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R E P O R T
of
C O M M I T T E E O N T H E S I S

THE undersigned, acting as a committee of
the Graduate School, have read the accompanying
thesis submitted by George Hillis Newlove
for the degree of Master of Arts.

They approve it as a thesis meeting the require-
ments of the Graduate School of the University of
Minnesota, and recommend that it be accepted in
partial fulfillment of the requirements for the
degree of Master of Arts.

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"An Accounting System For Tailoring Establishments".

A thesis submitted to the Faculty of the Graduate
School of the University of Minnesota

UNIVERSITY OF MINNESOTA

by

George H. Newlove

In partial fulfillment of the requirements for the
Degree of Master of Arts.

June, 1915.

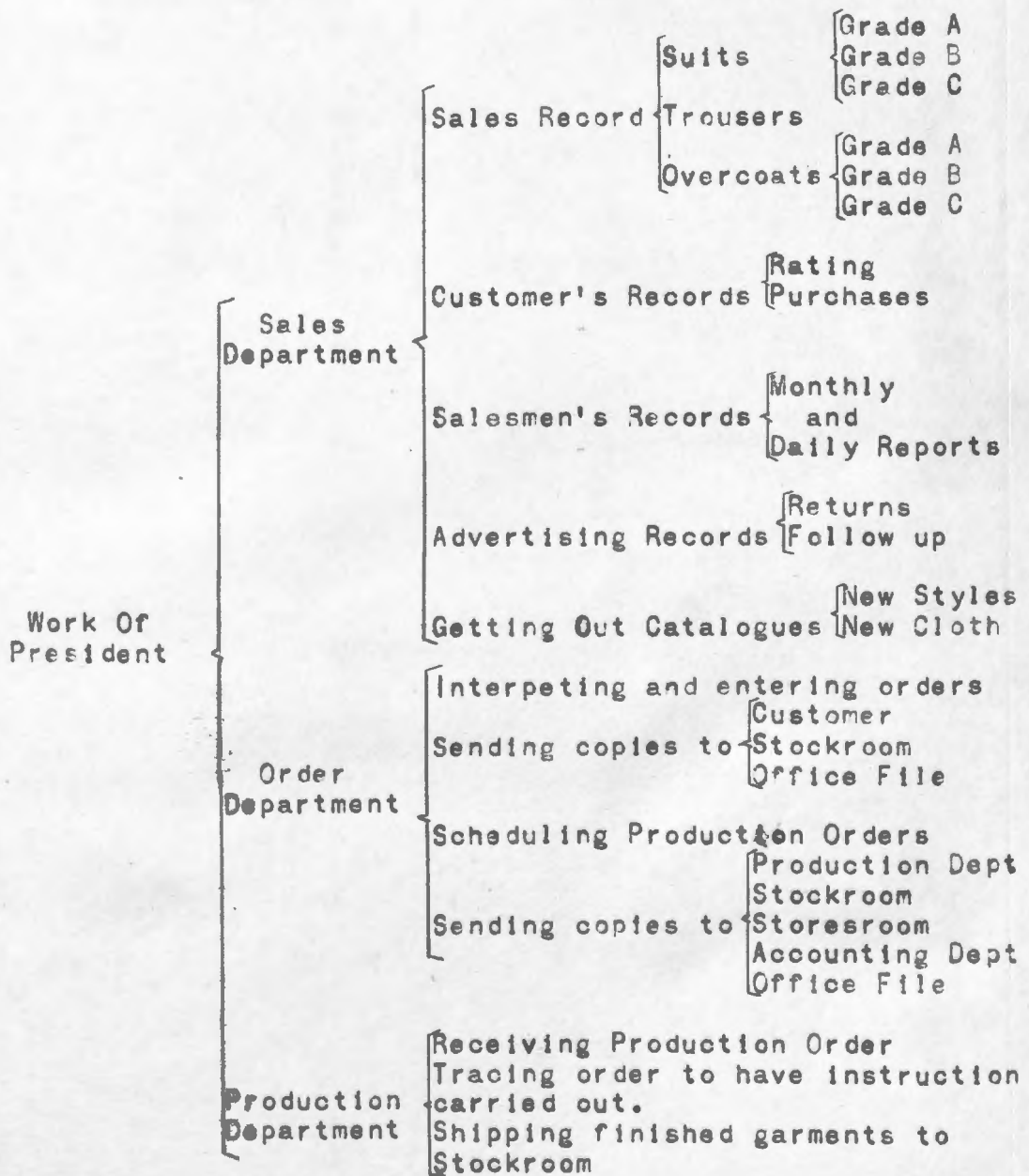
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Up to the last few years every article on accounting has begun with a history of the growth of accounting and arguments showing its importance. Now, however, accounting has come into its own, and Alexander H. Revell says, "Good machinery is not more essential to the success of a manufacturing enterprise than a thoroughly modern office and factory system" (1, page 3). It has been said that "the ordinary trading account is a locked storehouse of most valuable information to which a cost system is the key". A cost system enables the tailor, first, to regulate his selling prices according to the cost, so far as the conditions of supply and demand permit, second, to frame his quotations in his catalogues with a degree of accuracy which will materially help him to avoid making unduly low prices entailing a loss, or unnecessarily high ones, which would permit competitors to undersell him. Third, to establish a standard of cost for each grade of garment and so provide a check on the cost for the future. Fourth, to detect waste of material, inefficient workmanship and management. This is of great value to him, but a cost system will work itself to death, eat off its own head, if it is not simple. Probably the work of a cost system is measured more by the cheapness with which it gets the needed facts than by any other factor. In the plan to be proposed, effort has been made to make the system simple and easy to operate.

