THE IMPACT OF INFLATION ON ACCOUNTING

By

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Introduction

the porting problems under inflationary situations are not new. They have been one of the major bones of contention in the mounting profession for the past half century or so and the mount double digit world inflation has reawakened interest in these must be problems, general price levels went up steeply after institution of the floating rate in 1970 and the oil problem in making reporting problems as important an issue here as it is in the tof the world.

It is not the purpose of this paper to define inflation, explain its or consider ways of eliminating it. Basically, the objective of paper is two-pronged First, the significant aspects of the and longry effects on financial reporting will be discussed through a Inition of the reporting problems, an examination of the cause or of the problems, and an analysis of the alternative proposito overcome them. The second purpose of this paper is to the reaction of a sample of companies and certain pertinent multiutions to the reporting problems explained in the first part. formaguently, a survey of the applicable reporting practices and mounting policy changes of twenty-eight leading corporations was inducted. The firms belong to the top 200 corporations as to sales they form a part of the forty corporations requested to multipate in the survey. It is believed that these companies have the financial as well as the technical capability to initiate munting changes.

Accountants (PICPA), the National Economic Development (NEDA), the Bureau of Internal Revenue (BIR), and the

Gorres, Velayo and Co. Assistant Professor of Accountancy.

for example "Taking the Measure of Last Year's Profits," Business Week, 1974, pp. 133-134, and the Central Bank Statistical Bulletin, 1974.

Securities and Exchange Commission (SEC) were interviewed, addition, the results of the survey were counterchecked again financial reports submitted by the sample companies to the SEC After an evaluation of the results, conclusions and recommendation are given.

The Effects of Inflation on Financial Reports

What happens to historical cost-based financial reports whe monetary instability is high? When the balance sheet effects² considered, the so-called non-monetary items such as slow-moderate-turnover inventories, receivables, and fixed assets, will generally understated during inflation. By their very nature, item like cash and current and monetary liabilities will not be affected. The peso equivalent of assets whose costs are accumulated and the amortized over a period will become a conglomeration of pesos will various purchasing power. The peso amount of these various finance variables becomes distorted and practically noncomparable, and therefore less reliable and less useful.

Considering the income effect, the understatement of significant expenses, like cost of sales and depreciation, will result in the so-called "paper or price profits." Hence, the net income figure becomes a doubtful quantity.

The example below will show the effect on profit when price change from one period to the next period and when costs of the first period are matched against revenue in the second period. Note that if prices do not change subsequently, no further effect manifested.

If merchandise is purchased for P80 at a time when its selling prise P100 and is sold in the following year for P125 after all price including the cost and selling price of the merchandise, has increased by 25%, what is the income to the owner? Convention accounting practice would present a reported income of P (assuming no expense other than cost of merchandise), representing rate of return of 56% (P45/80) on the original investment of P80, terms of the current purchasing power, however, the firm c

² Eldon Hendrikson, Accounting Theory, (Illinois: R.P. Irwin, Inc., 1965), 161-190. See also Accounting Principles Board Opinion No. 6 and Account Research Bulletin No. 43, AICPA.

inchase only P25 more merchandise now than it could with the midnal investment. Its income, therefore, was only P25, representing rate of return of 25% on its investment of P100 (the original mentment expressed in terms of the current purchasing power).

In the next example, which involves depreciable assets, the effect of price-level change is felt as long as these fixed assets are in use though the price level changed only once. In this situation, the first of price-level changes on reported income and the rate of the on investment can be demonstrated.

Assume that the price level of all commodities increases at the end year t from a level of 100 to a level of 200, which remains that through year t + 1. Depreciation is believed to be calculated the straight-line method and, in accord with conventional munting procedures, is based on historical cost.

be preciable properties are assumed to make up 45% of investment at the beginning of the period, with cash and receivables imprising the rest. No inventories are included in order to isolate affect of price-level changes on fixed assets and depreciation. The last assets are assumed to have a life of 10 years with no scrap value liabilities are assumed to remain constant at P20,000. In the last in the amount of P15,500 are assumed to have been paid the year. Using conventional accounting practices, the income limit for the year t + 1 and the balance sheet at the end of that would appear as follows:

| Income Statement | tadh, viga | Balance Sheet | |
|--|--------------------|--|--------------------|
| Havenue Lem; | P100,000 | Assets: Current Assets: | A SEL THE |
| Current expenses Depn. (10% of P45,000) | 80,000 4,500 | Cash and A/R Fixed Assets (Cost | P 59,500 |
| Net Income | 84,500 P 15,500 | less Acc. Depn) Total Assets | 40,500 P100,000 |
| Mahalaman'a notalii Mini | | Liabilities & Capital Liabilities Capital Stock & RE | P 20,000 80,000 |
| | | Total Liabilities & Capital Stock | P100,000 |

