SUBJECT INDEX

A	learning and growth perspective, 21, 35–36	projected results, using, 414 spending plans, development
ARC avistoms See Activity based cost	managing with, 45–46	of, 405–406
ABC systems. See Activity-based cost (ABC) systems	measures, 25	Budgets/budgeting, 395
Accuracy, of management accounting	multiple performance measures,	authoritative, 357–358
and control systems (MACS),	353–355	behavioral considerations in, 398
342–343	for nonprofit and government	behavioral issues in, 357-360
Activity-based cost (ABC) systems, 172–193	organizations (NPGOs), 43–45 objectives, 24–25	California budget crisis, 393–394, 435–436
	process perspective, 20, 21, 31–34, 255	cash inflows section, 409, 411
bank profitability increased with, 178 committed costs in, 179–180	strategy and, 23–24	components of, 398-399
company example, 165–167, 178, 185,	strategy map. See Strategy map,	consultative, 358–359
192–193	Balanced Scorecard	continuous budget cycle, 432
cost of unused capacity, 179	targets, 25	cost information used for, 63-64
customer profitability analysis, 221	Behavioral considerations	criticisms of traditional model,
environmental costing and, 325–326	in budgeting, 398	434–435
fixed costs in, 179–181	with management accounting and	discretionary expenditures,
historical origins of, 194–196	control systems (MACS),	controlling, 432–434
implementation issues, 189-192	343–344	elements of, 397–398
possible actions, by company, 177–178	Behavioral issues, in budgeting, 357–360	financial, 400
product cost and profitability,	Benchmarking, 275–280	financing section, 412–413
calculating, 175–176	company example, 279	first-level variances, 420
resource capacity cost rates,	cooperative, 278	flexible, 420–421
calculating, 173	database, 278	flexible budget variances, 421–422 incremental, 432
resource capacity forecasted with,	development of long-term commitment to project stage,	
181–184	277–278	incremental budgeting, 432 master, 419–420
resource time usage per product,	functional (process), 278	operating, 400
calculating, 174–175	group, 278–279	participative, 358
in service companies, 187–189	identification of benchmarking	periodic budget cycle, 432
theory of constraints and, 256	partners stage, 277	quantity and price variances for
time-driven, 172	indirect/third-party, 278	material and labor, 422–428
updating, 184–187	information gathering and sharing	role of, 395–397
variable costs in, 178, 179	methods stage, 278–279	sales price variance, 430
Activity-based pricing, 226 Act step, of plan-do-check-act cycle, 8–9	internal study and preliminary	sales variances, 428–429
Actual capacity-related costs, 135–138	competitive analysis stage, 276	sales volume effects, 429-430
Administered transfer prices, 482, 485	product, 278	second-level variances, 422
Advantage, of strategy, 23–24, 27	stages of, 276	sensitivity analysis, 415–416
Airlines, managing productivity in, 490	taking action to meet or exceed	in service and not-for-profit
American Customer Satisfaction Index	benchmark stage, 279–280	organizations, 431
(ACSI), 236	unilateral (covert), 278	strategic planning with, 7
Applied indirect costs, 129	Benchmarking (performance) gap, 279	support activity cost variances,
Appraisal costs, 269	Breakeven point, 71	427–428
Appropriations, 431	Break-even sales, 68, 69	variance analysis, 417–418
Assets, assigning and valuing, 486–487	Breakeven time (BET), 316–319 BSC (Balanced Scorecard). <i>See</i> Balanced	what-if-analysis, 415–416 zero-based, 433
Asset turnover, 488	Scorecard (BSC)	Bundle approach, 71
Authoritative budgeting, 357–358	Budgeting process	bundle approach, 71
Avoidable cost, 77–78	ABC model and, 394–395	
	capacity levels, choosing, 406–408	C
В	cash flow statement, 409–413	
	company example, 400–402	California, state budget of, 393-394,
Balanced Scorecard (BSC), 7	demand forecast, 403	435–436
barriers to effective use of, 46-48	designing, 357–358	Capacity cost rate, 172–173
company example, 24, 36-42, 48-49	discretionary costs and, 395	in service companies, 188
customer perspective, 20–21, 27–31, 219	financial plan, 409	updating time-driven, 184–187
financial control and, 463	illustration of, 400–414	Capacity-related costs, 66
financial perspective, 19, 20, 26-27	influencing the, 359-360	planned vs. actual, 134–135
four perspectives of, 19-23	managing, 434–435	reconciling actual and applied,
incentive compensation, 367–368	production plan, 403-404	135–138
innovation measures on, 320–321	production plan, interpreting, 408–409	Capacity-related resources, 125

