Divisional Performance: Measurement and Control

Solomons, David

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Divisional Performance Measurement And Control

Fawzi Abdel Rahim Gharaibeh

Divisional Performance Measurement And Control:

Divisional Performance. Measurement and Control David Solomons, 1968 **Divisional performance** David Solomons, 1977 Divisional Performance ,1965 Divisional Performance Diaffer Kaced, 1984 Business Unit & Divisional Performance Measurement Mahmoud Ezzamel, Chartered Institute of Management Accountants, 1992 This volume describes the underlying assumptions that are made in devising the most commonly used measures of business unit performance It analyzes the strengths and weaknesses of various approaches The book also presents a more radical approach involving the use of DCF based measures and considers how accounting information can be usefully supplemented by other sources of information particularly in the context of the divisionalized organization. The rigorous analysis gives a balanced account of the main problames encountered in using each approach The conclusions presented in Business Unit and Divisional Performance Measurement provide a firm foundation upon which a sound management control system can be erected Key Features Analyses the strengths and weakness of various approaches Considers how accounting information can be usefully supplemented by other sources of information Advances a more radical approach involving the use of DCF based **Modes of Divisional Control** A. Scott Keating, 2000 This paper uses findings from a field study of measures performance measurement practices in eight firms to identify and describe some of the characteristics of firms divisional and division manager performance evaluation practices Most economic and accounting theories of performance measurement focus on the use of information to evaluate managers performance ex post This research revelas that performance evaluation in the eight sample firms consists of three components i ex ante screening of potential division managers to identify candidates with preferences closely aligned to the firm and its senior managers ii ex post monitoring of incumbent division managers and iii intensive planning and budgeting processes This study also identifes an important determinant of firms divisional performance evaluation strategies namely the extent of interaction or coordination between divisions Firms whose corporate managers manage operating divisions as autonomous un related business Autonomy Promoters control divisional activity through ex post monitoring of results achieved By contrast firms exploiting synergies between divisions Synergy Exploiters supplement their expost monitoring programs with either rigorous ex ante screening of potential division managers or intensive planning and budgeting systems More specifically Synergy Exploiters whose divisions interact and share resources directly lateral synergy exploitation use ex ante screening wherease those exploiting synergies and sharing resources indirectly through the corporate office vertical synergy exploitation use planning and budgeting systems The implications of these findings for performance measurement and control theories are discussed Divisional Performance Measurement Hatem Mohamed El-Shishini, 2001 Surveys indicate that the majority of companies in the UK have adopted divisionalised organisational structure The manner in which divisions are controlled and evaluated is therefore of considerable importance However much of the research relating to divisional performance measurement is approximately 20