Adjustments to the current price level in the year t + 1 required revaluation of fixed assets to P90,000 and depreciation to P9,000 (Capital stock and retained earnings are not adjusted in the example.) The statements adjusted for the price level changes would then appear as follows:

| Income Statement | | Balance Sheet | -558 |
|---------------------------|----------|----------------------------|--------|
| Revenue Less: | P100,000 | Assets: Current Assets: | 10 1 |
| Current expenses | 80,000 | Cash and A/R | P 59,0 |
| Depn. (10% of P90,000) | 9,000 | Fixed Assets (90,000 | |
| Total expenses | P 89,000 | - P9,000) | 81,0 |
| Net Income | P 11,000 | Total Assets | P140,0 |
| | | Liabilities and Capital: | |
| | | Liabilities | P 20,0 |
| | | Capital Stock & RE | 75,0 |
| | | Revaluation Surplus | 45,0 |
| the costs and receivables | | Total, Liab. & Cap. | P140. |

In the above example, traditional accounting methods oversinet income by P4,500, or by about 40% of the adjusted net income for P11,000. The rate of return on stockholders' investment unconventional methods (based on year and investment) is 19 (15,500/80,000). After making the adjustments, the rate of return the stockholders' investment is 9.1%, less than half the unadjurate. Even if price changes do not occur subsequent to this, simulatoritions of reported net income and the rate of return will occur conventional practice in each year until the existing flassets have been replaced.

Both examples show that unless an accounting method is which preserves to the greatest possible extent the purchasing poof a firm, the profitability of a firm might be grossly misleading that part of the dividends distributed might be liquidating divide. They show clearly that during periods of inflation, a firm needs and more pesos to maintain the same volume of business. Infortion necessary for management to conserve the capital entrusterits care can not be provided by the above traditional method. Upof data prepared under such methods are burdened by a profitabillusion.

The major accounting problem, therefore, lies in the inability of mountional reporting methods to clearly portray the results of mention and the financial condition of the firm during periods of monetary instability. This results in the inability of the multional reporting methods to meet information requirements of management and outsiders. External reports are the ones marticularly affected since they have to be presented under generally monted accounting principles. Internal reports are not restricted by principles and therefore can be easily adjusted or changed seconding to the requirements of management. But the analysis does and here as other questions must be considered. What, for sample, are the causes of the inability of historical cost method to present financial condition and operating results? Is the inherent in the historical cost method, or is it due to some ther factor independent of the historical cost? Will the problem of Marily and usefulness be resolved if historical cost is given up?

Tracing the Root of the Reporting Problems

toing over the literature on inflation accounting, one easily that so many leading accountants blame the historical cost all the reporting inadequacies and deficiencies during periods of metary instability. Many have advocated the supplanting of the storical cost by the current value accounting or by supplementing theore, updating historical cost information.

must be pointed out, however, that at the time of recording, the mortical cost was a current cost. It is due rather to the instability in value of the measuring unit — the peso — that historical cost momes stale and almost meaningless. It is to be observed also that with the use of current value methods such as replacement cost appraisal method, such valuation or measurement problems movedly caused by the historical cost method will still persist the appraisal replacement costs of today become the mortical costs of tomorrow.

tobert K. Martz, "A Few Words for Historical Cost," Financial Executive, 1973, pp. 23-27; Cecilia Tierney, "Price Level Adjustments Problem in the tive," The Journal of Accountancy, November 1963, pp. 56-60; W. Alimon, "Some Further Comments by Representations of Various Organizations Have an Interest in the Outcome of the Fair Value Decision," Financial Martine, January, 1973, pp. 52-58; R.T. Sprouse, "Historical Costs and Current Traditional and Treacherous," The Accounting Review, October, 1963,

