

# Blocher/Stout/Juras/Cokins

## Welcome to Students:

We have written this book to help you understand the role of cost management in helping an organization succeed. Unlike many books that aim to teach you *about* accounting, we aim to show you how an important area of accounting, cost management, is *used* by managers to help organizations achieve their goals.

An important aspect of cost management in our text is the strategic focus. By strategy we mean the long-term plan the organization has developed to compete successfully. Most organizations strive to achieve a competitive edge through the execution of a specific strategy. For some firms it is low cost, and for others it might be high quality, customer service, or some unique feature or attribute of its product or service. We know in these competitive times that an organization does not succeed by being ordinary. Rather, it develops a strategy that will set it apart from competitors and ensure its attractiveness to customers and other stakeholders into the future. The role of cost management is to help management of the organization attain and maintain success through strategy implementation. Thus, for every major topic covered in our text there is a larger issue, which is: “How does this organization compete? What type of cost-management information does it need?” We do *not* cover a cost-management method simply to become proficient at it. We want you to know why, when, and how the technique is used to help the organization succeed.

A strategic understanding of cost management today is so important that many senior financial managers and many CPAs—both in public and in private practice—are coming back to school to learn more about strategy, competitive analysis, and new cost-management techniques. Knowing how to do the accounting alone, no matter how well you do it, is by itself no longer sufficient. Cost management with a strategic emphasis is one way to enhance your career and to add value to your employer, whatever type of organization it might be.

## Key Text Features that Integrate the Strategy Emphasis

**REAL-WORLD FOCUS** Globalization, Strategy, and Exchange Rates: The Euro

Since January 1999, the euro has been used as the common currency of many European countries. For the first 20 months following its introduction, the euro steadily lost about 25% of its value relative to the U.S. dollar. Due to changing economic circumstances, the euro began to rise in early 2002 and in August 2008 had risen to \$1.59. It then fell to a value of \$1.25 in March 2009 due in part to falling oil prices and recession pressures in the EU during the fall of 2008. The euro then increased to \$1.35 in February 2012 due in part to rising oil prices. The constant change of the value of the euro relative to the dollar creates two types of strategic issues for U.S. and European firms.\* One is the effect on import and export opportunities. In the next few years, the falling dollar

has helped U.S. exporters increase sales abroad; products made in the U.S. are relatively cheaper for buyers in other countries.

\*The Economic and Monetary Union (EMU) of Europe has 27 member countries, 18 of which have adopted the European currency, the euro. Current and historical values for the exchange rate for the euro vs. the U.S. dollar and for exchange rates for other currencies are available on the Federal Reserve website: [www.federalreserve.gov/releases/H10.html](http://www.federalreserve.gov/releases/H10.html).



**Real-World Focus** *Cost Management, 6e*, provides extensive real-world examples of how accounting systems can add value to the organization. The **Real-World Focus** boxes throughout the text take real organizations and demonstrate strategy in action and the role that cost management plays in supporting the organization’s strategy.

To augment this coverage, the Blocher team encourages students to further explore real-world companies through **Cost Management in Action** boxes that appear throughout the text. This feature poses important questions that make students think critically about the relationship between cost management and management strategy. At the end of each chapter, the authors then supply their comments for the **Cost Management in Action** boxes.

**Cost Management in Action** The Keys to Successful Strategy Implementation

This chapter covers the set of tools that are used to implement strategy: SWOT analysis, the value chain, and the balanced scorecard/strategy map. Apart from these effective tools, managers have learned that certain organizational policies are key to successful implementation. A recent research report based on the responses of 26,000 managers in 31 companies identified the top five policies of effective implementation:

1. Everyone has a good idea of the decisions and actions for which he or she is responsible.
2. Important information about the competitive environment gets to managers quickly.
3. Once made, decisions are rarely second-guessed.
4. Information flows freely across organizational boundaries.
5. Field and line employees usually have the information they need to understand the bottom-line impact of the day-to-day choices.

