

ACTIVITY-BASED COSTING (ABC)



Activity Based Costing

**Gary Cokins, Alan Stratton
(C.M.A.), Jack Helbling**



Activity Based Costing:

Activity Based Costing Peter L. Grieco, Mel Pilachowski, 1994 **Time-Driven Activity-Based Costing** Robert S. Kaplan, Steven R. Anderson, 2007-02-22 In the classroom ABC looks like a great way to manage a company's resources. But many executives who have tried to implement ABC on a large scale in their organizations have found the approach limiting and frustrating. Why? The employee surveys that companies used to estimate resources required for business activities proved too time consuming, expensive, and irritating to employees. This book shows you how to implement time-driven activity-based costing (TDABC), an easier and more powerful way to implement ABC. You can now estimate directly the resource demands imposed by each business transaction, product, or customer. The payoff: You spend less time and money obtaining and maintaining TDABC data and more time addressing problems that TDABC reveals, such as inefficient processes, unprofitable products and customers, and excess capacity. The authors also show how to use TDABC to link strategic planning to operational budgeting, to enhance the due diligence process for mergers and acquisitions, and to support continuous improvement activities such as lean management and benchmarking. In presenting their model, the authors define the two questions required to build TDABC: 1. How much does it cost per time unit to supply resource capacity for each business process? 2. How much resource capacity time is required to perform work for a company's many transactions, products, and customers? The book demonstrates how to develop simple, valid answers to these two questions. Kaplan and Anderson illustrate the TDABC approach with a wealth of case studies in diverse settings based on actual implementations.

Activity-based Costing and Activity-based Management for Health Care Judith J. Baker, 1998 This practical handbook will help your students determine the real costs of activities, resources, and objects by measuring cost and performance. Powerful information for health care managers to be. This is the first ever how-to text for activity-based costing (ABC) and activity-based management (ABM) applied in health care. With this textbook, you will instruct students to use the same innovative, flexible ABC tools used by top industrial managers to improve product efficiency. Activity Based Costing for Indian Industries N. M. Panda, 1999 **Activity Based Costing** Andreas Leitner, 2007-09-27 Research Paper, undergraduate from the year 2004 in the subject Business Economics, Accounting and Taxes, grade 2, Glyndwr University, Wrexham, known as NEWI Business School. 5 entries in the bibliography, language English, abstract. During the last decades, there was a change in organizations from managing vertically to managing horizontally. The organizations started to become process-oriented instead of function-oriented, and new management styles like total quality management, just-in-time, benchmarking, or business process reengineering appeared. Which led into an increase of overheads. Drury 2004a: The most important cost factors changed from direct costs like labour costs or materials into indirect costs like set-up costs or administration costs. Therefore, the traditional costing systems became more or less useless because they presented poor cost information which leads into decision errors. Therefore, the ABC system of cost calculation seems to be a solution. The most important difference between

traditional systems and the ABC system is the breakdown of overheads. In traditional costing systems they are divided into cost centres and accumulated products by using direct cost drivers. In the ABC system they will be assigned to activities which creates a greater number of cost centres with different cost drivers. They will be accumulated to products in the percentage of usage of an activity. In this paper the ABC system of cost calculation is discussed and how it can be implemented successfully within an organisation. Attention is also drawn to the most important failure in implementation of an ABC approach which should be avoided. To establish an ABC approach within an organisation more than just a new calculation system is needed. An ABC approach has to be implemented in the management system ABM and in the budgeting process ABB. All in all Activity based costing is much more than just a costing tool. Successfully implemented it will be.

Activity-based Cost Management in Government Gary Cokins, 2002. Everything you need to streamline agency costs and expenditures. You've heard about the enormous savings potential of Activity Based Cost Management ABC. Now it's time to put this powerful system to work in your organization. This 400 page book guides you through every phase of activity based accounting from setting up a basic system through its organizational implementation. In one concise resource you now have everything you need to streamline all aspects of your organization's costs and expenditures. Written in easy to understand language and clearly illustrated, Gary Cokins's book provides the financial techniques to determine the true and actual costs of services and cost rates, implement process improvements departmentally and organization wide, evaluate the pros and cons of outsourcing and privatization decisions versus internal delivery and align financial and budgetary activities to the organization's mission and strategic plan. As part of the Editor's Choice Series, this book is offered as a professional reference for SAS users. This title addresses concepts related to using SAS but it is not specific to SAS and does not include SAS examples. 2001.

