

CPA contemporary business issue

Module 1: the accountant as strategic business adviser

Part A: the need for advice

The quest for productivity

- Productivity – outputs as a ratio of the inputs – how efficient we are at producing goods & service
- Benefit of improved productivity can be shared
 - With employees (higher wages)
 - With customer (lower prices)
 - With suppliers (higher prices)
 - With government (higher taxes)
- Dramatic cost-cutting / other short-term approaches -> can lead to false productivity
- Long term productivity improvement often requires investment in
 - Employee skills, training, development and culture, and combining this with new systems, technology and infrastructure
- Productivity – ethical dimension
 - Deploy people as resource in the most efficient manner – possible dehumanisation
 - Lower costs & productivity – can lead to safety & environmental degradation & reduction in living conditions
- High-cost countries – focus higher up the value chain and must innovate and expand into new areas

Factors leading to the demand for advice

	Small enterprise	Mid-sized enterprise	Large enterprise
Organisation	<ul style="list-style-type: none"> • Entrepreneurial leadership • Focused product/ service range 	<ul style="list-style-type: none"> • Entrepreneur less dominant, with small team of other professionals • More sophisticated core business, but still has basic support processes (finance, hr) • Market data and business planning beginning to be employed, often with outside help • Growth is through new products, new markets and integration 	<ul style="list-style-type: none"> • Separation of capital and management • Wider product/ service range and multiple locations • Formal support functions (finance, legal advice, hr) • Slower response time to business changes
Strategy	<ul style="list-style-type: none"> • Reacts quickly to business changes • Managing is intuitive, often no business plan • Growth is on a customer-by-customer basis 	<ul style="list-style-type: none"> • Market data and business planning beginning to be employed, often with outside help • Growth is through new products, new markets and integration 	<ul style="list-style-type: none"> • Formal planning process and business/ strategic plan • Growth is through merger and acquisition
Customer/ community	<ul style="list-style-type: none"> • Few customers account for large part of turnover • Close to their customers and customers' business plans 	<ul style="list-style-type: none"> • Growth of customer base • Moving away from the direct proximity of their clients 	<ul style="list-style-type: none"> • Large, international customer base • Success or failure of the organisation is felt through the whole supply chain, the employee base and the wider community
Financial	<ul style="list-style-type: none"> • Private funding, family and/or employee owned • Often no formal budgeting process • Few conformance requirements 	<ul style="list-style-type: none"> • External funding sought • Annual budget and operating plan • Often still weak in applying accounting and tax matters with strong reliance on outside help 	<ul style="list-style-type: none"> • Capitalisation through public investors, exchange listing • Detailed budgeting processes • Full finance and accounting function
Governance	<ul style="list-style-type: none"> • The entrepreneur manages and controls by observation • Hands-on management and control • No internal audit 	<ul style="list-style-type: none"> • Advisory board may be set up—mostly insiders • Internal control becomes more formalised • Internal audit function is likely to appear 	<ul style="list-style-type: none"> • Independent non-executive board • Formal and clear internal control and reporting structure • Full internal audit function
Work force	<ul style="list-style-type: none"> • Individuals are very important: multifunctional, cross-trained and loyal • External support services needed (finance, hr, legal advice, IT) 	<ul style="list-style-type: none"> • Employees still wearing several hats • Some support services brought in-house (finance, hr, IT) 	<ul style="list-style-type: none"> • Formal and specialised functions and roles • Most support services brought in-house unless specific decision to outsource
IT processes	<ul style="list-style-type: none"> • Technology implementation is as needed 	<ul style="list-style-type: none"> • Using more automation • Likely to have a disaster-recovery program focused on IT functions 	<ul style="list-style-type: none"> • Internally self-sufficient (or function outsourced) • Has formal contingency plans and business continuity plan

21
22

24

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**Roger K. Doost, Edward J.
Blocher, Kung H. Chen, Thomas W. Lin**

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Table of Contents Contemporary Business Study Guide

1. Understanding the eBook Contemporary Business Study Guide
 - The Rise of Digital Reading Contemporary Business Study Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Contemporary Business Study Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in a Contemporary Business Study Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Contemporary Business Study Guide
 - Personalized Recommendations

- Contemporary Business Study Guide User Reviews and Ratings
- Contemporary Business Study Guide and Bestseller Lists
- 5. Accessing Contemporary Business Study Guide Free and Paid eBooks
 - Contemporary Business Study Guide Public Domain eBooks
 - Contemporary Business Study Guide eBook Subscription Services
 - Contemporary Business Study Guide Budget-Friendly Options
- 6. Navigating Contemporary Business Study Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - Contemporary Business Study Guide Compatibility with Devices
 - Contemporary Business Study Guide Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Contemporary Business Study Guide
 - Highlighting and Note-Taking Contemporary Business Study Guide
 - Interactive Elements Contemporary Business Study Guide
- 8. Staying Engaged with Contemporary Business Study Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Contemporary Business Study Guide
- 9. Balancing eBooks and Physical Books Contemporary Business Study Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Contemporary Business Study Guide
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Contemporary Business Study Guide
 - Setting Reading Goals Contemporary Business Study Guide
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Contemporary Business Study Guide
 - Fact-Checking eBook Content of Contemporary Business Study Guide

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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