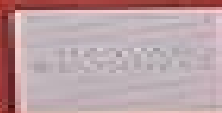


RELEVANCE LOST

H. Thomas Johnson
Robert S. Kaplan



Relevance Lost The Rise And Fall Of Management Accounting

H. Thomas Johnson



Relevance Lost The Rise And Fall Of Management Accounting:

Relevance Lost, 1991 **Relevance Lost** Harvard Business School Publishing, Harvard Business School

Staff, 1991-03-01 Since its initial publication in 1987 *Relevance Lost* has gone through nine printings won two major awards from the accounting profession had a profound impact on how management accounting systems operate in the 1990s It has become a manifesto for managers in accounting control By exploring the evolution of management accounting in American business from the early textile mills to present day computer automated manufacturers Johnson Kaplan reveal why modern corporations must make major changes in the way they measure manage costs In a world of rapid technological change vigorous global domestic competition enormous information processing capabilities it is critical that managers receive information that is timely accurate relevant *Relevance Lost* H. Thomas Johnson, Robert S. Kaplan, 1987 Traces the history of the role of management accounting in business and argues that present management accounting systems have become obsolescent *Relevance Regained* H. Thomas Johnson, 2002-01-15 Building on his pathbreaking award winning bestseller *Relevance Lost* H Thomas Johnson presents a devastating critique of the top down hierarchical accounting systems that have dominated American corporations since the 1950s In *Relevance Regained* Johnson shows exactly how managing by remote control through results oriented accounting information has obstructed the real business objective to reduce process variation and lead times for the purpose of obtaining and keeping satisfied customers The failure of most American businesses to be competitive and profitable he contends is their reliance on management accounting information to control people s actions and productivity Cost focused imperatives from on high must be replaced Johnson asserts with information systems that link actions with imperatives of global competition Self managing work teams according to Johnson must own problem solving information to reduce variation delays and excess in processes Johnson prescribes the necessary changes in management principles that must replace the outdated style associated with the industrial revolution Responsiveness to customers not accounting costs and flexibility reducing lead times and removing constraints are necessary for sustained competitive excellence and long term profitability Johnson discusses the radical overhauls of companies such as General Electric s work outs best practices program and Harley Davidson s work simplification programs and shows how these strong commitments to new strategies maximize a company s most important assets people and time To be globally competitive he claims a company s work must be directed toward selling to customers not just selling products *Relevance Lost* Robert S. Kaplan, Thomas H. JOHNSON, 1987 Management accounting is vital to long term planning However in today s climate of rapid technological change vigorous global domestic competition the enormous expansion of information processing capabilities current management accounting systems are inadequate outdated In *Relevance Lost* H Thomas Johnson Robert S Kaplan both professors of management accounting combine their unique perspectives to describe the evolution of management accounting combine their unique perspectives to describe the evolution of management accounting in American

business from the early textile mills to present day computer automated manufacturers As they say understanding the reasons behind the obsolescence of existing systems should provide improved rationale for organizational change Johnson Kaplan argue that the use of outdated accounting methods may have helped undermine American manufacturers efforts to adapt to the rapidly changing competitive environment of the 1980s When management accounting systems report highly inaccurate product costs provide misleading targets for productivity efficiency efforts America s large decentralized corporations become vulnerable to smaller more focused competitors Ineffective management accounting systems can prevent companies from achieving gains through vertical integration diversification Today new management accounting developments taking place in leading American manufacturing firms show promise of reversing this trend Relevance Lost cites numerous cases of forward looking companies that are accomplishing just that Johnson Kaplan masterfully persuasively illustrate the need for modern corporations to reexamine their existing practices to redesign new management accounting systems Tomorrow s leaders will be those companies who have the foresight to lead management accounting back to the path of relevance from which it strayed over sixty years ago

Cost & Effect Robert S. Kaplan, Robin Cooper, 1998 Cost and Effect is written for the general manager and explains activity based costing systems It focuses on creating integrated knowledge based systems that provide managers with meaningful information not just data

The History of Accounting (RLE Accounting) Michael Chatfield, Richard Vangermeersch, 2014-02-05 Global in scope accounting has had its share of great thinkers and practitioners from Luca Pacioli the father of accounting to R J Chambers W W Cooper Yuji Ijiri Stephen A Zeff and other figures This encyclopedia presents more than 400 entries that focus on such subjects as publications in the field institutional bodies accounting and economic concepts accounting issues authors in accounting records leaders in the profession accounting in various countries financial court cases accounting exams and historical researchers

Essentials of Cost Management Catherine Stenzel, Joe Stenzel, 2003-01-24 An accessible practical survey of cost management methods Essentials of Cost Management provides an unbiased survey and explanation of the cost management approaches and methods currently available for immediate application in day to day activities Rather than advocate a particular method this book assists readers in choosing the best approach or blend of cost management strategies to address specific business problems The expert authors also discuss cutting edge topics such as target costing capacity management and activity based costing management