Activity-Based Costing and Its Later Development Into Activity Based Budgeting and Management David Wagener, 2010-04-09. Seminar paper from the year 2008 in the subject Business economics Accounting and Taxes grade 1.3. University of the West of England Bristol. Bristol Business School. University of the West of England course: Internes Rechnungswesen Management Accounting. 15 entries in the bibliography. Language: English. Abstract: Every accounting student of the past sixty years has learned about inventory costing, a bookkeeping procedure that manufacturing accountants follow to separate the production expense of an accounting period from the cost of manufactured product inventories at the end of the period. Johnson and Kaplan 1991, p. 130. This technique of valuing inventory should although often practiced not be used for managerial decision making though. It oversimplifies the consumption of overhead costs by products, services and customers and therefore leads to distorted cost information. Activity based costing ABC developed by single manufacturing firms in the early 1980s seems to provide more reliable information. The second part of this work describes the concept of ABC by summarizing the arguments of two pioneers in this field. In their book *Relevance Lost: The Rise and Fall of Management Accounting* first published in 1987, H. Thomas Johnson and Robert S. Kaplan 1991 examine the traditions of

management accounting and describe possible improvements In part three the developments of ABC in the last 20 years are described by reviewing a choice of important literature Part four then shows the impact that ABC had on implementing companies The conclusion part five contains an assessment of the used literature and an evaluation of whether the critic of traditional management accounting has been overcome by ABC

Activity Based Costing Peter B. B. Turney,1996-01-01

This book outlines why conventional cost systems fail before going on to cover the advantages of activity based costing and describing how to put the system in place successfully It is a practical book and worked examples are included

Activity-Based Costing (ABC) - Advantages and Disadvantages Hakan Goektuerk,2007-10 Seminar paper from the year 2005 in the subject Business economics Accounting and Taxes grade 1 6 Lancaster University course Management Accounting 10 entries in the bibliography language English abstract In this report I will show how activity based costing ABC can be applied to a department of a major institution such as a University Large universities may maintain and follow complex and rigid accounting systems However the systems are almost always based on a form of fund accounting and are intended to satisfy legal and donor stipulations rather than to provide information for administrative decisions In this report I show how activity based costing ABC can be applied to institutions of higher education and I believe can result in improved information of benefit to academic administrators legislators voters and consumers The report also analyses an example related to the degree at the university which follows with the appropriateness of using this system by the university The Advantages and Disadvantages of activity based costing are also investigated in this report and therefore will provide a disclosure for the University board in terms of the usage of ABC

Activity-Based-Costing Daniel Bradtke,2006-09-08 Seminar paper from the year 2004 in the subject Business economics Controlling grade 1 5 University of Wales Newport course Management Accounting language English abstract The initial aim of this report is to layout the main differences of the client s current basis of overhead absorption compared to activity based costing ABC By showing the divergence of both systems it appears that information generated from traditional overhead absorption does not properly equip management with suitable information for decision making An additional aim of this paper focuses on the potential benefits of activity based costing It illustrates the chances of ABC as a decision making tool to provide management benefits regarding the accuracy of cost and the achievement of goals and strategies Lastly this report highlights all information required for the implementation of ABC into the organisation It also reveals the necessity to collect and process the information needed in the correct format at a reasonable cost

Activity-Based Costing (ABC) M. Westphal,2004-12-14 Das Activity Based Costing ist ein Kostenrechnungstool welches schon in den achtziger Jahren entwickelt wurde Erst in den neunziger Jahren begannen viele Firmen mit der erfolgreichen Einf hrung dieses Kostenrechnungssystems Die Anwendung der Activity Based Costing Systeme warf im Laufe der Zeit einige Probleme auf die auch in der virulenteren Unternehmensumwelt begr ndet lagen Eine aktuelle Weiterentwicklung des Activity Based Costing ist das Time Driven Activity Based Costing welches die Nachteile des