**Required**  
Summarize briefly and explain what you consider to be the main take-away from this research.

**Problem Material** The Blocher team has taken great care to develop assignment material that effectively reinforces concepts, procedures, and strategic issues presented in each chapter. In addition, each chapter has one or more end-of-chapter assignments that focus on strategic or ethical issues, or that deal with an international context or a service (i.e., nonmanufacturing) setting. New to the sixth edition, and covered throughout the text, are exercises and problems that relate topical coverage to the general issue of sustainability. Many chapters have assignments based on readings from periodicals such as the *Harvard Business Review (HBR)*. The attempt of these assignments is to link topical material in the chapter to the broader, strategic issues that organizations face. Other end-of-chapter assignments require the consideration of sustainability or ethical issues for the topic at hand. All such assignments are marked appropriately for easy identification, as follows:



Strategy



International



Service

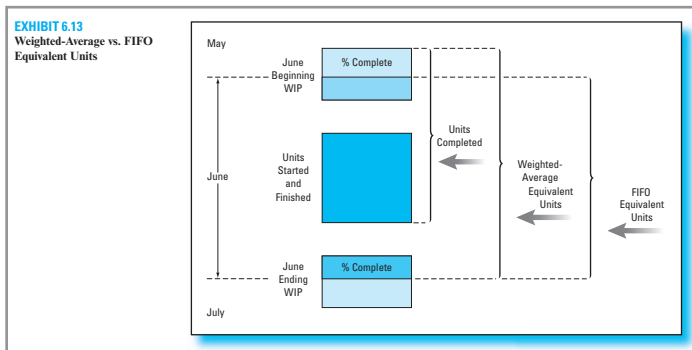


Ethics



Sustainability

# Helping Students Succeed Using *Cost Management, 6e*



**Text Illustrations** Clear and concise exhibits help illustrate basic and complicated topics throughout the book.

**Excel Solutions Manual** The *Excel Solutions Manual* has been revised and updated for the sixth edition. This unique supplement consists of an Excel workbook for each chapter and comes in two versions: one for the instructor, the other for students.

Each workbook provides for the instructor the solution to *every* exercise and problem in the chapter, each in its own worksheet in the workbook. Each solution has three components: background information, data, and solution/model-building. The *Excel Solutions Manual* provides the basis for the instructor to guide students through the use of Excel in solving problems and is a useful tool for generating new problems.

The *Excel Solutions Manual* also has a student version that differs from the instructor's version in only one respect: worked-out solutions are available for only half of the end-of-chapter exercises and problems. The remaining assignments (without solutions) can be used for Excel assignments. In other respects the student version of the manual is identical to the instructor version. Because all pertinent information for each exercise and problem, including background information and data, is included in each worksheet, the *Excel Solutions Manual* is self-contained and easy to use. In short, the student version of the *Excel Solutions Manual* is a unique resource designed to enhance the learning process.

**Cases and Readings Supplement** The *Cases and Readings Supplement*, available in electronic form, challenges students to think about and use cost-management information in a real-world setting. The longer articles provide a basis for more comprehensive and in-depth discussions about the role of *cost management* in helping an organization successfully execute its strategy. We have found the *Cases and Readings Supplement* to be particularly useful for upper-level undergraduate courses and for MBA course offerings.

**Assurance of Learning Ready** Many educational institutions today are focused on the notion of assurance of learning, an important element of some accreditation standards. *Cost Management* is designed specifically to help support your assurance of learning initiatives with a simple, yet powerful solution.

Test bank questions for *Cost Management* map to a specific chapter learning outcome/objective listed in the text. You can use our test bank and EZ Test Online to easily query for the learning objectives specified at the beginning of each chapter.

**AACSB Statement** The McGraw-Hill Companies is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, *Cost Management, 6e*, recognizes the guidelines detailed in the AACSB standards by connecting selected questions in the test bank to the six general knowledge and skill areas in the AACSB standards.

*The statements contained in Cost Management, 6e, are provided only as a guide for the users of this textbook.* The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty.

**Excel Tutorials** The fourth and fifth editions of *Cost Management* made available accompanying Excel tutorials, one for each chapter and in Microsoft Word. The sixth edition maintains the Word version of these Excel tutorials but also provides them in a narrated, step-by-step video animation format. The tutorials are tied to one of the main topics covered in the chapter. Thus, students can hone their Excel-based skills using either version of the tutorials, while working to reinforce major topics covered in the text.

# Key Features of the 6th Edition

## **A Framework to Integrate Strategy: The Five Steps of Strategic Decision Making**

The first edition of *Cost Management* introduced a five-step framework for decision making with a strategic emphasis. The framework shows that each decision starts and ends with a consideration of the organization's strategy. To extend and integrate the strategic emphasis, the sixth edition continues the tradition of including this five-step framework throughout the text. In all but a few chapters there is a short section that uses the five-step framework to show how a consideration of the organization's strategy plays a key role in making the decision that will address the business-related problems presented in that chapter.