Revaluation costs, if taken up in the books, will become as date and as stale as historical cost if and when there are changes in economy producing significant changes in the value of the measure unit, the peso. Such recorded amounts of replacement cost appraised values have also to be updated just like the historical co method if they are to maintain their usefulness. The basic cause the defects, therefore, does not seem to lie with the use of historical cost but rather with the use of money as a measure device. Money has variable purchasing power under various economic situations. Its value, like other values, is ephemeral and changes w the economic and political conditions not only of the nation but of the world. For as long as accounting measurements are express in terms of this variable yardstick, the problem of overstated proand understated assets during inflation will remain. Hence, be historical and current cost methods will require periodic updating maximize their usefulness since both are expressed in terms of a ve fluid standard, namely, the peso.

One may ask: is there any alternative to money as a measur device? Yet this question could very well floor the accountant push him to the wall. Perhaps in the future, man will be able overcome this problem by discovering a better measuring device. the present, there are a variety of proposed remedies to minimize these reporting difficulties4 but they can be categorized under t major non-mutually exclusive alternatives. One is historical based. Under this are the familiar unnatural cost flow valuation technique used on inventories and cost of sales, last-in-first (Lifo), and accelerated depreciation, which are applicable only specific types of assets like inventories and fixed asset depreciate Their biggest disadvantage is that their results still amount to and not current values. Another cost based technique is price-level-adjusted statement which calls for the use of a gen price index to adjust the conglomeration of pesos of var purchasing power to a common purchasing power. It does however result in current values. It gives historical cost stated terms of a common purchasing power.

The other major option is current value accounting. In some the techniques under this concept, certain pertinent items of balance sheet and income statement are taken up at current value

These sources are presented in the bibliography attached at the end of paper. Refer also to Appendix A and B.

market value of the goods while fixed assets are taken at market values. The other alternative techniques adjust all items, monetary items, to present values.

Appendix A gives a listing of these various techniques while appendix B contains an appraisal of the two major alternatives (cost current value) with a catalogue of their advantages and madvantages. Both appendixes appear at the end of the paper.

Among these alternative techniques, which are favored or en-

His PICPA Stand

PICPA, the biggest association of CPAs in the country, issued a middline on fixed asset revaluation accounting under Special Bulletin 2-17 dated November 1971, and effective for fiscal periods on and after December 31, 1975.

in effect, the Bulletin stated that the ideal situation for recogning price-level changes in property and equipment would be the bulletity of revaluation coefficients or indices which would be the of revaluation. In the meantime, since such revaluation ficients had not yet been established, the use of appraised values be used as an acceptable alternative to historical cost; but, would not be mandatory for the valuation of fixed assets.

Under the Bulletin, appraisal values can be considered generally multiple for reporting if the following requirements are fulfilled:

- The appraisal should be made by experts or specialists not with the company that owns the property.
- The appraised values, accumulated depreciation on appraised depreciation on appraisal, excess of appraised values over and date of appraisal should be disclosed in the financial ments or notes. To allow comparison of financial position and of operations with companies using historical cost, the total cost and depreciation on historical cost should be
 - I The net excess of appraised values over cost should be shown

under a separate caption such as "revaluation adjustment," "revalution increment in property," or "appraised values over cost," as should not be made available for dividends. However, the portle absorbed through accumulated charges of depreciation on appraisincrement may be declared as stock dividends.

4. Depreciation charges to operations should be based on the appraised values.

Right after the declaration by the government of the floating reschange policy in February 1970, PICPA issued Special Bullet #1-70 dated March 1970 to take care of untoward changes in fore exchange rates. This Bulletin allowed, as addition to the cost imported properties, increase in the amounts of liabilities incurred out of such importations due to devaluation or other adverse changin foreign exchange rates, except when such properties were already retired before payment.

As to whether these recommendations are being implemented not will be seen from the results of the survey.

The SEC Dilemma

The SEC supports the recommendations and policies of PIC except in one aspect, namely, the amount of retained earnly available for dividends. In case a company appraises its assets a takes depreciation based on appraised values, retained earnings dividend purposes should be adjusted to the amount where depiciation is based on cost. In effect, it should be the accumulate earnings without appraisals. The rationale behind this is that SEC suppose to protect the stockholders' interest. Hence, a recent rule of the Commissioner issued in February 1975 states that decisions the disposal of earnings and the preservation of firm interests should be left to the stockholder.

