



FINAL EXAM

Course # 371015 The Balanced Scorecard: Strategic-Based Control

based on the electronic .pdf file(s):

The Balanced Scorecard: Strategic- Based Control

by: Delta CPE, 2014, 56 pages



3 CPE Credit Hours
Accounting & Auditing

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Chapter 0 - Course Material

1. The balanced scorecard

Is an activity-based responsibility accounting model that ensures operating activities

Is a financial-based responsibility accounting model that focuses on the financial performance of units, rewarding performance with static financial-oriented standards

Is a strategic-based financial reporting system that balances assets with liabilities and owner's equity

Is a strategic-based performance management system that identifies objectives and measures from a financial perspective, customer perspective, process perspective, and learning and growth perspective

2. _____ are outcome measures that are expressed a result of past efforts.

Objective measures

External measures

Financial measures

Lag measures

3. _____ are outcome measures that relate to customers.

Objective measures

External measures

Financial measures

Lag measures

4. Which of the following would be a nonfinancial measure?

Customer profitability

Employee capabilities

Return on investment

Cost per unit

5. Using the balanced scorecard approach, a company evaluates managerial performance based on

A single ultimate measure of operating results, such as residual income.

Multiple dimensions of performance measures.

Multiple nonfinancial measures only.

Multiple financial measures only.

6. In the Balanced Scorecard system, core objectives and measures

Are common across all organizations.

Are common across all scorecard perspectives.

Are common across departments.

None of these are true.

7. From the customer perspective, which of the following might be considered a core objective rather than a performance value?

Decrease price

Increase customer retention

Improve image

Improve product quality

8. The time it takes to produce one unit of product is called

Velocity.

Delivery time.

Cycle time.

Turnover.

9. At the beginning of 2x13, Peters Company installed a JIT purchasing and manufacturing system. The following information has been gathered about one of the company's products: Theoretical annual capacity = 2,000; Actual production = 1,800; Production hours available = 500; Actual conversion cost per hour = \$7. The theoretical velocity per hour is

4.0 units.

3.6 units.

1.1 units.

1.0 unit.

10. Harris, Inc. manufactures a product that experiences the following activities: Processing (three departments) = 60 hours; Moving (four moves) = 15 hours; Waiting time = 45 hours; Rework time = 120 hours. The MCE for the product is

0.33.

0.27.

0.25.

0.18.

11. _____ is a diagram that is used to document the primary strategic goals based on the if-then statements developed.

Decision tree.

Strategy map.

Road map.

Business plan.

12. A manufacturing cell has the theoretical capability of producing 40,000 microchips per quarter. The conversion cost per quarter is \$25,000. There are 4,000 production hours available within the cell per quarter. The theoretical cycle time per unit in minutes is

0.625 minutes.

6.000 minutes.

8.400 minutes.

37.500 minutes.

13. Cycle time and velocity would be a typical measure for which of the following balanced scorecard model?

- Financial
- Customer
- Internal business process
- Learning and growth

14. Which of the following balanced scorecard perspectives essentially asks the question? "Can we continue to improve and create value?"

- Financial
- Customer
- Internal business process
- Learning and growth

15. The case study for the Balanced Scorecard using a corporate steering wheel analogy was:

- Tesco
- Mobil
- USPS
- Toyota

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