## **The Current Economic Downturn Increases the Importance of Reviewing and Executing Strategy**

The current economic downturn is addressed in the text, both in the chapters and in the end-of-chapter exercises and problems. The downturn requires firms to place an even greater emphasis on the successful execution of an organization's strategy. Moreover, the economic difficulties may require an organization to review and modify its strategy to compete more effectively in the changed economic conditions.

## The Online Learning Center (OLC)

*Cost Management: A Strategic Emphasis, 6e*, by Blocher/Stout/Juras/Cokins offers a wide array of supplements to instructors and students. Key to the *Cost Management* learning resources is the **Online Learning Center (OLC)**: [www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e). Here instructors and students will find valuable course-preparation materials, study tools, and links to important web resources.

The password-protected portion of the *Cost Management* OLC—meant for instructors—contains solution files (in Word format and in both student and instructor versions) to all of the end-of-chapter items in the book, along with an **Excel-based solutions manual**. As noted earlier, the Excel solution files are available in two forms: one for the instructor, the other for students. Both are available in the password-protected portion of the OLC for *Cost Management*.

On the student portion of the OLC, students have access to many resources to assist them in their cost management course, including the *Cases and Readings Supplement*, check figures for the end-of-chapter material, and PowerPoint presentations. See the full list below for the resources available!

The OLC is a one-stop resource for essential course resources for students and instructors:

### For STUDENTS:

- [Chapter Objectives](#)
- [Chapter Overview](#)
- [20 Excel Tutorials \(one for each chapter\) in Word format](#)
- [20 Animated, Narrated Excel Tutorials \(one for each chapter\)](#)
- [Animated, Narrated Tutorials for Solving End-of-Chapter Self-Study Problems](#)
- [Cases and Readings Supplement](#)
- [Online Quizzes](#)
- [PowerPoint Presentations](#)

### For INSTRUCTORS

(and password protected):

- [Sample Syllabi](#)
- [Instructor's Resource Guide](#)
- [Solutions Manual \(in Word format and in both student and instructor versions\)](#)
- [Excel-based Solutions Manual \(in both student and instructor versions\)](#)
- [PowerPoint Presentations](#)
- [Solutions and Teaching Notes for ABC-SAS Software Cases](#)

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- [Links to Professional Resources](#)
- [Text Updates](#)
- [Check Figures for End-of-Chapter Exercises and Problems](#)
- [ABC-SAS Software and Tutorial](#)
- [Cases for use with ABC-SAS Software](#)
- [Regression Analysis Supplement](#)
- [Teaching Notes for Cases and Readings Supplement](#)
- [Test Bank: Word Format and EZTest Online](#)
- [Text Updates](#)

**Excel Tutorials and Self-Study Problems are now available as Camtasia files, which provide narrated, step-by-step video animation that walks the student through the Tutorials and Self-Study Problems!**

### Excel Tutorials

Free to adopters of the sixth edition is a set of 20 Excel tutorials, one for each chapter. This resource provides a context-based means for students to hone their Excel skills. In many cases, the Excel tutorial is linked to one or more of the Self-Study Problem(s) included at the end of the chapter. The tutorials cover a wide variety of Excel topics, from elementary to the intermediate level, and some at the advanced level. The tutorials are an easy way for students to learn more about Excel without having to ask the instructor. For the sixth edition, these tutorials are available in two formats: Word files and Camtasia files (new to the sixth edition). This learning resource is available free to adopters of the text via the Online Learning Center.

### Integration of Important Topics throughout the Text

Key topic areas for the course are integrated across the chapters. As previously noted, strategy is integrated throughout the text. In addition, accounting for “lean” is included in four chapters as it relates to the subject matter of that chapter. Similarly, time-driven activity-based costing (TDABC) is covered in the ABC chapter and also in the chapter on budgeting. ABC appears in most of the chapters in Part Two, as it has a key role in planning and decision making. Nonfinancial performance measures and the balanced scorecard (BSC) are introduced in Part One and then covered as part of the operational and management control chapters included in Parts Three and Four. Resource consumption accounting (RCA) is covered both in Chapter 5 and again in Chapter 15. The topic of capacity resource planning is covered in Chapters 10 and 15. These are just examples of the efforts the authors have made to integrate key topics throughout the text.