Activity Based Costing 1 st **Activity-based Costing** Patrick Zeuner, 2008-06-02 Seminar paper from the year 2007 in the subject Business economics Controlling grade 1 3 University of Applied Sciences Wildau WIT Wildau course Managerial Accounting language English abstract Activity based costing first gained publicity in the early 1980s It was developed as a logical alternative to traditional cost management systems that tended to produce insufficient results when it came to allocating costs Harvard Business School Professor Robert S Kaplan was an early advocate of the ABC system Due to a changing business world and strong competition the cost structure in many companies changed while facing an increased price pressure When profit margins are decreasing companies are focusing not only on external but also internal opportunities to improve their cost structures and to make hidden costs transparent This lead to the introduction of Activity based costing ABC as a new approach of process thinking to make the internal organization more flexible to react to changes in the production process and allocation of costs as well as to deal with overcapacities This paper will focus on the ABC tool which is aiming at transparency efficiency increase and improvement of the given cost calculation systems The ABC method enables management to optimize the enterprise with detailed information for a thorough decision making process ABC is a method for developing cost estimates based on the activities used within the production process per cost object To develop a cost estimate the most important activities within the production cycle the cost drivers need to be identified The activity must be definable and measured in units e g number of man hours After all activities for producing the product are known a cost estimate is prepared for each activity These individual cost estimates contain all labour materials and equipment costs including overhead for each activity Each complete individual estimate is added to the others to obtain an overall estimate To gain sufficient cost estimates data must be collected and verified to make ABC a functional and precise tool This chapter leads through the necessary steps to implement the ABC approach and its methodology **Implementing Activity-based Cost Management** Robin Cooper, 1992 By now most companies know that activity based costing an innovative accounting system that breaks down overhead far more precisely than old fashioned systems do can be used to trim waste improve service and make better product mix and pricing decisions Yet the actual design and implementation of a successful ABC system remains largely a mystery for many companies Analyzes the experiences of eight real life companies who took on the challenge of implementing an ABC system revealing the mistakes successes and ultimate triumphs that resulted in each case Winner of the Notable Contribution to Management Accounting Literature Award *Activity-based Cost Management Making it Work* Gary Cokins, 1996 What good are the facts and figures of managerial accounting if the people who need them can t use them More and more organizations are realizing that activity based costing is a superior method for both identifying improvement opportunities and measuring the realized benefits of performance initiatives ABC data helps you see that time quality capacity flexibility and cost are interconnected and also allows you to navigate through management fads and into the faster currents of high payback performance ABC offers a superior product and service costing technique with

substantially more realistic cost assignments and much greater accuracy It gives you better insights to manage your product design and manage costs It can even be used for performance measurements ABC represents a significant change in corporate systems and can be challenging to implement Activity Based Cost Management Making It Work will walk you through the process so you can overcome barriers and successfully implement ABC Activity Based Cost Management Making It Work doesn't just explain what ABC is it shows you the mathematical calculations that support ABC and how you can implement ABC into your organization

Activity-Based Costing Douglas T. Hicks, 2002-08-23 A practical cost effective guide to ABC for small to medium companies Identifies the key cost related issues in organizations and shows how to develop a cost flow structure that reflects the organization's cost behavior Feature an ongoing case study throughout the book documents the model building process Provides a spreadsheet model blueprint that details data flows Shows how a cost model of an organization can be developed using basic spreadsheet software on a PC

Activity Accounting James A. Brimson, 1997-07-21 New costing procedures for a new economic age Increasing global competition is causing upheaval in every area of industry and commerce An explosion in the use of advanced technologies is continuing to fundamentally revolutionize the way we go about doing business These factors are in turn driving dramatic reductions in product life cycles the average product life cycle is now well under five years and exerting tremendous pressure on profit margins The effect has been to substantially change cost structures with their traditional focus on direct labor and arbitrary allocation of overhead Yet we continue to measure cost in the old way Now here's a book that shows you how to update your accounting procedures in order to effectively accommodate these significant changes Step by step Activity Accounting An Activity Based Costing Approach describes activity accounting in a clear concise manner It emphasizes the strengths and benefits of an activity based approach to business management and demonstrates how you can apply activity accounting to your organization Activity based accounting is an essential tool for running your business in the 90s This book is a must have tool for learning how to master it

