


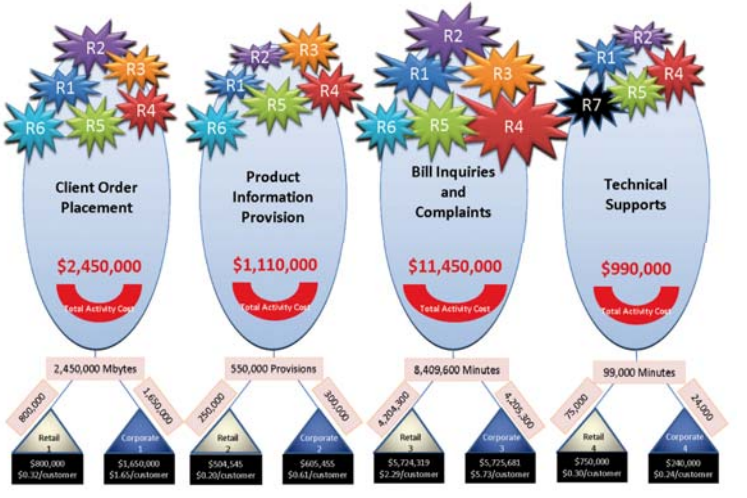


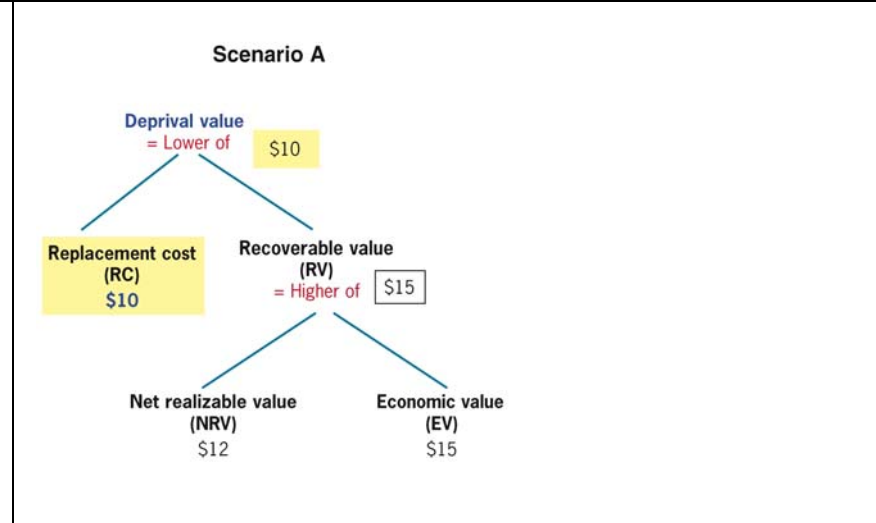
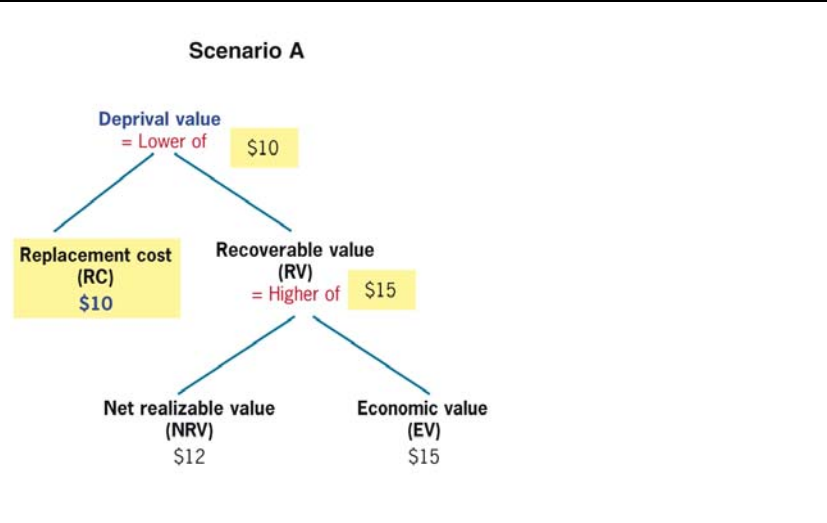
Errata