Capacity resources, budgeting and,	Cost driver level, 136	managing customer relationships and,
406–408	Cost driver rate, 129	226–227
Capital spending plan, 399, 400, 405–406	Cost drivers, 64	measuring, 220–225
Cash flow statement, 400, 412	actual costs and, 136–137	pricing waterfall and, 227–232
Cash flow statement, 409–413 Cash inflows, 409, 411–412	cost pools having different, 132–134 planned cost and planned level of, 137	process improvements and, 226 reporting and displaying, 222–223
Cash outflows, 41, 409	Cost flows	salesperson incentives and, 232–233
CDs (compact discs), 258–259	in manufacturing organizations,	service companies and, 224–225
Cellular manufacturing (group	123–124	whale curve of, 222–224
technology), 259	in retail organizations, 124	Customer relationship management
Certified supplier, 269	in service organizations, 124–125	(CRM) software systems, 232
Check step (of plan-do-change-act	Cost information	Customer satisfaction, 235
cycle), 8	budgeting and, 63–64	customer loyalty and, 236–238
Chief executive officers (CEOs),	performance evaluations and, 64	measured with nonfinancial
cheating by, 347	pricing decisions and, 63	measures, 235–239
Chromium, 328	product planning and, 63	net promoter score (NPS) and, 238–239
Compact discs (CDs), 258–259	reimbursement contracts and, 64	nonfinancial customer metrics, 219–220
Compensation, incentive. See Reward	Costing orders, 85–87	surveys, measuring with, 235-236
and incentive programs	Costing systems	Customer satisfaction and retention, 32
Complete customer solutions, 30	activity-based. See Activity-based cost	Customers, unprofitable, 218–219
Concorde effect, 75	(ABC) systems	Customer value propositions,
Concorde fallacy, 75	allocating service department costs,	29–31, 30
Consistency, in management accounting	146–150	Cycle time, 255, 256, 261, 263, 264
and control systems	classification of costs, 127	
(MACS), 343	company example, 121–122, 144–145	Б
Consultancies, labor productivity in, 489	cost pool homogeneity, 132–134	D
Consultative budgeting, 358–359	job order costing, 138–139	
Consumable resources, 125	kaizen, 273–275	Database benchmarking, 278
Continuous budget cycle, 432	multiple indirect cost pools, 130–132	Data falsification, 354
Contracting, cost information used for, 64	process costing, 139–144	Death spiral, 137
Contribution margin 67	product, 167–168	Decentralization, 464–466
Contribution margin, 67	terminology, 125–127	Demand forecast, 403
Contribution margin per unit, 67 Contribution margin ratio, 67	total-life-cycle, 302–304 traditional manufacturing, 167–171	Deming cycle (plan-do-check-act
Controllability principle, 474–475	Cost management systems, 123. See also	cycle), 5–9
Conversion costs, 141	Management accounting and	Diagnosis-related groups (DRGs), 452–453
Cooperative benchmarking, 278	control systems (MACS)	Diagnostic control systems, 350
Cost(s). See also Life-cycle costing	cost flows in organizations, 123–125	Direct costs, 125–126, 127
applied indirect, 129	reconciling actual and applied	Direct labor costs, 79, 419
appraisal, 269	capacity costs, 135–138	Direct labor cost variances, 425–426
avoidable, 77–78	Cost object, 125	Direct material costs, 79
capacity-related, 66	Cost of nonconformance (CONC) to	Direct materials costs, 419
context of classifying, 127	quality standards, 268–270	Direct method of allocating service
direct, 125–126, 127	Cost-of-quality (COQ) report, 269–270	department costs, 161
direct labor, 79	Cost of unused capacity, 179, 180–181, 184	Discretionary expenditures, controlling,
direct material, 79	Cost pools, 128	432–434
dropping a product and, 82–85	with different cost drivers, 132–134	Domestic Auto Parts (DAP), 58–61
explicit, 326	multiple indirect, 130–132	Domestic transfer pricing, 481
fixed, 66	single indirect, 135	Do step, of plan-do-change-act cycle, 7
implicit, 326	Cost-volume-profit (CVP) analysis, 7,	Dysfunctional behavior, 353–354
incremental, 73–74	66–72	
indirect, 126–127, 128–134	assumptions underlying, 72	E
make-or-buy decisions and, 78–79	equation, developing and using, 67–69	_
manufacturing, 79–81 manufacturing overhead, 79	for multiproduct firms, 70–71	Farned value management exetems
marketing, selling, distribution, and	share price and, 70	Earned value management systems (EVMS), 135
administrative (MSDA), 219–220	what-if-analysis, 69–70	Earnings management, 354
mixed, 71	Cross-functional product teams, 308	Economic value added (EVA), 491–492
opportunity, 76–77	Customer acquisition, 32	Education, empowering employees and,
for orders, estimating, 85–87	Customer growth, 32	356–357
of quality control, 269–270	Customer lifetime value (CLV), 233–234	Efficiency (quantity) variances, 422
reimbursement, 64	Customer loyalty, 236–238	80/20 rule, 222–223
relevant, 76, 87–93	Customer management processes, 32	Electronic performance monitoring
step variable, 73	Customer perspective, of Balanced	systems, 351
sunken, 74–75	Scorecard, 19, 20–21, 26, 27–31,	Employees
variable, 64–65, 128–129	37–39	dysfunctional behavior by, 353-354
Cost analysis, 309–312	Customer profitability, 220–232	empowering, to be involved in MACS
Cost-based transfer prices, 482, 483–485	increasing, 226–232	design, 355–357
Cost centers, 470–471, 473	life-cycle, 233–235	ethics and. See Ethics