It is the writer's aim to develop an accounting system that will fit all tailoring establishments with but slight changes. To be concrete, however, a corporation, The Modern Tailors, with annual sales of \$100000 has been chosen. This company manufactures and sells to the trade. It places books of samples or catalogues in the clothing stores of the neighboring states, and has a force of twelve traveling salesmen in the field.

The president has personal control of the Sales, Production and Order Departments, the vice president has charge of the Storesroom, Stockroom, and Traffic Departments, while the Treasurer directs the Accounting, and the Credit and Collection Departments. The Correspondence is taken care of by the stenographer.

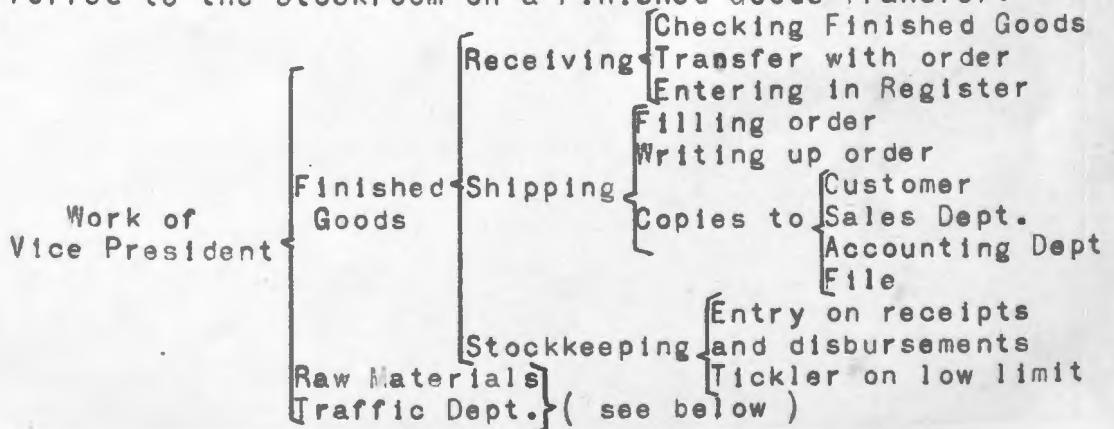
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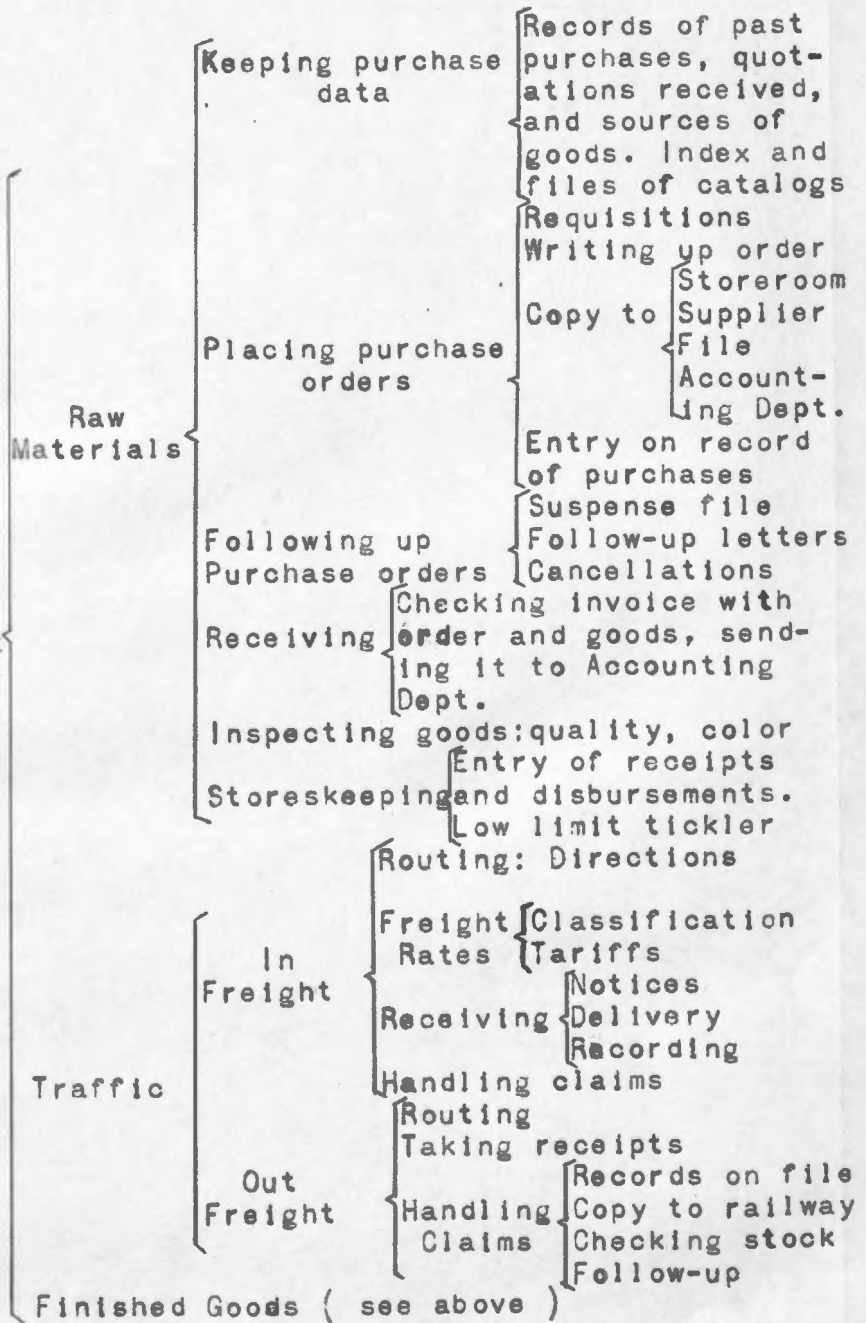
On the receipt of an order that has been approved by the credit manager, the order is interpreted and entered on the Sales Register. The records of the different salesmen and of the returns on the different advertisements are kept with great care, as these records, which show the popularity of the different grades and styles of garments, are of great value in showing what grades and styles to push.

In writing up the order three copies are made at once, the original going as an acknowledgment to the customer, the duplicate to the stockroom as an order to ship the garments, and the triplicate is put in the office file. In case the order calls for garments that are not stocked a production order is scheduled and issued. Five copies are made at once, the original going to the Production Department as a factory order, a copy to the Storesroom to warn the storeskeeper to be ready to meet requisitions for the needed materials, one to the Stockroom telling them out of which production order they will obtain the garments for shipment and also telling them on what date they will receive the garments, the fourth copy is filed and the fifth goes to the cost clerk to be used as a cost sheet.

On receipt of the order by the Production Department the order is planned and scheduled for the factory. Each order is traced, and if it is not completed on schedule, the reasons ascertained. The finished garments are transferred to the Stockroom on a Finished Goods Transfer.



