

# Preface

Transfer prices are of dominant importance in company practice and a decentralised organisation, e.g. a profit centre-organisation, is most widely used.

This textbook<sup>1</sup> takes an innovative controversial approach by looking at functions of transfer prices and how different types of transfer prices can fulfil them. It is partially the result of a planned book by the author originally, together with *Ralf Ewert* and *Alfred Wagenhofer*, building on their highly successful German textbook (2014) taking a wide approach and scope on Management Accounting, predominantly from a German perspective (their permission to use material derived from their German book is greatly appreciated).

Suggestions for transfer prices, commonly found in other textbooks, will be addressed and it will be shown why they do not contribute to solve the problems companies face. With the support of numerous examples and exercises a conceptual understanding of this most relevant management topic will be developed.

Transfer pricing is a part of most advanced courses on Management Accounting and/or Management Control and the analysis of transfer prices receives increasing attention. In almost all management accounting textbooks, it is usually covered in one chapter or perhaps only as a part thereof. This often leads to serious oversimplifications and reductions of contents. This book aims at filling this gap and to provide a concise and controversial view on the topic.

Transfer prices are strongly linked to management control; therefore, their analysis from the management accounting and management control perspective is the focus of this book.

---

<sup>1</sup> This book's published version has benefited from helpful feedback, formatting support and suggestions by Mareike Hornung, Ruth Mattimoe and Robert Luther.



<http://www.springer.com/978-3-319-14749-9>

Transfer Prices and Management Accounting

Schuster, P.

2015, X, 71 p. 7 illus., Softcover

ISBN: 978-3-319-14749-9