

**CONTENT**

|                                   | Page       |
|-----------------------------------|------------|
| Foreword by Bruce Wallace         | v          |
| Preface                           | vii        |
|                                   | CHAPTER 1  |
| Why We Need Cost Control          | 1          |
|                                   | CHAPTER 2  |
| Separate Fact from Fiction        | 12         |
|                                   | CHAPTER 3  |
| Fallacies in Overhead Costs       | 20         |
|                                   | CHAPTER 4  |
| Errors from Wrong Yardsticks      | 35         |
|                                   | CHAPTER 5  |
| Manufacturing Is Conversion       | 47         |
|                                   | CHAPTER 6  |
| What Measures Salable Pieces      | 59         |
|                                   | CHAPTER 7  |
| How to Analyse Your Overhead      | 71         |
|                                   | CHAPTER 8  |
| Plot Expenses for Trend Lines     | 82         |
|                                   | CHAPTER 9  |
| Setting Your Expense Budgets      | 94         |
|                                   | CHAPTER 10 |
| What About Material Costs?        | 101        |
|                                   | CHAPTER 11 |
| You Should Set a Normal Volume    | 107        |
|                                   | CHAPTER 12 |
| How to Determine Conversion Costs | 117        |
|                                   | CHAPTER 13 |
| Why Not Standardize Your Costs?   | 134        |
|                                   | CHAPTER 14 |
| Call Attention to Variances       | 140        |
|                                   | CHAPTER 15 |
| Break-even Points Are High        | 154        |
|                                   | CHAPTER 16 |
| Plug Your Sales-profit Leaks      | 163        |

|                                   |            |     |
|-----------------------------------|------------|-----|
| What Products Are Profitable?     | CHAPTER 17 | 170 |
| Start with Sales Forecasts        | CHAPTER 18 | 178 |
| How About Production Control?     | CHAPTER 19 | 186 |
| Do Your Engineers Specify?        | CHAPTER 20 | 198 |
| People Spend Your Money           | CHAPTER 21 | 208 |
| Analyze Your Operations in Detail | CHAPTER 22 | 217 |
| Why Neglect the Indirect?         | CHAPTER 23 | 226 |
| More Tools for Cost Reduction     | CHAPTER 24 | 237 |
| Control Demands Prompt Reporting  | CHAPTER 25 | 245 |
| Control Is Taking Action          | CHAPTER 26 | 256 |
| Index                             |            | 265 |