Work of
Vice President



As manager of the Finished Goods Department the duties consist of receiving the garments, giving the Production Department a receipt in return, recording the receipt on the Stock Ledger cards, and on the receipt of a Sales Order shipping the garments, recording the shipment in the stock ledger, and writing up the Sales Invoice, a copy going to the customer, one to the Sales Department telling them that the order has been shipped, one to the Accounting Department serving as a record of claim, and the last copy is filed.

As purchasing agent the work centers around the purchase order. In order to buy intelligently he must have a record of the sources and prices at which the various goods can be obtained. These catalogs and pricelists are cross indexed by three sets of card files. The first set of cards gives the name of the supplier with the date and file number of his catalogs and pricelists. The second gives the name of the article with the firms that handle it and the date and file number of their catalogs. The third is the quotation file, showing on one side of the cards the name of the article, the name of the supplier with the number of his catalogs, the price and discount quoted with the freight charges and the time needed for delivery. On the other side of the cards is a record of the purchases, giving the date of the order, order number, quantity, date of delivery, date when the next supply will be needed, and remarks.

On receipt of a requisition for raw material a purchase order is issued, the original going to the supplier, a copy to the Accounting Department, one to the Storesroom, and the last copy is used in recording the order on the back of the Quotation File Card and in the Stores Ledger.

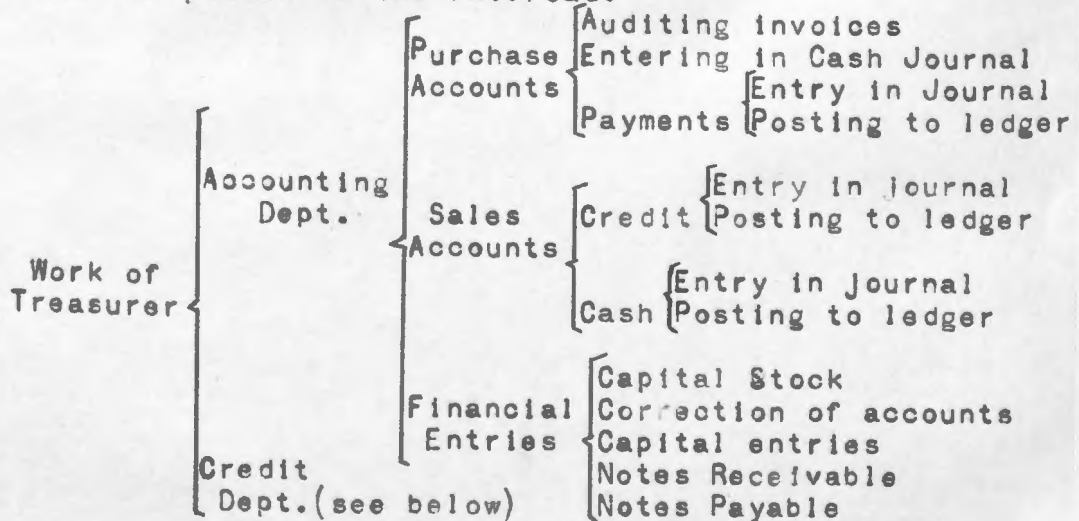
When the invoice is received from the supplier it is checked with the order. When the goods are received the storesroom's copy of the production order, which contains name but not the quantity of the articles ordered, is filled out and sent to the purchasing agent who inspects the goods and checks the invoice. The checked invoice is then sent to the Accounting Department for payment, and

