

Introduction

This memorandum provides information relative to the implementation of activity based costing (ABC) system at your institution. In addition to Exhibit 1.5, a number of other tables – Exhibit 1.1, 1.2, 1.3 and 1.4 have been provided in the attached Excel Spreadsheets. These provide information on the cost of different activities and cost objects.

Relative Profitability of the Courses

The application of activity based costing (ABC) system to The University of Australia has provided information that will help to determine the relative profitability of the courses offered.

The table in Exhibit 1.5 provides this information.

Exhibit 1.5 Calculation of the Profitability of Each Cost Object			
Description	Cost Objects		
	Accounting	Economics	Law
Revenue	450,000	320,000	525,000
Expenses	205,132	149,704	192,164
Profit	244,868	170,296	332,836
Percentage	54.42%	53.22%	63.40%

Exhibit 1.5 indicates that Law is the most profitable course with a percentage profit of 63.4% followed by Accounting with 54.42% and Economics the least profitable with 53.22%. The difference in profitability among the three courses can be attributed to the differences in the fees charged per EFTSL and the amount of government grant received per EFTSL. The student fee per EFTSL is highest for the Law course and lowest for the economics course. In fact, the student fee for the Law course is \$6,000 or 67% more than the economics course and \$5,000 or

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Solutions to Cases in Management Accounting and Business Finance Noel Hyndman, Donal G. McKillop, Chartered Accountants Ireland, 2009 *The Journal of Accounting Case Research*, 1995 **The Innovator's Solution** Clayton M. Christensen, Michael E. Raynor, 2018-08-08 Mit seinem Werk *The Innovator's Dilemma* verfasste Clayton M. Christensen eines der wichtigsten Managementbücher der letzten Jahrzehnte. In *The Innovator's Solution* beschreiben Clayton M. Christensen und Michael E. Raynor, wie Unternehmen disruptive Innovationen erfolgreich selbst entwickeln und vermarkten können. Wenn dies ein Buch für Seefahrer wäre, würde es voller Seiten mit Diskussionen über das Segeln mit oder gegen Gezeiten und Strömungen sein und darüber, wie man Segel setzt, um die aktuellen Winde gut zu nutzen. Durch ein solches Buch würde es einfach werden zu erkennen, dass wo und wann Sie starten sollen, wenn man die Richtung bedenkt, in die diese Kräfte Sie tragen wollen. Wie in der Seefahrt soll Ihnen dieses Buch es leichter machen, eine gute Ausgangsposition zu finden. Denn die ist für die Erfolgswahrscheinlichkeit wichtig, insbesondere wenn man die Richtung der im Wettbewerb auftretenden technologischen und gewinnorientierten Kräfte berücksichtigt, die auf Sie einwirken. Mit dieser Sichtweise kann man die Herausforderung leichter angehen, neue wachstumsstarke Unternehmen zu gründen. Dies bedeutet, dass Sie sich bei der Gründung eines neuen Unternehmens keine genauen Vorstellungen über die Details Ihrer Strategie machen müssen bzw. nicht hellseherisch vorhersagen müssen, wie sich die Technologie entwickeln wird. Vielmehr müssen Sie sich in erster Linie auf die richtigen Ausgangsbedingungen konzentrieren. Wenn Sie vom richtigen Ausgangspunkt aus starten, dann werden sich die Entscheidungen, die zum Erfolg führen, von selbst ergeben. Um diese Entscheidungsmöglichkeiten auszuschöpfen, müssen Sie ein Geschäftsmodell schaffen, dessen Ressourcen, Prozesse und Werte diese Kräfte wie beim Segeln so gut nutzbar machen können, dass sie zum Erfolg beitragen und Sie nicht in die falsche Richtung abdriften lassen. Solutions to Cases in Management Accounting and Business Finance Noel Hyndman, Donal G. McKillop, Chartered Accountants Ireland, 2012

EBOOK: Management Accounting John Burns, Martin Quinn, Liz Warren, João Oliveira, 2013-01-16 A modern and contemporary approach to Management Accounting: this brand new textbook written specifically for courses in the UK and Europe provides an essential grounding for students studying both traditional and new Management Accounting techniques. Importantly, this complete text takes its readers beyond just the traditional accounting techniques to place accounting information and the role of the Management Accountant in a broader organizational context. The text will provide a definitive education for tomorrow's business partner: Management Accountants and finance-literate business managers. **Cases and Solutions in Management Accounting and Business Finance** Noel Hyndman, Donal G. McKillop, 2013 *Managerial Accounting for Business Decisions* Ray Proctor, 2009 Focussing squarely on the needs of today's business and non-specialist accounting students, the aim of this book is to set management accounting into a contemporary real-world context, helping students to apply the theories they learn to management situations and to use clear thinking to obtain the best financial

