

supply chain management accounting

Supply Chain Management Accounting: Optimizing Your Business's Financial Health

Introduction:

Are you losing sleep over unpredictable inventory costs, fluctuating shipping fees, or the constant pressure to improve profitability? In today's complex global marketplace, effective supply chain management (SCM) isn't just a good idea – it's a necessity for survival. But SCM isn't just about logistics; it's deeply intertwined with your financial health. This comprehensive guide delves into the crucial role of supply chain management accounting, showing you how to harness data-driven insights to optimize your supply chain, minimize costs, and maximize profits. We'll explore key concepts, practical strategies, and essential metrics to transform your approach to SCM and boost your bottom line. Get ready to unlock the financial power of your supply chain.

What is Supply Chain Management Accounting?

Supply chain management accounting is a specialized area of accounting that focuses on the financial aspects of the entire supply chain, from raw material sourcing to final product delivery. Unlike traditional accounting, which primarily focuses on the financial statements of a single entity, supply chain management accounting takes a holistic view, considering the financial implications across all stages and entities involved in the supply chain. This includes suppliers, manufacturers, distributors, retailers, and even customers. It involves tracking costs, analyzing performance, and identifying areas for improvement throughout the entire process. The goal is to improve efficiency, reduce waste, and enhance profitability by optimizing the flow of goods, information, and finances.

Key Components of Supply Chain Management Accounting:

1. Cost Accounting in the Supply Chain:

This component focuses on identifying and tracking all costs associated with the supply chain. This includes direct costs like raw materials, manufacturing, and labor, as well as indirect costs such as transportation, storage, and administration. Effective cost accounting necessitates a robust system for data collection and analysis, often leveraging technologies like Enterprise Resource Planning (ERP) systems. Accurate cost allocation helps in pricing strategies, identifying cost-saving opportunities, and making informed decisions about sourcing, manufacturing, and distribution.

1. Inventory Management Accounting:

Efficient inventory management is paramount for profitability. Supply chain management accounting helps optimize inventory levels by analyzing demand forecasts, lead times, and storage costs. Methods like Just-in-Time (JIT) inventory management can significantly reduce storage costs and minimize waste, but require meticulous planning and precise forecasting. Sophisticated inventory accounting systems track inventory movements, monitor stock levels, and provide real-time visibility into inventory status across the entire supply chain.

1. Performance Measurement and KPI Tracking:

Key Performance Indicators (KPIs) are crucial for monitoring the health and efficiency of the supply chain. These metrics may include inventory turnover rate, lead time, on-time delivery rate, order fulfillment cycle time, and customer satisfaction scores. Regularly tracking and analyzing these KPIs provides invaluable insights into areas requiring improvement. Data visualization tools and dashboards can effectively communicate performance data to stakeholders and facilitate informed decision-making.

1. Risk Management in the Supply Chain:

Supply chains are inherently vulnerable to various risks, including disruptions in supply, geopolitical instability, natural disasters, and economic fluctuations. Supply chain management accounting incorporates risk assessment and mitigation strategies. This may involve diversifying suppliers, building buffer stock, investing in insurance, and developing contingency plans. Quantifying potential financial impacts of risks enables proactive planning and resource allocation to minimize disruptions.

1. Supply Chain Finance:

This aspect deals with managing cash flow within the supply chain. Effective supply chain finance involves optimizing payment terms with suppliers, managing accounts receivable, and securing financing for inventory and operations. Strategies like supplier financing and early payment discounts can improve cash flow and strengthen relationships with suppliers.

1. Technology and Data Analytics in Supply Chain Accounting:

Modern supply chain management accounting relies heavily on technology and data analytics. ERP systems, supply chain management software, and business intelligence tools provide real-time data on inventory levels, costs, and performance metrics. Advanced analytics techniques, including machine learning and predictive modeling, can forecast

demand, optimize inventory levels, and identify potential bottlenecks.

Book Outline: "Mastering Supply Chain Management Accounting"

Introduction: The Importance of Supply Chain Management Accounting in Today's Business Environment.