years old The management accounting literature distinguish between the economic performance of a division and the performance of its manager advocating that the evaluation of a manager s performance should consist only of those factors under a manager's control However empirical evidence showed that companies tend to hold divisional managers responsible for uncontrollable factors for the purpose of this research uncontrollable factors include three categories 1 uncontrollable common resources costs 2 economic and competitive conditions and 3 interdependencies among divisions This research aims to explain the factors that lead to hold divisional managers responsible for uncontrollable items In particular the research addresses the following issues 1 The extent to which companies use different measures to evaluate the economic performance of the divisions and the performance of divisional managers 2 The nature and content of the performance measures that are used to evaluate divisional managers performance 3 The level of application of the controllability principle in terms of the above three categories of uncontrollable factors 4 The role of the potential explanatory factors in explaining the observed practice They include behavioural institutional and organisational factors and 5 The relative importance attached to non financial performance measures that are used to evaluate divisional managers performance A postal questionnaire survey has undertaken to the UK based divisionalised companies during April and May 2000 A total usable questionnaire was 124 The preliminary research findings identify many different levels of the application of the controllability principle At one extreme some companies hold divisional managers responsible for all uncontrollable factors At the other extreme some companies seek to hold divisional managers responsible only for controllable factors **Management** Accounting Australian Chartered Accountants' Research Society. New South Wales Division, 1966 **Business Unit and Divisional Performance Measurement** Mahmoud Ezzamel,1992 The Effect of Transfer Pricing Methods on Divisional Performance Measurement and Control Bernard Gatter, 1976 Management Accounting (For University of Delhi, **Sem.5)** I.C. Jain, Written in a student friendly style the book comprehensively covers the new syllabus of Management Accounting taught in BCom Hons course of the University of Delhi Following an examination oriented approach the book can also be used by students pursuing professional courses such as BBA MBA PGDBM CFA MFC CA ICWA and CS KEY FEATURES Important tools such as Summary Key Terms Theoretical Questions Objective type Questions like True False Statements Multiple choice Questions and Fill in the Blanks and Practical Problems to facilitate a guick revision of the chapter The book has 125 illustrations 100 solved problems and 150 unsolved exercises with answers and hints Problems from examination papers of last 10 years included Recent examination question papers of the University of Delhi included in Divisional Performance Measurement Colin Drury, H. El-Shishini, 2005-01-01 an Appendix **Business Unit and** <u>Divisional Performance Measurement</u> Mahmoud Ezzamel,1992 Managing Financial Resources Mick Broadbent, John Cullen, 2012-05-04 Managing Financial Resources addresses the complicated issues of financial planning and control These include performance measures and cost analysis methods of improving profitability and techniques of financial monitoring

and control Real examples and case studies are used throughout to illustrate points in a practical context All chapters have been updated and new material has been added to extend the original text in areas such as public sector management issues audit commission capital investment decisions stakeholder analysis for published reports and accounts performance measurement outsourcing new developments in the public sector and transfer pricing This book is based on the Management Charter Initiative s Occupational Standards for Management NVQs and SVQs at level 4 It is particularly suitable for managers on the Diploma in Management or part 1 of the Postgraduate Diploma especially those accredited by the Chartered Management Institute and Edexcel but this also a useful text for practicing managers and those individuals studying for a ACCA P5 - Advanced Performance Management - Study Text 2013 BPP Learning Media, 2011-12-15 This examiner reviewed Study Text covers all that you need to know for P5 It features plenty of recent case studies illustrating key syllabus areas and questions to hone your understanding of what you have just read This paper tests your application of knowledge so these studies and questions are key learning tools You will also find up to date information on the latest management theories and techniques which feature highly in this paper Then there are plenty of exam tips to guide your study and help you focus on what is essential to know Now it s up to you A Guide to Business Performance Measurements Edwin Whiting, 1986-02-20 Everyone in business wants to improve their performance But how to choose between the number of ways in which success is measured This book provides a guide covering over 50 different measurements It explains each measure s uses and describes the situations for which it is best suited Managing Financial Resources Michael Broadbent, John M. Cullen, 2014-05-15 Managing Financial Resources aims to explain the principles involved in the management of financial resources It aims to provide practicing non financial managers with an understanding of the terms and techniques of accountancy so they may communicate more easily with and understand financial reports issued by their more accounting aware colleagues The book concentrates on one type of financial information management accountancy but draws together concepts from systems analysis organizational behavior marketing and other distinct disciplines to reflect the rich variety which is involved in the management of any limited resource within large organizations Key topics discussed include published accounting statements management decision making planning and control short and long term decision making in organizations pricing decisions and performance measurement and transfer pricing issues within divisionalized organizations Each chapter includes problems and discussion topics ranging from open ended case studies to problems with particular numerical answers Suggested answers are offered at the back of the book Role of Giant Corporations United States. Congress. Senate. Select Committee on Small Business. Subcommittee on Monopoly, 1969 Considers economic concentration within the U S automobile industry and its impact on consumers competition and technological progress and its response to Government regulations *Performance Evaluation* and Control of the Decentralized Public Enterprise Fawzi Abdel Rahim Gharaibeh, 1972 **Transfer Pricing and**

 $\textbf{Performance Evaluation in Multinational Corporations} \ Penelope \ J. \ Yunker, 1982$

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