Employees (continued) segment margin report, 475–478 Internal failure costs, 269 incentive systems rewarding transfer pricing, 481-486 Internal financial control, 464 performance of. See Reward Financial information, 2 International Accounting Standards and incentive programs Financial perspective, of Balanced Board (IASB), 3 monitoring, 351-352 Scorecard, 19, 20, 21, 26-27, International Organization for resistance to change, 355 36 - 37Standardization (ISO), 268 responsibility of, and incentive Financial perspective, performance International transfer pricing, 481, 482 compensations, 364 management and, 18 Intrinsic rewards, 360–361 Employee self-control, 350 Finished goods inventory, 123 Inventory costs, 259–260 Empowerment, of employees in MACS First-level variances, 420 Inventory policy, 404 design, 355-357 Fixed costs, 66 Investment centers, 472, 473 Engineered costs, zero-based budgeting in activity-based cost system, 179-181 assigning and valuing assets and, 433 Fixed manufacturing overhead, 128 in, 486-487 Enterprise resource planning (ERP) Flat organizations, 354 Investments, in theory of constraints Flexibility, in management accounting systems, 468 (TOC), 256 Investments, return on, 487–490 Environmental costing, 324–328 and control systems Environmental, health and safety (EHS) (MACS), 343 ISO 9000 series of standards, 268 performance, 40 Flexible budget, 420-421 Equivalent unit of production, 141 Flexible budget variances, 421-422 Ethical control system, 349 Flexible resources, 125 Ethics, 345–353 Floor price, 85 avoiding dilemmas in, 345–346 Flow-shop layout (product layout), Japan, 304–305 cheating by CEOs and, 347 257-259 Job order costing, 123, 138–139 conflicts between individuals and Functional (process) benchmarking, 278 Job shop (process layout), 256–257 organizational values, Functional layout (process layout), Just-in-time (JIT) manufacturing, 263, 346, 348 256-257 270-272 conflicts between organization's company example, 254-255, 280-284 stated and practical values, 348 G dealing with conflicts in, 346, 348 K manager's role in, 345 steps in decision-making, 349, 350 Gain sharing, 368–370 Excel, 96 Gaming the performance indicator, Kaizen costing, 273-275 353-354 Explicit, 326 Key performance indicator (KPI) External failure costs, 269–270 Goal congruence, 350 scorecards, 46 Extrinsic rewards, 361. See also Reward Graphs, solving linear programs on, 91–92 and incentive programs Group benchmarking, 278–279 Group technology, 259, 260-261 F Labor costs, 88 Н Labor cost variances, 424–425 Facility layout systems, 255–259 Labor productivity, 489 costs and benefits of changing to a Hawthorne Plant, Western Electric Lean manufacturing, 267–268, 272–273 new, 261-268 Company, 9 Learning and growth perspective, of Hospitals, lean manufacturing used group technology, 259 Balanced Scorecard, 20, 21, 26, process layout, 256-257, 258-259 in, 272-273 35–36, 40–42 Human relations movement, 344 product layout, 257, 259 Least cost materials mix, 90 theory of constraints and, 255-256 Human resources model of motivation Life-cycle costing Feasible production set, 91 (HRMM), 344 breakeven time (BET), 316–319 Feasible set, 91, 92 company example, 301 Financial accounting, management environmental costing, 324-328, accounting vs., 2–3 325-326 Financial Accounting Standards Board target costing. See Target costing (FASB), 3 Implicit costs, 326 total-life-cycle costing (TLCC), 302–303 Financial budgets, 398, 400 Improshare (improved productivity Life-cycle revenues, 321–324 sharing), 369 Financial control, 18 Linear programming, 89–92 Incremental budgeting, 432 assessing productivity using, 489 Lowest total cost, 29 company example, 462-463, 494-496 Incremental costs, 73-74 Loyalty, customer, 236–238 cost allocations to support, 478, 480 Indirect cost pool decentralization and, 464-466 with different cost drivers, 132-134 M defined, 463 multiple, 130-132 efficacy of, 493-494 Indirect cost rate, 129 environment of, 463-464 Indirect costs, 126-127, 128-134 Machinery expenses, 173 financial pricing, 481-486 Indirect expenses, 168, 169, 171, 173 Machinery time, 175 income statements, 479, 480-481 Indirect labor expense, 173 MACS. See Management accounting and internal, 464 Indirect labor time, 174-175 control systems (MACS) residual income, 490-492 Indirect materials, 128 Make-or-buy decision, 78-79 responsibility centers. See Indirect/third-party benchmarking, 278 Management Responsibility centers Innovation processes, 33, 34 with the Balanced Scorecard, 45-46 return on investments, 487-490 Interactive control systems, 350 ethics and, 345