### New Features throughout the Sixth Edition

- Paul E. Juras of Babson College, who has published numerous articles and cases in management accounting, joins the 6th edition as a coauthor.
- A strong focus on improving end-of-chapter exercises and problems—for clarity, clear linkage to chapter learning objectives, and an appropriate level of challenge.
- Each end-of-chapter exercise and problem is tagged with the chapter learning objective(s) examined in that exercise or problem.
- *Sustainability* is now integrated into each chapter, and exercises and problems that involve sustainability are marked with a distinctive icon.
- The self-study problems at the end of all chapters are now available as Camtasia files (accessible at [www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e)). Students can use the Camtasia files to understand the solution by viewing a video that takes them through the problem on a step-by-step basis and in an animated, narrated fashion.
- Selected chapters offer increased use of specialized features in Excel.
- Excel tutorials (one for each chapter) are now available in Camtasia file form, which provides narrated, step-by-step video animation, as well as Word form.

## Important Changes in Each Chapter of the Sixth Edition

### **Part One:** Introduction to Strategy, Cost Management, and Cost Systems

#### **Chapter 1:** Cost Management and Strategy

- Two new Real-World Focus items reporting on recent surveys on strategy and ethics.
- Several revised and four new exercises and problems with a focus on ethics, risk management, and the recent economic downturn.

#### **Chapter 2:** Implementing Strategy: The Value Chain, the Balanced Scorecard, and the Strategy Map

- New Real-World Focus item on the balanced scorecard.
- New Cost Management in Action item on strategy implementation.
- The section on sustainability has been updated and enhanced.
- Six revised exercises and problems and an additional six new exercises and problems, including two research problems, one on the value chain and one on sustainability. Research articles are available on the text website.

#### **Chapter 3:** Basic Cost-Management Concepts

- New Real-World Focus item involving costs in the airline industry.
- Twelve new or revised exercises and problems, three of which include sustainability.
- A new section on periodic and perpetual inventory systems.

#### **Chapter 4:** Job Costing

- New Real-World Focus item involving costs in apparel manufacturing.

- A new section on errors in overhead application, with reference to applicable academic research.
- Completely revised example for job costing in a service industry.
- Ten new or revised exercises and problems with a focus on global issues and sustainability.

#### **Chapter 5:** Activity-Based Costing and Customer Profitability Analysis

- Two new Real-World Focus items.
- Enhanced coverage of resource consumption accounting (RCA).
- Enhanced coverage of time-driven activity-based costing, including an additional problem at the end of the chapter.
- Two new research problems, one on customer lifetime value and one on sustainability.

#### **Chapter 6:** Process Costing

- New section on normal and standard process costing.
- Sixteen new or revised exercises and problems.

#### **Chapter 7:** Cost Allocation: Departments, Joint Products, and By-Products

- Real-World Focus items updated to include coverage of new cost allocation issues, particularly in Medicare cost reimbursement.
- Fourteen new or revised exercises and problems with a focus on strategy, ethics, and sustainability.

### **Part Two:** Planning and Decision Making

#### **Chapter 8:** Cost Estimation

- New Real-World Focus item explaining an application of

regression analysis in the context of predictive analytics.

- New Cost Management in Action item about cost estimation in the construction industry.
- Revised chapter introduction to reflect the recent economic downturn.
- To streamline the presentation of this chapter, the appendix on regression analysis has been moved to the text website where any student can access it. The coverage of regression analysis in the printed text remains comprehensive and complete. The 5th edition appendix is now a Regression Analysis Supplement that is available for instructors and students who want a more in-depth coverage of regression. No exercises or problems in the text require information from this supplement.
- Ten new or revised exercises and problems include a focus on sustainability, the recent economic downturn, and the application of regression analysis to practical current business issues.

#### **Chapter 9:** Short-Term Profit Planning: Cost-Volume-Profit (CVP) Analysis

- Expanded coverage of dealing with uncertainty (including degree of operating leverage [DOL], decision tables, expected value analysis, and use of the built-in Excel function NORMDIST).
- Inclusion of alternative formulas (sales basket approach and weighted-average contribution margin per unit) in conjunction with profit planning for the multiproduct firm.
- Six new Real-World Focus items covering the following topics: operating leverage, choice of cost



structure, assessing the financial viability of academic departments/majors, pricing decisions in the steel industry, managing profitability under different cost structures, and GM IPO—breakeven pricing.

- Five new exercises and problems, including a comprehensive problem that deals with sustainability.
- Increased use of Excel's *Goal Seek* function throughout the assignment material.
- Many enhancements to existing exercises and problems.

## Chapter 10: Strategy and the Master Budget

- Three totally new exercises and problems, covering kaizen budgeting, resource capacity planning (with ABC), and sustainability.
- Reduction in length of the chapter, with shorter, crisper explanations of the budgeting process.
- Expanded coverage of uncertainty and the budgeting process, including a new discussion of scenario analysis.
- Two new Real-World Focus items regarding the importance of accurate sales forecasts to the master budgeting process and rolling financial forecasts.

