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Decentralization | Managerial Accounting | CMA Exam | Ch 11 P 1

Question: To evaluate performance, organizations often divide operations into segments. Segments responsible for revenues, costs, and investments in assets are called responsibility centers.

Responsibility centers can be based on such attributes as sales regions, product lines, or services offered.

Performance Measurement in Decentralized Organizations ...

Decentralized organization. decision making authority is spread throughout the organization rather than being confined to a few top executives. Advantages of decentralization. 1. top managers can concentrate on bigger issues and let lower-level managers deal with

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day-to-day issues.

Chapter 11- Performance Measurement in Decentralized ...

1. Financial measures are lag indicators that summarize the results of past actions. Non-financial measures are leading indicators of future financial performance 2. Top managers are ordinarily responsible for financial performance measures -- not lower level managers.

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advantages of decentralized organization 1) Top management freed to concentrate on strategy. 2) empowering lower level employees puts the decision making authority in the hands of those who have the most detailed and up to date info about day-to-day ops.

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Chapter 11 Performance Measurement in Decentralized ...

The term performance measurement was first mentioned in 1979. At the end of the 1980s, the idea of success factors was sharpened further by Rockart. In 1992, Kaplan and Norton attempted to display organisational performance in a dashboard with four perspectives, called the balanced scorecard[(Kaplan & Norton, 1992).

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Calculating Residual Income. This computation differs from ROI.

Compute delivery cycle time, throughput time, and manufacturing cycle efficiency (MCE). Understand how to construct and use a

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balanced scorecard. The Balanced Scorecard: From ...

The Impact of Decentralization on Performance Measurement

...

Chapter 11 Performance Measurement in Decentralized Organizations True / False Questions 1. Residual income is superior to return on investment as a means of measuring performance because it encourages managers to make investment decisions that are more consistent with the interests of the company as a whole. TRUE 2.

Maintaining Control over Decentralized Organizations

Peer appraisals can be effective forms of performance management in a decentralized organization. Utilizing this approach, colleagues

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and team members have the opportunity to rate one another for...

ACC212: Chapter 11 - Performance Measurement in ...

The balanced scorecard is constructed to support the company's strategy, which is a theory about what actions will further the company's goals. Assuming that the company has financial goals, measures of financial performance must be included in the balanced scorecard as a check on the reality of the theory.

Performance Measurement in Decentralized Organizations by

...

Chapter 11 - Performance Measurement in Decentralized
Organizations 11-51. 39. The margin in Year 2 was: A. 48% B.
32%. C. 20% D. 10% ROI in Year 1: $ROI = \text{Margin} \times \text{Turnover} =$

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16% \times 2.5 = 40% By assumption, the ROI is the same in Year 2 as in Year 1.

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Performance Measurement in Decentralized Organizations

Solutions to Questions 11-1 In a decentralized organization, decision-making authority isn't confined to a few top executives; instead, decision-making authority is spread throughout the organization. 11-2 The benefits of decentralization include: (1) by delegating day-to-day problem solving to

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Decentralized associations: Decision making specialist is spread entire association by concentrating among a couple of key officials.

Chapter 11 Performance Measurement in Decentralized ...

Raffi J. Indjejikian and Michal Matjka (2012) Accounting Decentralization and Performance Evaluation of Business Unit Managers. The Accounting Review: January 2012, Vol. 87, No. 1, pp. 261-290.

Chapter 11 - Performance Measurement in Decentralized ...

When a company's top managers delegate decision-making authority to subordinates. Decentralized organization. An organization in which decision-making authority is not confined to a few top executives but rather is spread throughout the

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organization.

Accounting Decentralization and Performance Evaluation of ...

Chapter 11 Performance Measurement in Decentralized

Organizations LO1: Decentralization in organizations. 1. A decentralized organization does not confine decision-making authority to a few top executives; rather, decision-making authority is spread throughout the organization. 2. Advantages of decentralization (1) It enables top management to concentrate on strategy, higher-level decision making, and coordinating activities.

PERFORMANCE MEASUREMENT IN A DECENTRALIZED ORGANISATION

decentralization, cost center, profit center, investment center,

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segmented income statement, common cost, traceable cost,
responsibility accounting systems, return on investment, ROI,
residual ...

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