

CASE 19 Western Chemical Corporation: Divisional Performance Measurement

The fact is that we really have not yet figured out the best way to measure and report on the performance of some of our foreign operations. Because of different ownership arrangements and the use of local financing, when we use conventional accounting principles and standards, we often get financial reports that seem to contradict what we believe to be the true results of operations. This creates problems within the company because people who are not familiar with particular operations see the reports and draw erroneous conclusions about how this one or that one is performing relative to others.

Now that you are beginning to get questions from shareholders and analysts about how some of these investments are performing, I realized that Cynthia and I had better brief you on what some of the problems are that we have with division performance measurement.

Stan Rogers, president of Western Chemical Corporation (WCC), was meeting with Samantha Chu, recently appointed director of Investor Relations, and Cynthia Sheldon, who had recently been appointed vice president and controller. Chu had that morning received an inquiry from a well-known chemical industry analyst who had some fairly specific questions about some of the company's investments in Europe and the Far East. When she questioned Sheldon, Cynthia suggested that they meet with Rogers to examine some of the issues that Rogers and Sheldon had been discussing, so that Chu could answer the analyst's requests more accurately.

The information on the financial performance of WCC's foreign operations was prepared by the same accountants who maintained the company's accounts and who prepared its quarterly and annual reports. A single database for all accounting had been established some years earlier in the belief that it could serve all accounting needs of both managers and those external to the company. A common chart of accounts and accounting policies was used throughout the company and in all of its subsidiaries.

A variety of new alliances and ownership arrangements had been used in recent international ventures to speed entry to new international markets and to minimize investment and risk. Because of these, Rogers had become convinced that some of the reports the accountants were preparing about some of the ventures could be quite misleading. It was for that reason that he and Sheldon were already discussing alternative ways to measure divisional performance, and that Sheldon thought Chu should be brought into their discussion before trying to answer the analyst's queries.

The Company and International Ventures

In 1995, WCC was a 75-year-old, *Fortune* 300 chemical company. Its largest business marketed chemicals and chemical programs for water and waste treatment. Additional products and chemical services targeted manufacturing processes where the quality of a customers product could be enhanced. The company was proud of its industry reputation for quality of

Professor William J. Bruns and Professor Roger Asherton of Northeastern University prepared this case on the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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Congress Senate, **The Automobile Trade Directory** ,1921 Annual Report on Hazardous Materials Transportation

,1991 Inquiry Into Operations of the United States Air Services United States. Congress. House. Select Committee of Inquiry into Operations of the United States Air Services,1925 **Fighting for Partnership** Lowell Turner,2018-05-31

West Germany from 1949 to 1990 was a story of virtually unparalleled political and economic success This economic miracle incorporated a well functioning political democracy expanded to include a social partnership system of economic representation Then the Wall came down Economic crisis in the East industrial collapse massive layoffs a demoralized workforce triggered gloomy predictions Was this the beginning of the end for the widely admired German model Lowell Turner has extensively researched the German transformation in the 1990s Indeed in 1993 he was at the factory gates at Siemens in Rostock for the first major strike in post Cold War eastern Germany In that strike and in a series of other incisively analyzed workplace and job developments in eastern Germany he shows the remarkable resilience and flexibility of the German social partnership and the contribution of its institutions to unification His controversial and to some radical findings will stimulate debate at home and abroad **State-of-the-art Study of Land Impoundment Techniques** Wilford

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S. 414, the Ocean Shipping Reform Act of 1997 United States. Congress. Senate. Committee on Commerce, Science, and Transportation. Subcommittee on Surface Transportation and Merchant Marine,1998 **Selected Water Resources**

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Table of Contents Western Chemical Corporation Case Solution

1. Understanding the eBook Western Chemical Corporation Case Solution
 - The Rise of Digital Reading Western Chemical Corporation Case Solution
 - Advantages of eBooks Over Traditional Books
2. Identifying Western Chemical Corporation Case Solution
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Western Chemical Corporation Case Solution
 - User-Friendly Interface
4. Exploring eBook Recommendations from Western Chemical Corporation Case Solution
 - Personalized Recommendations
 - Western Chemical Corporation Case Solution User Reviews and Ratings
 - Western Chemical Corporation Case Solution and Bestseller Lists

5. Accessing Western Chemical Corporation Case Solution Free and Paid eBooks
 - Western Chemical Corporation Case Solution Public Domain eBooks
 - Western Chemical Corporation Case Solution eBook Subscription Services
 - Western Chemical Corporation Case Solution Budget-Friendly Options
6. Navigating Western Chemical Corporation Case Solution eBook Formats
 - ePub, PDF, MOBI, and More
 - Western Chemical Corporation Case Solution Compatibility with Devices
 - Western Chemical Corporation Case Solution Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Western Chemical Corporation Case Solution
 - Highlighting and Note-Taking Western Chemical Corporation Case Solution
 - Interactive Elements Western Chemical Corporation Case Solution
8. Staying Engaged with Western Chemical Corporation Case Solution
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Western Chemical Corporation Case Solution
9. Balancing eBooks and Physical Books Western Chemical Corporation Case Solution
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Western Chemical Corporation Case Solution
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Western Chemical Corporation Case Solution
 - Setting Reading Goals Western Chemical Corporation Case Solution
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Western Chemical Corporation Case Solution
 - Fact-Checking eBook Content of Western Chemical Corporation Case Solution
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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