Chapter 1: Fundamentals of Cost Accounting in the Supply Chain: Direct vs. Indirect Costs, Cost Allocation Methods.

Chapter 2: Inventory Management Accounting: Techniques, Metrics, and Optimization Strategies.

Chapter 3: Performance Measurement and KPI Tracking: Key Metrics, Data Analysis, and Reporting.

Chapter 4: Supply Chain Risk Management: Identifying, Assessing, and Mitigating Risks.

Chapter 5: Supply Chain Finance: Optimizing Cash Flow, Managing Payment Terms, and Securing Financing.

Chapter 6: Technology and Data Analytics in Supply Chain Accounting: ERP Systems, Business Intelligence Tools, and Predictive Analytics.

Chapter 7: Case Studies: Real-world examples of successful supply chain management accounting implementation.

Conclusion: The Future of Supply Chain Management Accounting and Best Practices for Continuous Improvement.

Article Explaining Each Point of the Outline:

(Each chapter would require a significantly detailed explanation, but here's a concise overview to demonstrate the structure):

Introduction: This section would emphasize the growing importance of SCM accounting in achieving a competitive advantage, improving profitability, and mitigating risks.

Chapter 1 (Cost Accounting): A detailed breakdown of different cost accounting methods (e.g., activity-based costing, standard costing) applied to supply chain activities, along with practical examples.

Chapter 2 (Inventory Management): A thorough exploration of inventory management techniques (e.g., EOQ, JIT, MRP) and how they relate to financial performance. Detailed calculations and case studies would be included.

Chapter 3 (Performance Measurement): A comprehensive list of key performance indicators (KPIs) for supply chain management, along with methods for data collection, analysis, and reporting. Data visualization techniques would also be discussed.

Chapter 4 (Risk Management): Discussion of various supply chain risks (e.g., supplier default, natural disasters, geopolitical instability), and strategies for assessing and mitigating these risks using financial models and risk assessment tools.

Chapter 5 (Supply Chain Finance): In-depth analysis of different supply chain financing techniques, including factoring, reverse factoring, and supply chain finance platforms, along with a detailed discussion of cash flow optimization strategies.

Chapter 6 (Technology and Data Analytics): Explanation of the role of ERP systems, business intelligence tools, and data analytics in supply chain management accounting, along with case studies of successful implementations.

Chapter 7 (Case Studies): In-depth analysis of real-world case studies demonstrating the successful implementation of supply chain management accounting practices in various

industries.

Conclusion: Summary of key takeaways, future trends in SCM accounting, and best practices for continuous improvement.

FAQs:

1. What is the difference between traditional accounting and supply chain management accounting? Traditional accounting focuses on the financial statements of a single entity, while SCM accounting takes a holistic view of the entire supply chain.

1. What are the key benefits of implementing supply chain management accounting? Improved cost control, optimized inventory management, enhanced profitability, reduced risks, and better decision-making.

1. What software tools can help with supply chain management accounting? ERP systems, dedicated supply chain management software, and business intelligence tools.

1. What are some common KPIs used in supply chain management accounting? Inventory turnover, lead time, on-time delivery rate, order fulfillment cycle time, and customer satisfaction.

1. How can I improve the accuracy of my supply chain cost data? Implement robust data collection systems, use standardized costing methods, and regularly reconcile data with financial statements.

1. What are some common risks in supply chain management? Supplier disruptions, natural disasters, geopolitical instability, and economic fluctuations.

1. How can I mitigate supply chain risks? Diversify suppliers, build buffer stock, invest in insurance, and develop contingency plans.

1. How can technology improve supply chain management accounting? Real-time data visibility, improved forecasting, automated reporting, and advanced analytics capabilities.
1. What are some best practices for implementing supply chain management accounting? Define clear objectives, select appropriate KPIs, invest in technology, and foster collaboration across the supply chain.