## Chapter 11: Decision Making with a Strategic Emphasis

- Three new exercises (sell-or-process-further decision, determining the optimum product mix, and sustainability) and three new problems (sustainability, sell-or-process-further decision, and a research-based assignment based on a *Harvard Business Review* [HBR] article).
- Increased use of *Goal Seek* function from Excel in exercises and problems.

- Three new Real-World Focus items, all of which deal in some manner with sustainability.
- Expanded discussion of the topic of short-term product planning (i.e., determining the optimum short-term product/service mix), including optional reports generated by the Solver function in Excel.

## Chapter 12: Strategy and the Analysis of Capital Investments

- Improved explanation and coverage of tax effects associated with asset-replacement decisions (including expanded coverage of the topic in Appendix A).
- Two new Real-World Focus items regarding sustainability/green architecture investments and the application of real-options analysis to supply-chain and plant-expansion investment decisions.
- Incorporation of two new Excel-based functions (viz., using the array function to calculate the NPV of a proposed investment, and creating both one-variable and two-variable data tables for sensitivity analysis purposes).
- New exercises and problems regarding the equipment-replacement decision, sensitivity analysis, and sustainability.

## Chapter 13: Cost Planning for the Product Life-Cycle: Target Costing, Theory of Constraints, and Strategic Pricing

- Inclusion of peak load pricing in the discussion of pricing methods.
- Three new Real-World Focus items.
- Updated Cost Management in Action item.
- One new research assignment that deals with sustainability.

## Part Three: Operational-Level Control

### Chapter 14: Operational Performance Measurement: Sales, Direct-Cost Variances, and the Role of Nonfinancial Performance Measures

- Three new problems, including a *Harvard Business Review* (HBR)-based reading dealing with service-based innovation and another HBR-based reading dealing with transparency across a company's supply chain.
- One updated Real-World Focus (RWF) item and two entirely new RWF items that deal with managing JIT supply-chain risks and sustainability and the bottom line.

### Chapter 15: Operational Performance Measurement: Indirect-Cost Variances and Resource Capacity-Management

- Three new problems, including an HBR-based reading dealing with strategies for reducing administrative costs and a *Journal of Accounting Education* paper that provides new insights into the decomposition of the production volume variance.
- Continued emphasis on exercises and problems regarding the topic of capacity-resource planning and the financial reporting requirements of FASB ASC 330-10-30.
- Two new Real-World Focus items: one dealing with expensing the cost of idle capacity (based on a recent article in *Strategic Finance*), and the other dealing with managing capacity in the airline industry (based on a recent article in *The Wall Street Journal*).
- In the appendix, explicit consideration of the expected value of perfect information (Variance-Investigation Decisions under Uncertainty).

## Chapter 16: Operational Performance Measurement: Further Analysis of Productivity and Sales

- New Real-World Focus regarding the new ways organizations are improving productivity.
- New Cost Management in Action item with a focus on the difficulties in measuring productivity.
- Completely revised chapter introduction that reflects changes in the auto industry since 2008.
- Sixteen new or revised exercises and problems with a focus on strategy and sustainability.

## Chapter 17: The Management and Control of Quality

- Repositioning of Taguchi quality loss function material from the appendix into the body of the chapter.
- Inclusion of new Exhibit (17.2) that depicts two primary dimensions of quality: *design quality* and *performance quality*.
- Four new Real-World Focus items dealing with: the high cost (and risk) of external failures (J&J example); implementing Six Sigma projects successfully and learning from failures; lean and Six Sigma principles and the health care sector; and, airline quality ratings and competitive benchmarking.
- Two new problems: one that deals with the concept of net

promoter score (as a nonfinancial, external measure of quality), and one (based on a recent *Harvard Business Review* article) that attempts to apply lean principles to knowledge-based work.

## Part Four: Management-Level Control

### Chapter 18: Strategic Performance Measurement: Cost Centers, Profit Centers, and the Balanced Scorecard

- Two new Real-World Focus items that illustrate changes in outsourcing practices and the findings of academic research about management control in the retail industry.
- Completely new section on the impact of international financial reporting standards (IFRS) on the management accountant's role in management control.
- Ten new or revised exercises and problems with a focus on sustainability and ethics; one of the new problems is a research problem on sustainability. The research article is available on the text website.