A Review of Activity-based Costing (ABC) Maurice Gosselin, Université Laval. Faculté des sciences de l'administration. Direction de la recherche, 2005 The history of accounting has shown that new techniques have periodically been incorporated into the accounting craft The context of the 1980s and the 1990s has led to the emergence of activity based costing ABC This new costing technique was developed in manufacturing organizations and diffused by academics and consultants ABC would emphasize the ability of non volume related drivers to predict the consumption of indirect costs and enable cost accountants to reduce the level of distortion in the computation of product costs Unexpectedly the development of ABC models or systems showed that other benefits from ABC implementations came from the classification of costs on an activity basis the identification of cost drivers and the extension of the concept of cost objects to services customers and projects Even though ABC has been considered by many academics and practitioners as the latest most important innovation in management accounting surveys performed in several countries have shown that its implementation in organisations has

not been as important as one may have expected fifteen years ago ABC has also been incorporated in most management accounting books and is taught in most management accounting courses However during the last five years the interest for ABC seems to have declined The decrease in the number of articles on ABC in professional journals and ABC seminars is a demonstration of this decline This phenomenon the ABC paradox has not yet been explained clearly Researchers have attempted during the last decade to identify the contextual factors that affect the adoption and the implementation of ABC at different stages of the diffusion process Some determinants such as size seem to have an influence on the adoption and the implementation of ABC but the results are hardly comparable from one study to another

An ABC Manager's Primer Gary Cokins, Alan Stratton (C.M.A.), Jack Helbling, 1993 In the last decade every type of manager has wrestled with the concept of activity based costing what it means how it works in their own companies as well as how it works for the competition and how they should be using the information this new cost measurement method provides This book takes the mystique out of activity based costing and helps managers begin taking advantage of its benefits right away An excellent group training tool or self teaching guide

Activity-Based-Costing (ABC) Nadine Wiese, 2009-11 Seminar paper from the year 2007 in the subject Business economics Accounting and Taxes grade 1.0 University of the West of England Bristol Bristol Business School course Advanced Management Accounting language English abstract Activity Based Costing short ABC was developed in the 1980s as it became apparent that the traditional management accounting practices could no longer meet the arising requirements due to a dramatically changing environment Therefore to detect this way towards ABC this report will start to look at the book Relevance Lost The Rise and Fall of Management Accounting of Johnson and Kaplan where they introduce ABC as a recommendation to overcome the shortcomings of the traditional accounting method In the subsequent passages of this paper it is examined how the initial ABC proposed by Johnson and Kaplan has been criticised and expanded Several impacts on organisations of ABC and its later developments into ABM and ABB are then reported And finally all findings will be summarised and it is discussed whether the original criticisms of traditional management accounting techniques really have been outperformed

Advantages & Disadvantages of activity based costing with reference to economic value addition Joyce Maingi, 2013-12-03 Research Paper postgraduate from the year 2011 in the subject Business economics Supply Production Logistics grade B Oxford Brookes University language English abstract The paper has been formulated in order to determine the basic differences that are present between the activity based costing ABC and conventional methods of costing that are used around the world A large number of companies have converted to the ABC system since as far back as 1980 as the system has shown its usability in the appropriate product mix decision overheads management etc Roztocki 2000 Reyhanoglu 2004 The benefits and drawbacks are as follows Advantages of an Activity Based Costing System The first and most important advantage is the accuracy in the process of costing with regards to the product line the end users of the product the stock keeping units employed by the management and the channel and

category which streamline the flow of the product from the producer to the end user This system better assists in the process of understanding the concept of overhead costs i e the allocation of common business resources as they are used by specific product lines and their relation to specific cost driver The system is easy to understand and interpret is it is accessible useable and practically implement able across all norms of business set ups This process uses unitary cost or marginal cost as the computation base in contrast to the traditional cost accounting methods which employ total cost The system works exceptionally well will quality improvement and up gradation programs e g Six Sigma This system is particularly helpful in identifying and ear marking some of the matters business activities which are a burden or stress on the business i e wasteful or non value adding services

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