The SEC allows lifo, accelerated depreciations, and revaluation assets. Like PICPA, price-level adjusted statements are not allow in the words of Mr. Casiano Endriga of the SEC who is also a meter of the PICPA Committee on Accounting Principles: "Not by yet. We are studying the matter now. However, should inflat worsen, we might possibly have price-level adjusted statements we the use of the consumer price index."

lowever, accounting principles or guidelines are not one of the worries right now, since PICPA is taking care of that end. Its dilemma concerns the public accountants. The SEC expressed to the reliability of the work of so many CPAs, especially the rindividual practitioners. Except for big names like Sycip, and Velayo (SGV), Cunanan and Co., Valdez and Co., and disclosure of material items and even of ordinary information the valuation of inventory, basis of valuing fixed assets, and such data are difficult to come by. To minimize problems, SEC and analysts accept only "clean" audit reports or reports allowed qualifications or disclaimer.

this is a very basic problem of the accounting profession itself, a mession which owes its existence to public confidence. This milem, however, is outside the purpose of this paper. Its only have here is in showing that the lack of disclosures certainly mounds the difficulties encountered with financial reports.

and NEDA Policies

personnel claim that, generally, accounting principles are lived in the determination of taxable income, but depreciation on revalued amounts is not allowed due to its adverse effect on the income from taxes. When asked about the likelihood of the changes on this expense item, those interviewed replied that policy question should be referred to NEDA.

Interviews with NEDA personnel revealed that the government, the current economic set-up, is not likely to favor any solution of income from taxes since the government depends on and borrowing. But one can borrow only so much, as solving is also inflationary. The Director of NEDA espouses this in his various published works. In one of his writings on and Progress, he pointed out that compared to other Asian littles, the Philippines is a "glaring under-achiever" when it comes

was pointed out however that if NEDA can not be of help in way, it can be of use in another manner. Commodity indices could possibly be used for revaluation purposes are being used on.

What the BIR allows are the partially applicable cost-based

methods, lifo, and accelerated depreciation.

Within the inflation reporting framework established by PICI SEC, BIR, and NEDA, how did some leading corporations respond What practices were adopted for external purposes or for interpreporting purposes? It must be reiterated here that internal reportance not governed by generally accepted accounting principles. As been mentioned earlier, the attempt to answer these questions we made through a survey of the reporting practices of twenty-eleleading corporations in the Greater Manila Area.

The Survey

Sample Characteristics

The sample is made up of thirteen manufacturers and wholesal two financial institutions, three mining companies, one fish corporation, eight merchandising concerns, and one major put utility corporation. As has been stated elsewhere, all of them belot to the first two hundred corporations as to sales. Sixty-nine pero are capital intensive and inventory is an important current asset ninety percent of them. The questions in the survey centered reporting practices on two major assets that are usually significan affected by changes in the purchasing power of money—fixed as and inventories. Controllers and/or chief accountants were in viewed and the results of the survey were cross-checked with reporting practices covered in the survey inventory valuation, fixed asset valuation, depreciation practices, of indices, and the pertinent retained earnings for dividend declaration.

External Reporting Practices

The most popular inventory valuation technique is the average method. Around 36.8% of the sample use it. Thirty-four per cent the moving average and 2.8% use the weighted average. Next in line the cost-flow method first-in-first-out (FIFO) patronized by twen four per cent of the samples. Last-in-first-out (LIFO), one of the chased techniques proposed to help lessen reporting distortions inventories, came next with 22%, followed by specific identificate with 10.4%. The least used methods were cost or market, which is lower, and latest market which are practiced by a mere 3.4% of sample.

Almost two-thirds of the companies using life adopted it only 1970 due to the rising price levels. The firms are: a mining impany, a drug manufacturer, a drug wholesaler and retailer, an oil impany, and a fertilizer manufacturer.

The group is rather conservative when it comes to the reporting of assets. Seventy-seven percent use the historical cost basis while use appraised values, hand in hand with historical cost. Two masons for shifting to non-historical basis are given, namely: 1) appraisals proved most effective in meeting certain management moblems created by the rising price levels, and 2) it realized the legice of the controllers to give more realistic reports. On the other hand, those sticking to historical cost basis explained that "they had yet thought about the matter." Around 10% are thinking of into appraisals. They pointed out, however, that appraisals, quite expensive, will be used if there is a primary need for it, as the case of mergers, readjustment of prices, etc. In other words, majority of the sample agreed that appraisals of fixed assets are minarily conducted for managerial uses and secondarily for financial morting reasons. The results on the practices in the depreciation of fixed assets will follow.