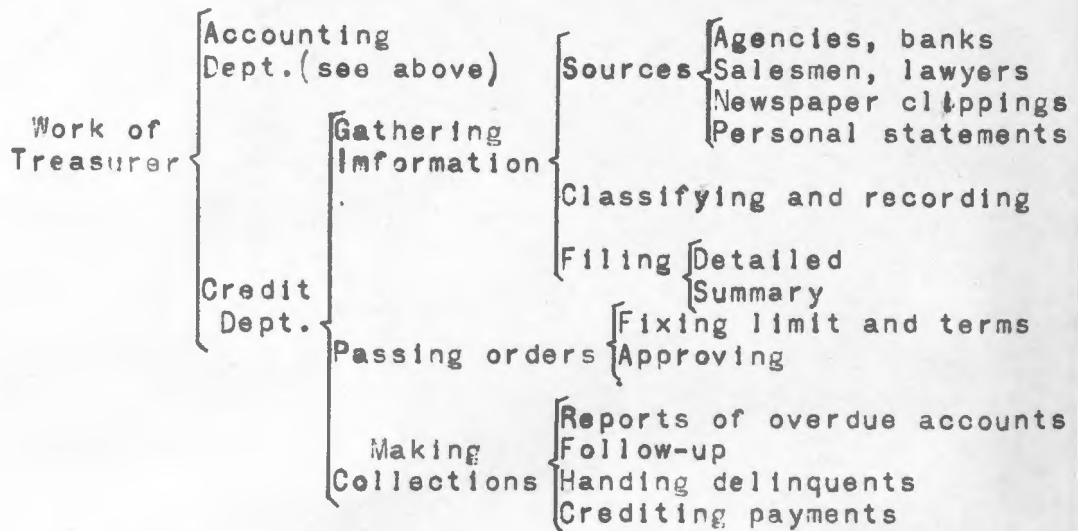
the checked copy of the production order is used in recording the receipt of the goods on the back of the quotation file card and in the stores ledger. It is then sent to the Order Department where the unit cost is ascertained and listed for future use in issuing production orders. On receipt of requisitions materials are issued and the materials credited in the stores ledger. When the supply of any material has reached the minimum assigned to it, a requisition is sent to the purchasing agent for a new supply.

As traffic manager, the information needed includes the freight classification of his own line of goods to the different territories, the switching rates, the rates from his own and competitive shipping points to the destination, the routing and tracing of shipments, and the record and filing of claims.

For in-freight, directions are sent to the shipper and if the shipment is delayed it is followed up. Notice is received from the railroad, the freight bill is signed and the delivery is made and recorded.

For out-freight, the goods are received from the Stockroom, and the route is then chosen, and a receipt is taken from the railroad. If the shipment is lost a claim is put in to the railroad.





On purchase accounts the extensions and prices of the invoice are checked and the amounts are entered in the cash journal. All the payments except the petty cash accounts and the payroll are paid by check. The check is drawn and the entry is made in the cash journal and then posted. Credit sales are entered when the charge record, a duplicate copy of the invoice mailed to the customer, is received. When cash is received for cash sales or on account, the amount is written on the letter, the amount is listed on a bank deposit slip, and is then entered in the cash journal and posted. The other entries are chiefly about capital stock, dividends, surplus, notes payable and notes receivable.

As credit manager, the treasurer gathers together information about the customers from various sources, the salesmen and banks being very useful for this purpose. All the material that can be obtained is put together in a folder and filed, but a summary is made and put on a card file. These cards give the customer's address, business and capitalization, the value of his real estate, fixtures and stock, his bankers and rating, and the credit limit and monthly average that has been allowed him. All the orders must be approved by the credit manager.

ger, and if information is lacking the order is put in a suspense file and a noncommittal acknowledgment sent the customer.

The credit manager has charge of the collections. When an account becomes overdue a record card is made for it. This card gives the customer's name, address, rating, and credit limit. It also gives the date and the amount of the purchase, when due, the amount past due, and the date and amount of money received. Collections are made thru letters and thru personal approach of the credit manager and the traveling salesmen.

As the best way to get a thoro understanding of an accounting system is to see it in operation, this system will be shown as used in filling an order.

One of the traveling salesmen, S. Brown, called on Hillis & Manning, Bathgate, N. D., and received an order (form#1). As the customer was a new one, the salesman asked for references, and sent them in to the office together with his daily report (form#2) which shows the calls that he made and the result. Every Saturday, the salesman sends in his expense card (form#3) which shows his expenses, the amount sold during the week, the amount that he has collected from customers during the week, and the places where he will get his mail during the next week. Records are kept by the Sales Department for each salesman (form#4) showing the sales, the cost of sales, and the selling costs for the month. The records of the different salesmen are compared every month (form#5).

On receipt of the order (form#1) it is sent to the credit manager for approval. The credit manager looks up the references. The detailed information is filed but a summary is put on a card (form#6) for handy reference. After the order has been approved by the credit manager, it is entered in the Register of Sales and Costs (form#7) and is then given to the stenographer to be written up. Three copies of the Sales Order (form#8) are made at the same time. The first is sent to the customer as an acknowledgment, the second is put in the office file, and the third is sent to the Stockroom as a shipping order.