Management accounting	Motivation. See also Reward and	roles of, 18
defined, 2	incentive programs	used to influence <i>versus</i> evaluate
financial accounting vs., 2–3	human resource management model	decisions, 475
history of, 3–4	of, 344	Periodic budget cycle, 432
supporting internal decision making,	organization of employees and,	Plan-do-check-act (PDCA) cycle, 5–9
63–64	349–350	Planned capacity-related costs,
	Marrian 221 224	1 2
used for strategic planning, 4–5	Movies, 321–324	134–135, 135–138
Management accounting and control	Multiple indirect cost pools, 130–132	Planning step, of plan-do-check-act
systems (MACS)	Multiple resource constraints, 89–90	cycle, 6–7
Balanced Scorecard approach,	Multiproduct companies, 487, 500	Planning variance, 421
353–355		Postsale service and disposal stage, in
behavioral issues in budgeting		total-life-cycle costing, 304–305
and, 357–360	N	Practical capacity, 129, 186
change management, 355	• •	estimating, 138
	National Mint the 140 141	
characteristics of well-designed,	National Mint, the, 140–141	Predetermined indirect cost rate,
342–344	Negotiated transfer prices, 482, 485	129–130
company example, 341, 383–392	Net promoter score (NPS), 238–239	Predetermined overhead rate, 129
"control" in, 342	New products and services, planning	Predetermined plantwide indirect cost
defined, 342	for development of, 7	rate, 130
employee involvement, in design of,	Nonfinancial information, 8	Prevention costs, 269
355–357	Nonfinancial measures of innovation, 320	Preventive control, 351
ethical code of conduct and.	Nonfinancial measures, performance	Price (rate) variances, 422, 423–424
See Ethics		Pricing, activity-based, 226
	management and, 18	
extrinsic rewards, 361–362	in Balanced Scorecard (BSC), 20	Pricing decisions, cost information
human resource management model	Nonfinancial metrics, customer	used for, 63
of motivation, 344	relationships and, 235–239	Pricing waterfall, 227–232
incentive systems. See Reward and	Non-goal congruent behavior, 353	Process costing, 123, 139–144
incentive programs	Nonprofit and government organizations	Processing cycle efficiency
intrinsic rewards, 360–361	(NPGOs), Balanced Scorecard	(PCE), 261
motivating appropriate behavior,	applied to, 43–45	Processing time, 261
349–350	Not-for-profit organizations, budgeting	Process layout, 256–257, 258–259
performance measures, 353–355	in, 431	Process perspective
*	NPS (net promoter score), 238–239	
results control, 352–353	NF5 (het promoter score), 256–259	Balanced Scorecard and, 255
task control, 351–352		benchmarking, 275–280
Management accounting information		cost of nonconformance (CONC)
behavioral implications of, 9	O	to quality standards, 268
plan-do-check-act (PDCA) cycle		facility layout systems, 255–259
and, 5–9	Objectives	inventory costs/processing time,
Managing customer relationships,	of Balanced Scorecard (BSC), 24-25	259–268
226–227	customer outcome, 28, 30–31	just-in-time manufacturing, 270–272,
Managing relationships, 226–227	financial, 28	280–284
Manufacturing costs, in total-life-cycle	learning and growth, 35–36	kaizen costing, 273–275
costing, 79–81	process, 31–34	lean manufacturing, 267–268
Manufacturing environment	sample, 21, 22	quality control costs, 269–270
cost flows in, 123–124	typical, 24–25	Process perspective, of Balanced
indirect costs in, 128–134	Open Office Calc, 91	Scorecard, 20, 21, 26, 31–34,
Manufacturing overhead costs, 79, 80	Operating budgets, 398, 400	39–40
Manufacturing stage, 303–304	Operating costs, in theory of constraints	Product benchmarking, 278
Market-based transfer prices, 482,	(TOC), 256	Product costing systems, 167–168
483, 485	Operating income statement, 230–231	Product, decision to drop a, 82–85
Marketing, selling, distribution, and		
	Operational processes, 34	Product design and development.
administrative (MSDA)	Operations management processes, 32	See Life-cycle costing
expenses, 219–221	Opportunity cost, 76–77	Product innovation and leadership,
Market research, 320	Outsourcing, make-or-buy decision	29–30
Master budget, 419–420	and, 78–79	Productivity
Material quantity variance, 422–423		assessing, 489
Measures, Balanced Scorecard		labor, in a consultancy, 489
customer outcome, 28, 30–31	P	managing, in airlines, 490
defined, 25	•	Productivity improvements, 26–27
financial, 28	Participative hudgeting 259	
•	Participative budgeting, 358	Productivity, measure of, 488–489
process, 34	Pay-for-performance systems, 362. See also	Product layouts, 257, 259
Mercedes, 29	Reward and incentive programs	Product planning, cost information
Microsoft Excel, 91	Performance evaluation, cost	used for, 63
Mission statement, of FedEx	information used for, 64	Profitability, customer. See Customer
Corporation, 6	Performance measurement systems. See	profitability
Mixed costs, 72	also Balanced Scorecard (BSC)	Profit centers, 472, 473
Monitoring, in the workplace,	financial measures, insufficiency of, 18	Profit sharing, 367–368
351–352	frameworks for, 18–19	Pro forma financial statements, 399
Motion pictures, 321–324	rewards systems and, 362–363	Project funding, 433–434