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1. Supply Chain Risk Management Strategies for SMEs: Provides practical risk management strategies tailored to small and medium-sized enterprises.
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supply chain management accounting: *Management Accounting in Supply Chains* Andreas Taschner, Michel Charifzadeh, 2020-07-15 Companies more and more compete as integrated supply chains rather than as individual firms. Success of the entire supply chain (SC) determines the economic well-being of the individual company. With management attention shifting to supply chains, the role of management accounting (MAC) naturally must extend to the cross-company layer as well. MAC can make a significant contribution to SC success, but is faced with a multitude of problems and challenges when trying to do so. Students both in supply chain management (SCM) or management accounting (MAC) respectively, are typically not familiarized with these issues. There is still a clear gap in higher education teaching when it comes to management accounting in a cross-company setting. This textbook wants to fill the gap. It targets students who are already familiar with the fundamentals of accounting and now want to extend their expertise in the field of cross-company (or network) management accounting - with supply chains being the typical case in point. Practitioners might draw valuable insights from the text as well. This textbook has been developed for university courses conducted in English language, especially in Germany, Austria and Switzerland. Additional questions via app: Download the Springer Nature Flashcards app for free and use exclusive additional material to test your knowledge.

supply chain management accounting: *Supply Chain Management Accounting* Simon Templar, 2019-03-03 The need to contain costs across the business is as strong as ever and the search for cost reduction opportunities is intensifying. There still remains one last major opportunity to take out costs - through the supply chain. Ultimately all costs will make their way to the final marketplace to be reflected in the price paid by the end user. Smart companies instead seek to make the supply chain more competitive through the value it creates and the costs it reduces overall. They have realized that the real competition is not company against company but rather supply chain against supply chain. Supply Chain Management Accounting looks at how the evolution of supply chains has been dramatic over the last few years, with more and more companies moving to sourcing overseas, distributing finished goods to overseas markets, and increasing their international operations. The seeking of low-cost country sourcing, optimizing manufacturing, and exporting products and services has created new challenges to demand forecasting and supply chain planning. Supply Chain Management Accounting presents a wide range of approaches and ground-breaking research findings. The book covers profitability, liquidity and asset utilization, product costing, activity-based costing, investment appraisal, customer profitability analysis, budgeting and sales and operations planning. Online supporting resources include invaluable study questions and worked solutions to reinforce the learning as well as multiple-choice questions with

solutions and PowerPoint activities.

supply chain management accounting: *Environmental Management Accounting and Supply Chain Management* Roger L. Burritt, Stefan Schaltegger, Martin Bennett, Tuula Pohjola, Maria Csutora, 2011-05-19 This volume's focus on the environmental accounting of supply chain processes is of particular relevance because these processes supply data about the environmental impact of relationships between business organisations, an area where the boundary separating internal and external accounting is ill-defined. Here, contributors advocate what they term 'accounting for cooperation' as a more environmentally positive complement to the paradigmatic practice of 'accounting for competition'.

supply chain management accounting: Practical Finance for Operations and Supply Chain Management Alejandro Serrano, Spyros D. Lekakos, 2020-03-10 An introduction to financial tools and concepts from an operations perspective, addressing finance/operations trade-offs and explaining financial accounting, working capital, investment analysis, and more. Students and practitioners in engineering and related areas often lack the basic understanding of financial tools and concepts necessary for a career in operations or supply chain management. This book offers an introduction to finance fundamentals from an operations perspective, enabling operations and supply chain professionals to develop the skills necessary for interacting with finance people at a practical level and for making sound decisions when confronted by tradeoffs between operations and finance. Readers will learn about the essentials of financial statements, valuation tools, and managerial accounting. The book first discusses financial accounting, explaining how to create and interpret balance sheets, income statements, and cash flow statements, and introduces the idea of operating working capital—a key concept developed in subsequent chapters. The book then covers financial forecasting, addressing such topics as sustainable growth and the liquidity/profitability tradeoff; concepts in managerial accounting, including variable versus fixed costs, direct versus indirect costs, and contribution margin; tools for investment analysis, including net present value and internal rate of return; creation of value through operating working capital, inventory management, payables, receivables, and cash; and such strategic and tactical tradeoffs as offshoring versus local and centralizing versus decentralizing. The book can be used in undergraduate and graduate courses and as a reference for professionals. No previous knowledge of finance or accounting is required.

