

Chapter 11

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 included: (1) by delegating day-to-day problem solving to lower-level managers, top management can concentrate on bigger issues such as overall strategy; (2) empowering lower-level managers to make decisions puts decision-making authority in the hands of those who have the most up-to-date information about day-to-day operations; (3) by eliminating layers of decision-making and approvals, organizations can respond more quickly to customers and to changes in the operating environment; (4) granting decision-making authority helps train lower-level managers for higher-level positions; and (5) empowering lower-level managers to make decisions can increase their motivation and job satisfaction.

11-3 The manager of a cost center has control over cost, but not revenue or the use of investment funds. A profit center manager has control over both cost and revenue. An investment center manager has control over cost and revenue and the use of investment funds.

11-4 Margin is the ratio of net operating income to total sales. Turnover is the ratio of total sales to average operating assets. The product of the two numbers is the ROI.

11-5 Residual income is the net operating income an investment center earns above the company's minimum required rate of return on operating assets.

11-6 If ROI is used to evaluate performance, investment center managers may reject profitable investment opportunities whose rate of return exceeds the company's required rate of return but whose rate of return is less than the investment center's current ROI. The residual income approach avoids this problem because any project whose rate of return exceeds the company's minimum required rate of return will result in an increase in residual income.

11-7 A transfer price is the price charged when one responsibility center within a company provides goods or services to another responsibility center in the same company.

11-8 Suboptimization occurs when responsibility center managers forego additional companywide profits by making decisions that are not in the best interests of the overall company or even in the best interests of their own responsibility center.

11-9 A service department's budgeted costs, rather than its actual costs, should be charged to operating departments. This prohibits a service department from passing on cost overruns to operating departments.

11-10 Sales dollars are often a very poor base for allocating costs because sales dollars vary from period to period, whereas the costs are often largely fixed. Therefore, a lull in sales effort in one department will shift allocated costs from that department to other, more successful departments. In effect, the departments putting forth the best sales efforts are penalized in the form of higher cost allocations.

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