Yet even if accelerated depreciation has been allowed by the BIR, may one company, the fishing corporation, takes advantage of it. As a controller of the company explained it, the use of accelerated appreciation has a greater impact on income tax because they are a controller of the company explained it, the use of accelerated appreciation has a greater impact on income tax because they are a controller of the companies. Almost 90% of the sample, including the companies, use the straight line method. Only a mere 3.7% the composite method and a similar number use cost/cubic meter their basis of depreciation.

As to the possible use of indices for external reporting, only one mind of the companies favor its use. None of them have experienced making price-level adjusted statements, even as supplementary information only. The reasons given are: 1) no authoritative body endorsed it, 2) there is a lack of a suitable price index, and 3) introllers feel it is quite subjective and costly. As one articulate introller puts it, "What is the use? After all, the values you get do not even reflect current values. All you have are pesos of uniform murchasing power."

Thinking along incremental terms, the majority feel that such importing niceties" are not justified by their costs. Many think that

disclosures, if and when adequate, can take care of all the misleadin possibilities.

As to a recent SEC ruling dated February 1975 regarding the amount of retained earnings which can be at the disposal of stockholders, the sample was divided. For clarity, the rule is a follows: Depreciation to be charged against revenues can be based on appraised values. However, for dividend distribution purposes, the depreciation over and above historical cost, which was charged against incomes, should be added back to the retained earnings, and be made available for dividend distribution, if so desired.

One of the corporations claimed that they in fact requested for such a ruling. Around 29% of the samples favor the ruling, claiming that it is realistic and works for the interest of the stockholder in the final analysis. Forty per cent are indifferent to it. They feel that the ruling does not affect them at all and they are not therefore interested in discussing it. Thirty-one percent are very earnestly against it. They claim that it is unrealistic and may detrimentally affect the call position of the company. It is like taking away with one hand what the other has given. This same group would like to go even farther that of allowing depreciation based on appraised values for tapurposes.

Internal Reporting Practices

Internal reporting is especially included since it is not restricted by general accounting principles. Anything goes therefore in so far a reporting to management is concerned. In other words, without the pressures of being within generally accepted principles, which techniques will be used for management?

In valuing inventories, all the companies follow their externareporting practices along with all the methods and practices stated under them. The same is true with depreciation. Those who had the assets appraised depreciate also in appraised values. The straight limethod was the most favored.

However, only 65% of the sample use historical cost for international reporting purposes on fixed assets. The major drug manufacturer has used replacement cost from its inception to the present. Those who had their assets appraised (33% of sample) had the following specificuses for the appraisals:

| Pricing | .33% |
|--|------|
| Insurance valuation | |
| Expansion | . 3 |
| Appraisal of performance | |
| Loans | |
| Sale of property | 6 |
| Merger | 6 |
| The state of the s | |

While indices were not used for external reporting, forty one present of the sample claimed they made use of price indices for managerial purposes. Among these companies, 73% are manufactures, 9% comprise commercial banks, and 18% merchandising man. In the majority of cases, they are used for planning and for introl functions such as budgeting, capital budgeting, performance process, determination of stockholder equity and other areas of the later making. Most of the companies do it on an informal basis; in index-adjusted figures are not a part of their records.

In so far as the regular use of indices to adjust control reports to management are concerned, only 22% of the companies use it.

Among the indices available, the most used are the consumer price makes and the wholesale price index. Most of the controllers felt, movever, that available indices are not specific enough to suit their made.

Conclusion

This paper did not intend to defend or downgrade the historical method. It intended, rather, to pinpoint the source of reporting method that had been causing the misrepresentation of the motitability, liquidity, and solvency of businesses, rendering the mancial reports unfaithful to the purpose for which they were moduced.