Quality costs, 269	Rucker plan, 369 Scanlon plan, 369 stock-related, 370–371	Survey(s) customer satisfaction, 235–236 determining importance of customer's
Quality function deployment (QFD) matrix, 311	types of plans, 366 RIM (Research in Motion), 1–2	requirements with, 310–311
Quality standards, 268 Quantity (efficiency) variances, 422	Rucker plan, 369	Т
R	S	Take-back and recycle program (Cisco), 328
D . (.)	Sales margin, 488	Tall organizations, 354
Rate (price) variances, 422, 423–424	Sales mix variance, 429	Target cost, 307
Ratio of assets to equity, 488 Ratio of operating income to sales, 488	Sales price variance, 430	Target costing, 63 company examples, 308–314, 315,
Ratio of sales to assets, 488	Sales price variance, 430 Sales quantity variance, 429–430	335–339
Ratio of sales to investment, 488	Sales variances, 428–429	concerns about, 314–316
Raw material productivity, 489	Sales volume effects, 429–430	cost analysis, 309–312
Reciprocal method of allocating service	Scanlon plan, 369	cross-functional teams, 308
department costs, 149–150	Scientific management school, 344	supply chain management, 308
Regulatory/social processes, 33–34	Scope, of strategy, 23–24, 27	traditional costing methods vs.,
Reimbursement costs, 64	Scorecards. See Balanced Scorecard (BSC); Key performance	305–308
Relative cost method, 486 Relevant cost, 76, 87–93	indicator (KPI) scorecards	value engineering process, 307–308, 312–314
Relevant cost analysis, 7, 88	Second-level variances, 422	Target reduction rate, 273
Remediation, 325	Segment margin report, 476–478	Targets, Balanced Scorecard, 25
Reorganization, of plant layout, 261–263	Sensitivity analysis, 415–416	Task control, 351–352
Report, cost of quality, 269–270	Sequential method of allocating	Taxes, in budgets, 409
Research, development, and engineering	service department costs,	Teach for America (TFA), 44–45
(RD&E) stage, in total-life-cycle	147–149	Technical considerations, with
costing, 302–303, 321 Research in Motion (RIM), 1–2	Service departments, allocating costs of, 146–150	management accounting and control systems (MACS),
Residual income, 490–492	direct method, 147	342–343
Responsibility centers	reciprocal method, 149–150	Theory of constraints (TOC), 255–256
coordinating, 466–467	step-down method, 147–149	Third-level variances, 422
cost centers, 470–471, 473	Service organizations	Throughput contribution, 256
defined, 467	activity-based cost costing in,	Time-driven activity-based costing
evaluating, 474–475	187–189	(TDABC), 172, 184–187
income statements, 478–480 investment centers, 472, 473	cost flows in, 124–125 customer costs in, 224–225	Time equations, 186–187, 189 Total-life-cycle costing (TLCC)