### Chapter 19: Strategic Performance Measurement: Investment Centers

- Three new Real-World Focus (RWF) items dealing with strategic applications of the return on

investment (ROI) metric (viz., evaluating the return from investments in employee training programs, pursuing a doctorate in accounting, and employee wellness programs [based on a *Harvard Business Review* article]). Two of the three new RWF items require Internet-based research on the part of the student.

- Three new problems (all of which deal with sustainability-related issues).
- Expanded discussion of the transfer-pricing decision in an international context.

### Chapter 20: Management Compensation, Business Analysis, and Business Valuation

- Four new Real-World Focus items regarding current trends in CEO pay; new regulations in executive pay; a review of academic research on the question of the link between CEO pay and company financial performance; and a commentary on the relevance of the price-earnings ratio.
- Eleven new or revised exercises and problems that include a look at international accounting standards and bonus compensation, ethics, and the link between CEO pay and financial performance. One of the problems is a research assignment on business valuation; the research article is available on the text website.

# Supplements

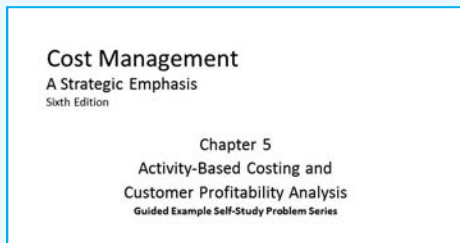
## For Instructors... **Online Learning Center (OLC): [www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e).**

The Instructor Edition of the *Cost Management: A Strategic Emphasis, 6e*, OLC is



password-protected and a convenient place for instructors to access course supplements. Resources for professors include: the Instructor and Student Solutions Manual (in both Word and Excel formats), the Test Bank (both Word and EZ Test Online), the Instructor's Resource Guide, teaching notes for the casebook, links to professional resources, sample syllabi, text updates, and the set of Excel tutorials (both Word and Camtasia files).

## For Students... **Camtasia Files available with Excel Tutorials and End-of-Chapter Self-Study Problems.**



New with the 6th edition are Camtasia files for the set of 20 Excel tutorials and the end-of-chapter self-study problems. The solutions to the self-study problems are provided using videos that take an animated, narrated approach and walk through each problem and its solution step by step. The Excel tutorials cover a wide range of topics that allow students to learn more about Excel. These learning resources are available at [www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e).

	Production Department A	Production Department B	Total
Machine-hours	4,000	16,000	20,000
Relative %	20%	80%	
Overhead	200,000	800,000	1,000,000
Direct labor-hours	20,000	10,000	
Cost per hour	\$ 10.00	\$ 80.00	
Deluxe			
Labor hours per unit	2	1	
Overhead rate	10		

## **Cases and Readings for use with *Cost Management: A Strategic Emphasis, 6e*.**

This supplement (available free to adopters) contains cases and readings covering a variety of important topics. The case scenarios put students in situations that allow them to think strategically and to apply concepts they've learned in the course. Key readings have been chosen to give students more background into the evolution of strategic cost management topics as well as to contemporary controversies in the field.

**Problem Takeaways**

- Determined product costs under a
  - ✓ volume-based method and
  - ✓ activity-based method
- Contrasted the two methods
- Described activity-based costing (ABC),
  - the steps in developing an ABC system
  - the benefits of an ABC system

## **Online Learning Center (OLC): [www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e).**

The Student Edition of the *Cost Management: A Strategic Emphasis, 6e*, OLC contains many tools designed to help students study, including: the *Cases and Readings Supplement*, check figures, text updates, links to professional resources, chapter overviews, chapter objectives, multiple-choice quizzes, Excel tutorials, and PowerPoint® presentations.



**SAS Software.** SAS's Activity-Based Costing (ABC) software is used worldwide for performance management functions and analysis. *Cost Management* incorporates SAS software in its ABC case material to prepare students for calculating ABC costs, creating cost-driver assignments, and organizing cost information using real-world software. Visit the Blocher OLC ([www.mhhe.com/blocher6e](http://www.mhhe.com/blocher6e)) today to learn more about the software and the cases available for use. Both the cases and the software are available free to adopters.



# Acknowledgments

## **Our Sincerest Thanks . . .**

In writing this book, we were fortunate to have received extensive feedback from a number of accounting educators. We want to thank our colleagues for their careful and complete review of our work. The comments that we received were invaluable in helping us to shape the manuscript. We believe that this collaborative development process helped us to create a text that will truly meet the needs of today's students and instructors. We are sincerely grateful to the following individuals for their participation in the process:

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