supply chain management accounting: Cost Management in Supply Chains Stefan Seuring, Maria Goldbach, 2013-03-09 Supply Chain Management and Cost Management are important developments helping companies to respond to increased global competition and demanding customer needs. Within the 23 chapters of the book, more than 35 authors provide insights into new concepts for cost control in supply chains. The frameworks presented are illustrated with case studies from the automotive, textile, white goods, and transportation industry as well as from retailing. Academics will benefit from the wide range of approaches presented, while practitioners will learn from the examples how their own company and the supply chains which they compete in, can be brought to lower costs and better performance.

supply chain management accounting: Finance and Risk Management for International Logistics and the Supply Chain Stephen Gong, Kevin Cullinane, 2018-08-23 Finance and Risk Management for International Logistics and the Supply Chain presents a detailed overview of financial and risk management tools, activity-based costing, and multi-criteria decision-making, providing comprehensive guidance for those researching and working in logistics and supply chain management. The book breaks new ground, combining the expertise of leading authorities to analyze and navigate the funding components for these critical transportation functions. As the international logistics and supply chain transportation fields have recently received heavy investments, this research and the theory behind it provide a timely update on risk management, finance and legal and environmental impacts. Users will find sections that address the wide-ranging issues related to this emerging field that are presented from an international and holistic perspective. - Provides a valuable reference covering the full slate of financial issues of interest to

global players in the international transport, logistics and supply chain industries - Covers a truly international perspective, addressing a diverse variety of worldwide transport, logistics and supply chain contexts - Features finance and risk-management strategies related to the banking industry, exchange rates, fuel prices, climate-related funding, freight derivatives and legal aspects

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supply chain management accounting: Supply Chain Strategy and Financial Metrics Bram DeSmet, 2018-05-03 Supply Chain Strategy and Financial Metrics is a step-by-step guide to balancing the triangle of service, cost and cash which is the essence of supply chain management. Supply chains have become increasingly strategy-driven, and this Supply Chain Triangle approach puts the supply chain at the heart of the strategy discussion instead of seeing it as a result. Supply Chain Strategy and Financial Metrics fully reflects the 'inventory' or 'working capital' angle and examines the optimisation of the supply chain and Return on Capital Employed. Including case studies of Barco, Casio and a selection of food retail companies, this book covers building a strategy-driven KPI dashboard, target setting and financial benchmarking. Regular examples and diagrams illustrate how different types of strategies lead to different trade-offs in the Supply Chain Triangle. This ground-breaking text links supply chain, strategy and finance through financial metrics, therefore creating value for the shareholder. Online supporting resources include worksheets covering basic financial concepts such as cash flow and working capital, with example data sets and guidelines/exercises to make it interactive.

supply chain management accounting: The Effect of Supply Chain Management on Business Performance Milan Frankl, 2018-03-22 Supply chain management (SCM) is the process of managing the operations of a system of organizations, people, activities, information, and resources involved in efficiently moving products or services from suppliers to customers. SCM can effectively conduct the movements of physical items, knowledge, and information from the original supplier to the final end-user. In this book, we explore the systemic analysis of SCM and its effect on business development performance. We identify the structural problems in the supply chain, clarify how they influence the functioning of business development, and suggest elaboration of strategic approaches to address those problems. The author includes professional perspectives and insights from experts including various SCM sources.