Managerial Accounting: An Asian Perspective (ISBN 978-007-108801-5)

Ray H. Garrison, Eric W. Noreen, Peter C. Brewer, Cheng Nam Sang, Katherine C. K. Yuen
(Compiled in October 2011)

	Existing	Corrected																																				
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Chapter 5 (Page 241)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #d9e1f2;">Budgeted Figures</th> <th style="background-color: #d9e1f2;">20X1</th> <th style="background-color: #d9e1f2;">20X2</th> </tr> </thead> <tbody> <tr> <td></td> <td style="text-align: center;">Units</td> <td style="text-align: center;">Units</td> </tr> <tr> <td>Sales</td> <td style="text-align: center;">16,000</td> <td style="text-align: center;">20,000</td> </tr> <tr> <td>Beginning inventory</td> <td style="text-align: center;">10,000</td> <td style="text-align: center;">14,000</td> </tr> <tr> <td>Production costs</td> <td style="text-align: center;">20,000</td> <td style="text-align: center;">16,000</td> </tr> <tr> <td>Ending inventory</td> <td style="text-align: center;">14,000</td> <td style="text-align: center;">10,000</td> </tr> </tbody> </table> <p style="text-align: center; font-size: small;">Production of 20,000 units per year is considered to be a normal level of activity. Budgeted and actual production overhead are \$40,000 per year.</p>	Budgeted Figures	20X1	20X2		Units	Units	Sales	16,000	20,000	Beginning inventory	10,000	14,000	Production costs	20,000	16,000	Ending inventory	14,000	10,000	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #d9e1f2;">Budgeted Figures</th> <th style="background-color: #d9e1f2;">20X1</th> <th style="background-color: #d9e1f2;">20X2</th> </tr> </thead> <tbody> <tr> <td></td> <td style="text-align: center;">Units</td> <td style="text-align: center;">Units</td> </tr> <tr> <td>Sales</td> <td style="text-align: center;">16,000</td> <td style="text-align: center;">20,000</td> </tr> <tr> <td>Beginning inventory</td> <td style="text-align: center;">10,000</td> <td style="text-align: center;">14,000</td> </tr> <tr> <td>Production</td> <td style="text-align: center;">20,000</td> <td style="text-align: center;">16,000</td> </tr> <tr> <td>Ending inventory</td> <td style="text-align: center;">14,000</td> <td style="text-align: center;">10,000</td> </tr> </tbody> </table> <p style="text-align: center; font-size: small;">Production of 20,000 units per year is considered to be a normal level of activity. Budgeted and actual fixed production overhead are \$40,000 per year.</p>	Budgeted Figures	20X1	20X2		Units	Units	Sales	16,000	20,000	Beginning inventory	10,000	14,000	Production	20,000	16,000	Ending inventory	14,000	10,000
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Financial					
F1	EVA improvement	This year's EVA – Previous year's EVA Previous year's EVA	15%	Annually	Profitability and effective use of funds
F2	Sales growth	This year's sales dollar – Previous year's sales dollar Previous year's sales dollar	15%	Annually	Sales growth
Customer					
C1	Turnover percentage from key customers	Loss of number of customers with annual revenue of more than \$10 m.	0%	Frequently (Minimum Quarterly)	<ul style="list-style-type: none"> Quality of products and services Customer satisfaction Sales and marketing effort
C2	Delivery accuracy	On-time delivery per order	100%	Frequently (Minimum Quarterly)	<ul style="list-style-type: none"> Customer satisfaction Coordinating effort
Internal Business Process					
IBP1	Defects per million units	Defects per million units	3	Monthly	<ul style="list-style-type: none"> Quality Cost
IBP2	Percentage of goods returned	Actual sales value of goods returned Sales value before goods returns	0.3%	Monthly	<ul style="list-style-type: none"> Production quality On time delivery (products missing the shipment date are rejected 100% in this business)
Learning and Growth					
LG1	Employee productivity	Sales dollar per man-hour	\$300 per man-hour	Annually	<ul style="list-style-type: none"> Employee training and productivity Employee satisfaction
LG2	Employee satisfaction index	Survey's index score	Index score 85	Six months	Employee satisfaction

→ Strategic linkage between measures and perspectives

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