investment centers, assigning and	role of budgeting in, 431	manufacturing stage, 303–304
valuing assets in, 486–487	Service quality indicator (SQI), 469	postsale service and disposal stage,
profit centers, 472, 473	Share of wallet, 237	304–305
revenue centers, 471, 473	Six Sigma system (Motorola), 268	research, development, and
types of, 470–473	Smoothing, 354	engineering stage, 302–303
Results control, 352–353	Solver, 91 SQI (service quality indicator), 469	Trade loading, 491–492 Trade Research Institute, 482
Retail organizations, cost flows in, 124	Step-down method of allocating service	Transfer pricing, 481–486
Return on capital employed (ROCE),	department costs, 147–149	administered approach to, 485
36–37	Step variable costs, 73	based on equity decisions, 485-486
Return on investments, 487–490	Stock-related compensation plans,	cost-based approach, 483–485
Return on sales, 488	370–371	domestic, 481
Revenue centers, 471, 473	Strategy	four main approaches to, 482
Revenue growth, 26, 27 Reward and incentive programs,	advantage and scope of, 23–24 management accounting and, 4–5	international, 481, 482 market-based approach, 483
45, 362	plan-do-check-act cycle, 5–9	negotiated approach to, 485
based on outcomes, 364–365	two principal functions of, 23	Turnover, 488
cash bonus plans, 366–367	Strategy map, Balanced Scorecard,	
company example, 367–368	7, 25–26	U
conditions favoring, 364	company example, 36–42	U
employee responsibility and, 364	customer perspective, 27–31	Unilatoral (covert) banchmarking 278
extrinsic rewards, 361–362 gain sharing, 368–370	financial perspective, 26–27 learning and growth perspective,	Unilateral (covert) benchmarking, 278 Unprofitable customers, 218–219
Improshare, 369	35–36	Onpromable customers, 210-215
intrinsic rewards, 360–361	process perspective, 31–34	
managing, 365–366	Sunk cost phenomenon, 75	V
pay-for-performance systems, 362	Sunk costs, 74–75	7/1
performance measurement	Supply chain management, 308	Value engineering process, 307–308,
and, 362–363	Support activity cost variances, 427–428	312–314 Value index, 313
profit sharing, 367–368	74/-740	varue mues, 515

Value propositions, 26, 29–31 Variable costs, 64–65, 125, 187, 483 Variable overhead costs, 128–129 Variance, 417 Variance analysis, 417–418 Variances direct labor cost, 425–426 efficiency (quantity), 422 first-level, 420 flexible budget, 421–422 planning, 421 price (rate), 422, 423–424

sales price, 430

sales quantity, 429–430 second-level, 422 support activity cost, 427–428 third-level, 422

W

Whale curve, 222–224 What-if-analysis, 69–70, 415–416 Whistle-blowing, 348 Work-in-process inventory, 123, 136



Yield (raw material productivity), 489

Z

Zero-based budgeting, 433