Heveral conclusions can be drawn from this study. For one, high the inflation produces high rate depreciation in the purchasing in the misstatement of financial variables, such as inventories, cost of sales, depreciation charges, and fixed values, in the financial reports in relation to the current money value of such variables. There also seems to be a misconceived notion that historical cost basis is behind all these misstatements. However, was pointed out that no matter which reporting technique is used

— whether cost or current value — significant changes in the measuring unit (money) will require adjustments of the value previously taken up to make them more current and useful. The above cited reporting deficiencies will exist, therefore, for as long money is used as the common denominator of financial transactions. Cost-benefit comparisons should be considered in the choice of adjustment techniques to be used, especially as there are various alternatives to choose from.

To remedy the impact of inflation on their financial variable some business firms opted to improve data for decision-making planning, and control. Financial reports were incidentally improve by these efforts. But the majority of the business firms did nothing mainly because of the lack of incentives for giving better externa reports, the absence of sanctions, and the high cost of revaluing through appraisals.

The popularity of the straight line method vis-a-vis accelerate depreciation seems to indicate that firms go more for convenien methods in depreciation accounting. This is the opposite of accounting for inventories where firms even use the moving averagement of that entails a lot of clerical work.

Although price indices are not used for external reporting, some companies have found them useful for decision-making, planning and control.

Recommendations

To make financial reports more useful, the following recommendations are made.

- 1. Disclosure requirements as specified by professional organizations should be strictly enforced. All institutions concerned, especially the various associations of accountants, should help in the effort. Perhaps sanctions for disclosure violations should be well defined and implemented. Discipline within the ranks should be encouraged.
- 2. PICPA and other concerned organizations should study the possible use of the commodity index being developed by NEDA to the revaluation of assets. If it is feasible as an alternative to appraisals, a formal endorsement should be made. Specific pro-

firms to improve their external reports.

- If Should inflation worsen, perhaps reports can be made clear and seful through the full disclosure of current values side by side with storical data. As to whether we should stick to appraisals, use the simmodity index (specific) and/or general indices, or use other intermentioned techniques as a means of getting the current values will be decided by a cost/benefit study.
- 1. The Securities and Exchange Commission as well as the members of industry should be more involved in the efforts to solve morting problems. Perhaps industry can extend financial support to marches.

APPENDIX A

- I. Historical-Cost Based:
- 1. Partial techniques
 - a) Lifo
- b) Accelerated depreciation
 - 2. Price-level-adjusted statements
- II. Current Value
 - 1. Partial or total applied only on specific items of the standard ment e.g., fixed asset only or to all assets
 - a) Appraisals
 - b) Replacement cost
 - c) Realization value
 - d) Fair market value
 - e) Specific price indices
 - 2. Total
 - a) Discounted cash flows
- b) Capitalization of earnings

APPENDIX B

Appraisal of the "Alternative"

Disadvantages

Advantages

Historical-Cost-Based Price-level adjusted Matements

- a) Costly besides the initial cost of training personnel to do it, readers/users also have to be trained with the uses of the new nomenclature.
- a) It is cost-based: It is anchored on a highly acceptable basis.
- b) Very small no. of adopters inspite of the very specific & guidelines definite promulgated by the Board of AICPA Acctg. Principles and the Chartered Accounts of England and Wales.
- b) Since it is cost-based, it is based on objective data.

- c) Lack of a general index used here is the consumer index. Data subject to the shortcomings of the historical system.
- c) Removes the instaprice index. The only bility problem of general price level money as a measuring unit.

- d) The data produced d) Value current value assets and equities so essential in the assessment of opportunities.
- conversions lack relevance. It are objective through does not give the the use of the genof or light eral price index.

- e) The general price level index may not be indicative of specific inflationary experience of a particular firm. A firm needs to know the relative value of the goods and services which it uses or owns.
- e) If the users can rethrough it, it is a cidedly more informative than historic cost statements on It provides comprability.

- 2. Current value
- a) At present there is a lack of detailed principles and methods to implement it.
- a) May supplement he torical cost.
- b) Lack of objectivity in its measurement.
 Various prices prevail in different locations and under various conditions.
- b) Useful not only public but also management uses,
- c) Depreciation could be difficult to determine due to the length of the life of the assets and the frequent fluctuated current values.
- c) Timely & relevant

- d) Also costly. It will require an extensive educational program for users.
- d) Due to its wide u fulness it has greater social imputant the historic based statement.
- e) Can not fully satisfy the needs of all users just like the historical cost.
- e) May be applied tially as when one praises his fix assets or uses placement values his fixed assets realizable values his incentives.

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