As this order calls for suits that are not carried in

stock, a special Production Order is issued (form#9). This is made in five copies, the first going to the Production Department authorizing the manufacture of the garments, the second going to the Storesroom authorizing the issuing of the needed materials and warning the storeskeeper to have the materials on hand, the third going to the Stockroom showing by what production order the garments needed will be made and also giving the scheduled date on which the garments will be available, the fourth going to the office file, and the fifth going to the Accounting Department to serve as a cost sheet. The fifth copy is made by having the carbon only under the heading so that the material requisition will not be copied (form#9e).

On the receipt of the production order copy (form#9b) the storeskeeper examines his materials. If he finds he has not enough of the needed materials, he issues a requisition on the purchasing agent (form#10).

On the receipt of the requisition the purchasing agent examines the stores ledger (form#18) to see if there is an outstanding order, and if there is not he goes to his records which consist of cross files of the articles and the firms that handle the articles (forms #11 and 12). The catalogs are kept in vertical files and are numbered consecutively. Special quotations on the different articles are kept on separate cards (form#13). On one side of these cards are the terms quoted and on other the record of purchases. The purchasing agent then orders the goods making out three copies at once (form #14). The original goes to the supplier, the duplicate, which is made by having the carbon cut so that the articles ordered are copied but the quantities omitted, is sent to the Stockroom, and the other copy is used in recording the order on the stores ledger card (form#18), and on the back of the card in the quotation file (form #13b) and is then filed alphabetically according to the supplier in a file that has the days of the month numbered on the side. A clip is put on the date by which an acknowledgment and promise of delivery should be received. On the receipt of the promise of delivery, the

clip is moved to that date and if the shipment is delayed it is traced. This promised date of delivery is of great value as the materials can then be promised to the Production Department enabling them to schedule the work on the factory effectively. The invoice is then received from the supplier and is then stamped with the invoice stamp (form#15) and filed with the copy of the purchase order.

On receipt of the goods, entry is made in the Record of Goods Received (form#16). The box is then opened and the materials counted. The quantity is then filled in on the duplicate copy of the purchase order, which is sent to the purchasing agent who inspects the goods and signs the invoice. The signed invoice goes to the Accounting Department and the copy of the purchase order is used to enter the receipt of the goods on the back of the card in the quotation file (form#13b), and then sent to the stores ledger clerk who enters the receipt of the order on the stores ledger card (form#18). The advantages of keeping stores ledger cards given by Hawkins in his book "Costs Accounts" are: (1) A detailed check is furnished so discrepancies can be localized and therefore more easily discovered. (2) The state of the stock of each class of materials is readily ascertained greatly facilitating the replenishing of stores. (3) The risk of delaying the works on account of running out of a particular class of material is reduced to a minimum. (4) The task of stocktaking is made easier as a class of materials can be checked when the stock is low. These intermittent stocktakings will help eliminate the paralysis of work which is caused by a general stocktaking".

The stores ledger clerk then sends the copy of the purchase order to the Order Department where the unit cost of the goods is ascertained and listed for future use in issuing the production orders (form#9).

The invoice is entered in the cash-journal (form#17) by the Accounting Department. The cash-journal unites all the books of original entry in such a way that a trial balance of the ledgers is always on hand. Every

transaction must pass thru the cash-journal to the ledger. As it is vitally important that the vouchers supporting these records shall be kept, the vouchers are numbered consecutively and filed, the number being entered in the filio column. Invoices are separated, but they are also filed numerically and the number of the invoice put in the invoice column. The size of the sheet recommended is twenty by fifteen and one eighth inches. The heading is one inch in width; below which is a red line for forward totals. Then there are fifty lines every fifth line being red to serve as guides and counters. Below the fiftieth line is a red line for pencil totals. This will be of great help to the bookkeeper, as when he inks-in the figures are often incorrect. If the pencil totals are left in until the time for cleaning and filing the sheet, it will be a great help in locating errors. Below the pencil totals line is a single red line for total figures and a double red line for postmarks.

