 399
Waste, materials, 363
Weighted average contribution margin per unit method, for.
break-even point, 123
Weighted average method, of inventory value, 550
What-if scenarios, 351
Whirlpool, Inc., 634
White-collar crime, 22
Who Can You Trust? (Bartlett), 439
Whole Foods Market, Inc., 632
Whole units, equivalent, 549, 554, 583
Wm. Wrigley Jr. Company, 591
Working capital, 451–452, 594
Work in Process Inventory, 486, 488
Work ticket, 538
World Wide Web, 101

Z
Zero defects, in TQM, 24