outcome Proctor will assist the reader in the core areas of understanding the principles of management accounting mastering the numerical aspects of the subject interpreting the results and understanding the contribution management accounting can make to the management process Frequently praised for the quality and clarity of writing this book combines appropriate depth of coverage with a manageable size and a clear and uncluttered layout It takes an explicitly managerial and practitioner perspective throughout and features really strong application to the real business world *Shared Services as a New Organizational Form* Tanya Bondarouk, 2014-07-31 What do shared service models involve Which business processes can and or should be shared This ASM volume deals with such questions relating to the increasingly popular use of Shared Service Centers in organizations The volume intends to move beyond debating the relevance of shared services towards more systematic research action *Management Accounting in Public Service Decision Making* Malcolm J. Prowle, 2020-12-29 Radical changes to public service delivery have swept across many regions of the world Management accounting methods are vital to support operational and strategic decision making in public services internationally This book provides a comprehensive and leading edge guide to the topic Written by an expert scholar with practical experience of public service delivery the book takes account of key trends such as increased demand for public services financial austerity technological change and enhanced performance management A globally relevant book informed by cutting edge academic research and benefitting from integrated case studies this is essential reading for both students and practitioners involved with the financial aspects of public services management **Focused Operations Management for Health Services Organizations** Boaz Ronen, Joseph S. Pliskin, Shimeon Pass, 2012-06-28 Focused Operations Management for Health Services Organizations offers managers and staff the practical knowledge and tools they need to accomplish much more within existing resources This text identifies common bottlenecks and constraints and focuses on the critical issues and processes faced by managers in the health care field The book provides tools to significantly improve organizational operations as well as enhance quality and customer satisfaction without increasing the use of physical human and financial resources Risk Management, Strategic Thinking and Leadership in the Financial Services Industry Hasan Dinçer, Ümit Hacıoğlu, 2016-12-19 This book presents a broad overview of risk management in the banking industry with a special focus on strategic thinking and decision making It reveals the broader context behind decision models and approaches to risk management in the financial industry linking the regulatory landscape for capital management and risk to strategic thinking together with behavioral and cultural assessments **Disruptive Innovation: The Christensen Collection (The Innovator's Dilemma, The Innovator's Solution, The Innovator's DNA, and Harvard Business Review article "How Will You Measure Your Life?") (4 Items)** Clayton M. Christensen, Michael E. Raynor, Jeff Dyer, Hal Gregersen, 2011-07-19 Clayton Christensen's definitive works on innovation offered together for the first time Will you fall victim to disruptive innovation or become a disruptor yourself Tip the odds in your favor with the bestselling books that have made Christensen one of the

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Productivity In Singapore's Retail And Food Services Sectors: Contemporary Issues Mun Heng Toh,Shandre M Thangavelu,2016-11-25 The Retail and Food Services sectors play an important role in Singapore They add to the vibrancy of the economy and contribute to the social well being of Singaporeans At the same time they are often highlighted and scrutinised for their low productivity performance and high reliance on manpower There is to date a lack of local literature that addresses the issues faced by the two sectors at the enterprise and worker levels This timely book includes major topics in services productivity in the Singapore context with emphasis on Retail and Food Services Topics covered include the key productivity levers of the services sectors holistic productivity measurement framework effective entrepreneurship manpower management promotion by social media marketing costing process and accounting sophistication These areas are explored through literature reviews and in depth interviews with companies and consumers The chapters also include recommendations for policy makers and industry stakeholders Written in a simple and accessible manner this book will serve as an insightful guide to researchers policy makers industry practitioners and enterprises and those who are keen to learn from the Singapore experience [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. *Undergraduate Announcement* University of Michigan--Dearborn, 1983. *Software Services for e-Business and e-Society* Claude Godart, Norbert Gronau, Sushil Sharma, G r me Canals, 2009-09-09. I3E 2009 was held in Nancy France during September 23-25, hosted by Nancy University and INRIA Grand Est at LORIA. The conference provided scientists and practitioners of academia, industry, and government with a forum where they presented their latest findings concerning application of e-business, e-services, and e-society and the underlying technology to support these applications. The 9th IFIP Conference on e-Business, e-Services, and e-Society, sponsored by IFIP WG 6.1 of Technical Committees TC6 in cooperation with TC11 and TC8, represents the continuation of previous events held in Zurich, Switzerland, in 2001; Lisbon, Portugal, in 2002; Sao Paulo, Brazil, in 2003; Toulouse, France, in 2004; Poznan, Poland, in 2005; Turku, Finland, in 2006; Wuhan, China, in 2007; and Tokyo, Japan, in 2008. The call for papers attracted papers from 31 countries from the five continents. As a result, the I3E 2009 program offered 12 sessions of full paper presentations. The 31 selected papers cover a wide and important variety of issues in e-Business, e-services, and e-society, including security, trust, and privacy; ethical and societal issues; business organization; provision of services as software and software as services; and others. Extended versions of selected papers submitted to I3E 2009 will be published in the *International Journal of e-Adoption* and in *AIS Transactions on Enterprise Systems*. In addition, a 500 euros prize was awarded to the authors of the best paper selected by the Program Committee. We thank all authors who submitted their papers, the Program Committee members, and external reviewers for their excellent work.

Management Accounting - Business Strategy Chartered Institute of Management Accountants, 2002. **The Innovator's Solution** Clayton, Michael, 2013-10-22. An innovation classic. From Steve Jobs to Jeff Bezos, Clayton Christensen's work continues to underpin today's most innovative leaders and organizations. A seminal work on disruption for everyone confronting the growth paradox. For readers of the bestselling *The Innovator's Dilemma* and beyond, this definitive work will help anyone trying to transform their business right now. In *The Innovator's Solution*, Clayton Christensen and Michael Raynor expand on the idea of disruption, explaining how companies can and should become disruptors themselves. This classic work shows just how timely and relevant these ideas continue to be in today's hyper-accelerated business environment. Christensen and Raynor give advice on the business decisions crucial to achieving truly disruptive growth and propose guidelines for developing your own disruptive growth engine. The authors identify the forces that cause managers to make bad decisions as they package and shape new ideas and offer new frameworks to help create the right conditions at the right time for a disruption to succeed. This is a must-read for all senior managers and business leaders responsible for innovation and growth, as well as members of their teams. Based on in-depth research and theories tested in hundreds of companies.

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