To make an entry in the cash-journal the date and the number of the voucher or invoice is recorded first. Then the name of the account is written in the "Account" column, if a debit, beginning at the extreme left and writing right over the blue line which separates "Dr." from "Cr.", if a credit beginning at the blue line. The amount is put in the controlling ledger column. Woolens, Trimmings, and Finished Goods are a part of the General Ledger but on account of their importance separate columns are assigned to them. As the balances are kept in each column, there is a standing trial balance, and if the books do not balance the error can be located easily.

As the woolens received were for a special order the factory superintendent is notified and a stores requisition (form#19) is sent to the storesroom. The woolens are then issued and the requisition is signed and sent to the stores ledger clerk who enters the record on the stores ledger card (form#18), and then passes the requisition which he has initialed to the cost clerk. The cost clerk enters it on the woolens abstract (form#20). There are two materials abstracts, one for woolens and the other for trimmings. An abstract is made up every week and the

Job totals are put in the summary column. The total of the summary column is the amount to be credited to wools and debited to materials-in-process thru the cash-journal (form#17). The job totals are debited to the jobs on the cost cards (form#9e). When more wools are requisitioned than are needed they are returned to the storesroom accompanied by a credit slip (form#21). The material is debited on the stores ledger card (form#18) and is credited to the job on the wools abstract (form#20). It is put in the same column as the requisitions but in red ink to show that it is a credit. The trimmings abstract is used in the same way as the wools abstract.

The wages are recorded on a time ticket, wage abstract and payroll. The daily time sheet (form#22) shows the amount due the workman for the day and also the amounts to be charged to the jobs. The wage abstract (form#23) is similar in form to the wools and trimmings abstracts (form#20), but the small column under the job number is used for the workman's number instead of the number of the requisition. The job totals are put in the summary column and are posted to the debit of the job on the cost sheet (form#9e). The total of the summary column is, of course, the total of the productive labor for the week. The employee's daily wages are entered on the payroll (form#24), and are, at the end of the week, added and distributed in productive labor, factory expense, general and administrative expense, and sales expense.

When the job is completed a finished goods transfer (form#25) is made out in duplicate, the original going with the goods to the stockroom while the duplicate goes to the cost clerk who adds up his cost card (form#9e) and puts down the unit cost on the transfer sending it to the stockroom where the garments are tagged with the cost mark. When the garments are for stock they are entered on stock ledger cards which are similar in form to the stores ledger cards (form#18). The garments are then checked with the sales order (form#8c) and shipped as directed by the traffic manager. A receipt is taken from the transportation company (form#26). Four copies of the

invoice (form#27) are made, the original going to the customer, one copy to the accounting department, one to the sales department, and the file copy is, when the garments are taken from stock, entered on the stock ledger cards and filed.

When the cost clerk has found the unit cost for the order on the cost card (form#9e), he enters the order in the Register of Production and Costs (form#28). The totals for the week are credited in the cash-journal to materials-in-process, productive labor, and manufacturing expense and debited to finished goods (see form#17). The cost card (form#9e) is then sent to the sales department where it is attached to the sales order (form#8b). When the sales department receives its copy of the invoice (form#26b), the costs are entered in the Register of Sales and Costs (form#7), and the sales order, cost card, and invoice are filed together numerically according to the sales order number.

The accounting department posts from the cash-journal (form#17) to the ledgers daily. There are four ledgers, namely, the general, the factory, the customers, and the trade creditors. The size of page for the first two is sixteen by ten and one half inches, containing sixty five writing spaces (form#29). Where detail is needed in an account, a short leaf is inserted. The short sheet (form#30) is sixteen by nine and one half inches so it will not extend out as far as the regular sheets. The short sheet has ten columns which are of great use in collecting needed detail in a very economical manner. The personal ledgers are eleven and one fourth by seven and one half inches. The heading, which is one and one half inches deep, contains the name and address of the firm. In the customer's ledger the heading also contains the firm's rating and the credit limit that has been assigned to it. Below the heading is a single red line for forward totals. Then there are forty writing spaces below which are spaces for pencil totals, total figures, and post-marks.

In the case of overdue accounts the credit manager

fills out an overdue account card (form#32) which shows the original purchase, and the outstanding account. Space is left for the amounts that are collected so the credit manager has a complete record of the transaction.