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inventory control, customer service, distribution and accounting. Academicians will find it fits the growing needs of students studying business and especially production/operations management.

supply chain management accounting: Inventory Optimization Nicolas Vandeput, 2020-08-24 In this book . . . Nicolas Vandeput hacks his way through the maze of quantitative supply chain optimizations. This book illustrates how the quantitative optimization of 21st century supply chains should be crafted and executed. . . . Vandeput is at the forefront of a new and better way of doing supply chains, and thanks to a richly illustrated book, where every single situation gets its own illustrating code snippet, so could you. --Joannes Vermorel, CEO, Lokad Inventory Optimization argues that mathematical inventory models can only take us so far with supply chain management. In order to optimize inventory policies, we have to use probabilistic simulations. The book explains how to implement these models and simulations step-by-step, starting from simple deterministic ones to complex multi-echelon optimization. The first two parts of the book discuss classical mathematical models, their limitations and assumptions, and a quick but effective introduction to Python is provided. Part 3 contains more advanced models that will allow you to optimize your profits, estimate your lost sales and use advanced demand distributions. It also provides an explanation of how you can optimize a multi-echelon supply chain based on a simple—yet powerful—framework. Part 4 discusses inventory optimization thanks to simulations under custom discrete demand probability functions. Inventory managers, demand planners and academics interested in gaining cost-effective solutions will benefit from the do-it-yourself examples and Python programs included in each chapter. Events around the book Link to a De Gruyter Online Event in which the author Nicolas Vandeput together with Stefan de Kok, supply chain innovator and CEO of Wahupa; Koen Cobbaert, Director in the S&O Industry practice of PwC Belgium; Bram Desmet, professor of operations & supply chain at the Vlerick Business School in Ghent; and Karl-Eric Devaux, Planning Consultant, Hatmill, discuss about models for inventory optimization. The event will be moderated by Eric Wilson, Director of Thought Leadership for Institute of Business Forecasting (IBF): <https://youtu.be/565fDQMJEeg>

supply chain management accounting: Financing Trade and International Supply Chains Mr Alexander R Malaket, 2014-02-28 The vast majority of international trade is supported by some form of trade financing: a specialized, sometimes complex form of financing that is poorly understood even by bankers and seasoned finance and treasury experts. *Financing Trade and International Supply Chains* takes the mystery out of trade and supply chain finance, providing a practical, straightforward overview of a discipline that is fundamental to the successful conduct of trade: trade that contributes to the creation of economic value, poverty reduction and international development, while increasing prosperity across the globe. The book suggests that every trade or supply chain finance solution, no matter how elaborate, addresses some combination of four elements: facilitation of secure and timely payment, effective mitigation of risk, provision of financing and liquidity, and facilitation of transactional and financial information flow. The book includes observations on the effective use of traditional mechanisms such as Documentary Letters of Credit, as well as an overview of emerging supply chain finance solutions and programs, critical to the financing of strategic suppliers and other members of complex supply chain ecosystems. The important role of export credit agencies and international financial institutions is explored, and innovations such as the Bank Payment Obligation are addressed in detail. *Financing Trade and International Supply Chains* is a valuable resource for practitioners, business executives, entrepreneurs and others involved in international commerce and trade. This book balances concept with practical insight, and can help protect the financial interests of companies pursuing opportunity in international markets.

supply chain management accounting: Global Supply Chain Management Matt Drake, 2012-01-11 Thanks to the development of internet- and network-based information and communication systems, virtually every product and service produced today has a supply chain that extends around the globe. For the last twenty-five years, companies such as Wal-Mart, Dell, and Toyota have enjoyed strong competitive advantages in their respective markets as a result of their world-class supply chains. As the supply chain increasingly lengthens, managers at all levels of the

organization must understand the unique challenges of working with suppliers and customers located around the world--and the opportunities that can build new competitive advantages. This book will introduce readers at all levels of experience to cutting-edge methods and strategies for global sourcing and global distribution through the discussion of current research and case study vignettes from companies in every corner of the world.