Handbook of Management Accounting Research Christopher S. Chapman, Anthony G. Hopwood, Michael D. Shields, 2011-09-14 Volume two of the Handbooks of Management Accounting Research consists of two groups of chapters The first draw together research that has focussed on particular management accounting practices The second set synthesise contributions to the literature that have been focussed within particular organisational contexts Volume two concludes with a review of research on how management accounting practice and research varies around the world Special pricing available if purchased as a set with Volume 1 Documents the scholarly management accounting

literature Publishing both in print and online through Science Direct International in scope **Marketing Accountability** Robert Shaw, Laura Mazur, 1997 **Companion to Science in the Twentieth Century** John Krige, Dominique Pestre, 2003 This work on science in the 20th century represents work in America Europe and Asia It includes such topics as the countries that have made the most significant contributions the relationship between science and industry and the importance of instrumentation **Companion Encyclopedia of Science in the Twentieth Century** John Krige, Dominique Pestre, 2013-11-05 With over forty chapters written by leading scholars this comprehensive volume represents the best work in America Europe and Asia Geographical diversity of the authors is reflected in the different perspectives devoted to the subject and all major disciplinary developments are covered There are also sections concerning the countries that have made the most significant contributions the relationship between science and industry the importance of instrumentation and the cultural influence of scientific modes of thought Students and professionals will come to appreciate how and why science has developed as with any other human activity it is subject to the dynamics of society and politics **Science in the Twentieth Century** John Krige, Dominique Pestre, 2013-11-19 With over forty chapters written by leading scholars this comprehensive volume represents the best work in America Europe and Asia Geographical diversity of the authors is reflected in the different perspectives devoted to the subject and all major disciplinary developments are covered There are also sections concerning the countries that have made the most significant contributions the relationship between science and industry the importance of instrumentation and the cultural influence of scientific modes of thought Students and professionals will come to appreciate how and why science has developed as with any other human activity it is subject to the dynamics of society and politics **Activity Based Costing for Indian Industries** N. M. Panda, 1999 **Mastering Market Analytics** Robert Kozielski, 2017-11-24 In Mastering Market Analytics Robert Kozielski presents different measurement systems and marketing activities along with common mistakes made by organizations and managers in the process of building measurement and illustrates how to avoid these mistakes **CIMA Official Learning System Performance Strategy** Paul M. Collier, Paul M. M Collier, Samuel Agyei-Ampomah, 2009-07-28 CIMA Official Learning Systems are the only textbooks recommended by CIMA as core reading Written by the CIMA examiners markers and lecturers they specifically prepare students to pass the CIMA exams first time Fully updated to reflect the 2010 syllabus they are crammed with features to reinforce learning including step by step coverage directly linked to CIMA s learning outcomes fully revised examples and case studies extensive question practice to test knowledge and understanding integrated readings to increase understanding of key theory colour used throughout to aid navigation The Official Learning systems are the only study materials endorsed by CIMA Key sections written by former examiners for the most accurate up to date guidance towards exam success Complete integrated package incorporating syllabus guidance full text recommended articles revision guides and extensive question practice *Issues in Accounting and Finance* Peter Atrill, Lindsey Lindley, 2019-01-04 First

published in 1997 this volume and its contributors take stock of current issues in accounting and finance Featuring specialists in business accounting finance along with Vice Chancellor John Bull they examine areas including auditors decision making financial shocks the European corporate capital structure GPs accounting education and professional journals

Financial Models and Tools for Managing Lean Manufacturing David Meade,2006-08-15 The effect Lean Manufacturing programs have on profit and loss statements during the early months of their implementation often causes them to be viewed as failures The length of time it will take traditional financial reports to reflect lean manufacturing improvements depends upon how poorly the operation was doing in terms of inventory management

Only Trends Matter David Willcox,2013-01-16 Only Trends Matter A step change in management accounting This is not just a book for accountants it is directed to all managers in all types of organization commercial public charitable or social that receive regular profit and loss or income and expenditure statements otherwise known as management accounts They are the most ubiquitous financial report used in the world today The author is not an academic and all managers whatever their discipline should be able to relate to it Although the author was originally a management accountant he spent the majority of his career in general management so has experienced management accounts from both perspectives As a CEO he recognized that much time was being wasted at board meetings discussing history prompted by the management accounts and this instigated his research to find a way of transforming management accounts into a modern day and invaluable management tool There is a dearth of publications addressing the presentation and format of financial information despite the fact that unless it is comprehensible it is of little use as a management report Some good managers admit that they find numerous columns of numbers difficult to understand and many dont admit it at all It appears to be a subject that accountants give limited consideration to and it is staggering that despite monumental changes in business technology the format and content of management accounts has changed little over 50 years or more The book reveals that management accounts are commonly criticised by managers for being too little too late to help them manage their day to day activities but criticism of management accounting techniques is not new Johnson and Kaplan in their renowned book Relevance Lost The Rise and Fall of Management Accounting 1987 could not have phrased it better Todays management accounting information driven by the procedures and cycle of the organizations financial reporting system is too late too aggregated and too distorted to be relevant for managers planning and control decisions

Understanding Competitive Advantage Fredrik Nilsson,Birger Rapp,2005-10-14 This book is about competitive advantage and how it is created at the company level It is based on the premise that the alignment of strategies and control systems affects the firm s chances of successfully positioning itself in its chosen arena of competition The firm is in a better position to concentrate on activities that create value for the customer if its strategies and control systems are mutually consistent and adapted to expected external demands The authors believe that the co ordination and integration of strategies and control systems will provide a necessary and long overdue expansion

of knowledge in the area

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