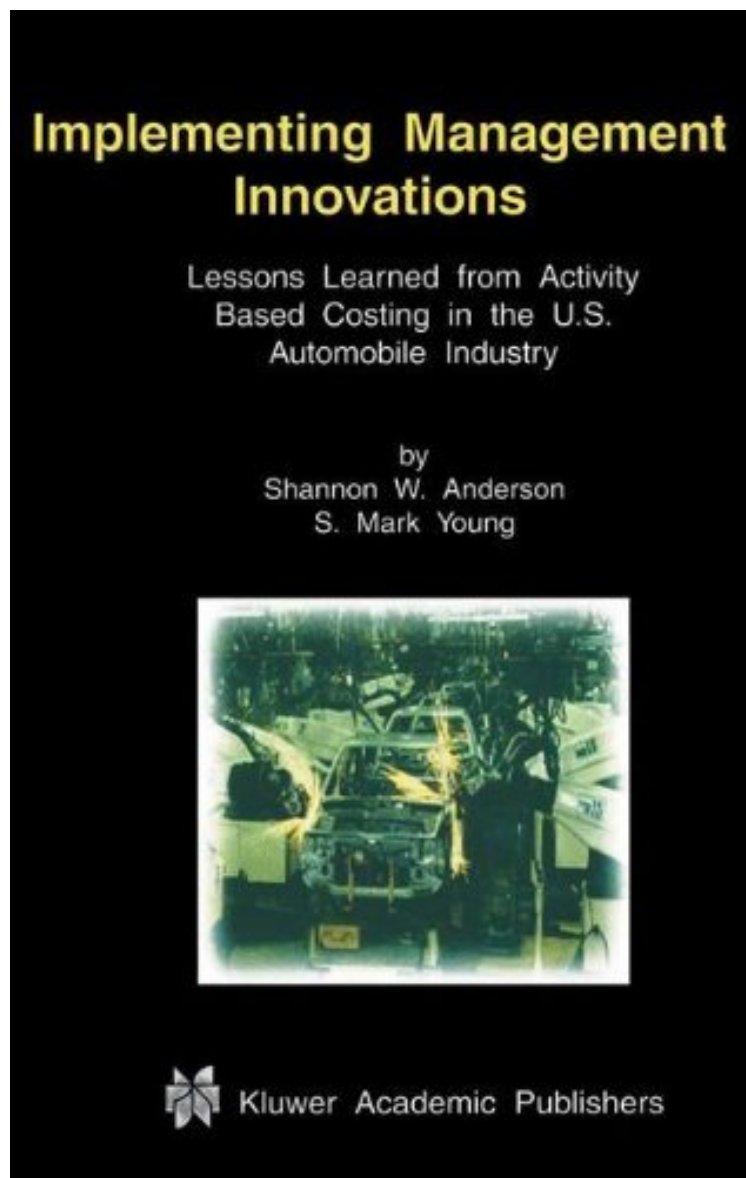


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Implementing Management Innovations: Lessons Learned From Activity Based Costing in the U.S. Automobile Industry

Shannon W. Anderson, S. Mark Young
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3 of 3 people found the following review helpful. Linking Activity Based Costing and Organizational Creativity By Fei Du As many practitioners know, changing a tiny little piece of current control system would be a big challenge in an organization. This book provides clear, front-line perspective into the cost management revolution by moving from the development stage to the actual implementation. The authors have done extensive interviews with employees, engineers, managers in U.S. Automobile Industry. This is a must-read if you are interested in understanding the automobile industry, or if you are a MBA student struggling to understand how to do Activity Based Costing in your final. I personally like the sweet combination of many different perspectives brought by the authors. They are very open-minded in bringing in sociology theory, psychology theory, behavior theory, as well as economics theory.

Implementing Management Innovations: Lessons Learned from Activity Based Costing in the U.S. Automobile Industry is the result of a long-term study of the implementation of activity based costing (ABC) inside two of America's largest automobile companies. The research advances our theoretical and practical understanding of the implementation of management innovations by tracing the evolution of ABC from the corporate level down to its eventual rollout at the plants. Another distinguishing feature of the study is the blend of field research methods and hypothesis testing to determine the factors that led to implementation success for managers and ABC development teams. Many of the findings of the study have implications for the implementation of other types of management innovations.

About the Author Shannon Anderson is an Associate Professor of Accounting at the Jesse Jones School of Management, Rice University. S. Mark Young is the KPMG Foundation Professor Accounting and Professor of Management at the Leventhal School of Accounting, Marshall School of Business at the University of Southern California.