supply chain management accounting: Management Accounting in Supply Chains

Andreas Taschner, Michel Charifzadeh, 2024-01-06 In today's business landscape, companies compete more and more as integrated supply chains rather than as individual firms. The success of the entire supply chain determines the economic well-being of each company involved. With management attention shifting to supply chains, the role of management accounting naturally must extend to the cross-company layer as well. This book demonstrates how management accounting can make a significant contribution to supply chain success. It targets students who are already familiar with the fundamentals of accounting and want to extend their expertise in the field of cross-company (or network) management accounting. Practitioners will draw valuable insights from the text as well. This second edition includes a new Chapter on Digitalization and Supply Chain Accounting, as well as new opener cases to each chapter that provide real-world examples. Additional questions via app: Download the Springer Nature Flashcards app for free and use exclusive additional material to test your knowledge.

supply chain management accounting: Supply Chain Financial Management Robert J. Trent, 2015-11 Readers will gain the financial perspective of their primary responsibilities of effectively managing working capital and inventory investments, evaluating and selecting suppliers, developing supplier performance capabilities, managing costs across the supply chain, and sourcing internationally. Designed for self-learning, training, and course instruction, this book shows readers how to apply financial thinking, concepts, tools, and approaches to their SCM activities to better understand and manage them, as well as the way in which to present the impact of their performance results in financial terms that corporate executives and finance professionals understand and care most about. It bridges the gap between theory and application, and the divide between SCM and finance to meet the next level of demands of the global marketplace for improved performance and competitive advantage. --

supply chain management accounting: Management Accounting Rao M.E. Thukaram, 2007 The Book Presents An Exhaustive Exposition Of The Various Principles Involved In Management Accounting. The Basic Concepts Have Been Explained In Considerable Detail And Illustrated Through Numerous Solved Examples. Various Techniques Of Accounting Have Been Suitably Discussed And Their Application Is Highlighted. The Linkages Between Different Concepts Are Appropriately Emphasised. A Large Number Of Worked Out Examples And Practice Problems Have Been Included Throughout The Book. The Book Is Designed As A Basic Text For Students Pursuing Degrees In Both Commerce And Management Streams.

supply chain management accounting: Strategic Supply Chain Management Carlos Cordón, Kim Sundtoft Hald, Ralf W. Seifert, 2013-05-02 The supply chain is at the heart of every successful business organization's decision-making process. This textbook explains how to create a winning supply chain management strategy by spotlighting how senior executives in European and US companies have turned their supply chains into strategic weapons designed to convert threats, risks and outside pressures into competitive advantages. Strategic Supply Chain Management contains twenty real-world cases, all of which have been field researched by a top author team and tested out in the classroom. Each case adopts an executive leadership perspective to illuminate the real dilemmas faced by managers. The authors draw on their extensive classroom and industry experience to ensure that the writing style is geared towards an executive education readership. This elite case package will provide a complete teaching resource and authentic learning experience for MBA and executive education classes in Supply Chain Management throughout the world.

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points to management accountants using traditional software (such as spreadsheets) for budgeting, ABC, balanced scorecards and other performance management techniques independent of, rather than integrated with Enterprise Resource Planning (ERP) Systems. While there has been some limited research on the effects of ERP systems on management accountants, this report provides a comprehensive analysis of the consequences of implementation of ERP systems for management accountants. • This report provides a theoretical basis for studying the impact of Enterprise Resource Planning (ERP) systems on management accounting and provides critical insights into the opportunities provided by ERP systems for the most efficient use of management accounting techniques. • The seven UK case studies of ERP implementations reveal the correlation between the success of the system implementation and the development of the role of management accountants in business partners thereby identifying the changes and skills required of management accountants. • The book provides guidance to management accountants on the changes they need to make in order to achieve the most from an ERP system implementation.

supply chain management accounting: Fundamentals of Supply Chain Management John T. Mentzer, 2004-05-05 This book is an insightful, well-balanced, stimulating SCM Strategy book that clearly tells managers, consultants, as well as educators that the SCM concept is not a fad but a must strategy to gain competitive advantage in today's dynamic global market place. There are three major strengths. First, it is an unprecedented interdisciplinary SCM strategy book that explains how companies obtain, maintain, and even enhance competitive advantages based upon a well-laid SCM strategy. Second, it provides readers a unique, well-balanced framework for SCM strategy formulation. Third, it is a valuable contribution in the area of SCM in that it does a good job in explaining such a complicated SCM strategy to readers in such a simple manner. —Soonhong (Hong) Min, University of Oklahoma Author of the bestselling text Supply Chain Management, John T. Mentzer's companion book Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage has been developed as a supplemental text for any course dealing with strategy and supply chains. Written in an entertaining, accessible style, Mentzer identifies twelve drivers of competitive advantage as clear strategic points managers can use in their companies. Research from more than 400 books, articles, and papers, as well as interviews with over fifty executives in major global companies, inform these twelve drivers. The roles of all of the traditional business functions—marketing, sales, logistics, information systems, finance, customer services, and management—in supply chain management are also addressed. Complete with cases and real-world examples from corporations around the world, the book's exemplars will help students and practicing managers to more effectively understand, implement, and manage supply chains successfully.

supply chain management accounting: Management Accounting in Public Service Decision Making Malcolm J. Prowle, 2020-12-28 Radical changes to public service delivery have swept across many regions of the world. Management accounting methods are vital to support operational and strategic decision making in public services internationally. This book provides a comprehensive and "leading-edge" guide to the topic. Written by an expert scholar with practical experience of public service delivery, the book takes account of key trends such as increased demand for public services, financial austerity, technological change and enhanced performance management. A globally relevant book, informed by cutting edge academic research and benefitting from integrated case studies, this is essential reading for both students and practitioners involved with the financial aspects of public services management.

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The third group is made up of applications of the respective methodologies, which serve as examples on how the different methodological approaches can be applied. All papers have undergone a review process to ensure their quality. Therefore, we hope that this book will serve as a valid source for current and future researchers in the field. While the workshop on “Research Methodologies in Supply Chain Management” took place at the Supply Chain Management Center, Carl von Ossietzky University in Oldenburg, Germany, it is based on a collaboration with the Supply Chain Management Group of the Department of Operations Management at the Copenhagen Business School and the Department of Production Management at the Vienna University of Economics and Business Administration. We would like to thank all those who contributed to the workshop and this book.

supply chain management accounting: Management Accounting and Control Michel Charifzadeh, Andreas Taschner, 2017-10-30 Management accounting has been the basic toolbox in business administration for decades. Today it is an integral part of all curricula in business education and no student can afford not to be familiar with its basic concepts and instruments. At the same time, business in general, and management accounting in particular, is becoming more and more international. English clearly has evolved as the lingua franca of international business. Academics, students as well as practitioners exchange their views and ideas, discuss concepts and communicate with each other in English. This is certainly also true for management accounting and control. Management Accounting is becoming more and more international. ?Management Accounting and Control? is a new textbook in English covering concepts and instruments of management accounting at an introductory level (primarily at the Bachelor level, but also suited for general management and MBA courses due to a strong focus on practical relevance). This textbook covers all topics that are relevant in management accounting in business organizations that are typically covered in German and Central European Bachelor courses on management accounting and control. After a general introduction to the field of management accounting and control the book discusses cost management as an extension of cost accounting. Typical cost management instruments such as target costing, life cycle costing and process-based costing approaches are explained in detail. Differences between Anglo-American activity-based costing (ABC) and German process-based costing are highlighted. The book then turns to an extensive discussion of planning and budgeting tasks in management accounting with a strong focus on the practical application of the topic such as developing a budget in practice. Another chapter is dedicated to a comparison of traditional budgeting with modern /alternative budgeting approaches. A major part of the book is dedicated to the broad area of performance management. The relevance of financial statement information for performance management purposes is discussed in detail. In addition, the most widely spread financial performance indicators are illustrated using real-world examples. The book also includes detailed content on value-based management control concepts. In a consecutive chapter, performance measurement is linked with strategy while extensively discussing the Balanced Scorecard as a key tool in strategic performance management. The remaining parts of the book deal with management reporting as one of the main operative tasks in management accounting practice. The book closes with insight into new fields and developments that currently influence management accounting practices and research and promise to play an increasingly important role in the future.

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