Every day the accounting department enters a comparison (form#34) of the receipts, disbursements, bank balance, sales, bills receivable, and bills payable of the day with the corresponding day of the year previous. Every month a statement is made comparing the assets, liabilities, purchases, sales, production costs, labor, and expenses with those for the corresponding month of the year previous. These comparisons are of great use to the management as they show the trend of the business. The daily report (form#34) gives the daily financial condition of the business, and the monthly report (form #35) gives a summary of the daily reports and also a report of the manufacturing end of the business.

The accounts may be classified by the ledgers in which they belong. The general ledger accounts are the most numerous. They are cash in bank, petty cash, notes receivable, discounts, interest receivable, real estate, buildings, plant, finished goods, woolens, trimmings, unexpired insurance, notes payable, notes in discount, salaries accrued, taxes accrued, capital stock, surplus, undivided profits, reserve for depreciation, reserve for uncollectable accounts, dividends, and general and administrative expense. As to the cash accounts all of the money that is received is deposited in the bank and when money is needed to replenish the petty cash fund a check is drawn on the bank. Discounts include the purchase and sales discounts. It is not the practice to deduct the purchase discounts from the the cost of the material. Instead purchase discounts are regarded as a profit. Notes in discount are the notes received from customers that have been discounted at the bank and so are a contingent liability. The account "reserve for depreciation" covers depreciation for the building, plant and office fixtures. The reason for this is that the tailoring establishment has no large machines. The investment in office fixtures is also very light due to the fact that

this firm sells thru traveling salesmen to the trade and not to the public. A percentage of the sales is taken as the estimate of the probable loss from uncollectable accounts. This amount is debited to profit and loss and credited to reserve for uncollectable accounts. In case of a bad account the reserve is debited and the accounts receivable (customer's ledger) is credited. The general and administrative expense is compiled on a short sheet as in form# 30. It includes repairs and depreciation on the building, office salaries and supplies, telephone and telegraph, and the heat, light, rent, and insurance that does not fall on the factory. Selling expense includes advertising, the salaries, commissions, and expenses of salesmen, outfreight, allowances, and rebates.

The accounts of the factory ledger are factory expense, manufacturing expense, materials-in-process, productive labor. Factory expense includes the actual expenses incurred for the factory on heat, light, taxes, rent, supervision, indirect labor, insurance, supplies, and depreciation on equipment. Manufacturing expense is the estimated factory expense. The use of these accounts will be given below. The balances of the materials-in-process and productive labor represent the value of the materials and productive labor of the partly manufactured goods.

The accounts in the customer's ledger are the accounts with the individual customers and sundry debtors. The balance of this ledger is shown in the monthly statement (form#35) as accounts receivable.

The accounts in the trade creditors ledger are the accounts with the individual trade creditors and sundry creditors. The balance of this ledger represents the accounts payable of the business.

In handling the factory expense all the items of expense for the factory, when incurred, are debited to the factory expense account. A schedule of the estimated factory expenses is drawn up and the total is debited to the manufacturing expense account and credited to the factory expense account. The percentage of the manufact-

uring expense to the prime cost of the goods manufactured last month is ascertained. Then, in finding the cost of any order the prime cost of the order is multiplied by that percent, and the result charged to the order and credited to the manufacturing expense account. If the scheduling has been reasonably correct the balances of the factory expense and manufacturing expense accounts will be small. There are several other methods of apportioning the indirect costs besides the one described. Due to the fact that there is little machinery in a tailoring establishment, the machine rate methods of apportioning the indirect costs are impractical. As most of the work is done by piece work, it would be a needless burden to use the labor hour method. The prime cost method has been chosen because considerable of the indirect expense is caused by the material. The space used for storesrooms is large, the investment is heavy making the insurance charges large, and the work of handling the material is considerable. For these reasons the prime cost method is better than the productive labor method.

As stated before, the aim of the system proposed is to collect and present the needed information as easily and as cheaply as possible. It is the writer's hope that this aim will be realized for: first, it is easier to enter the material requisitions and time tickets on the abstracts and then at the end of the week posting the totals to the individual cost cards than to post the individual items direct to the cost cards, and as the total of the summary columns on the abstracts must agree with the total materials issued, there is an added check for accuracy. Second, the use of the stores ledger and stock ledger cards enable a running inventory to be taken, and the material can be counted and an inventory taken when the material is low. This will in a great measure relieve the burden of the annual inventory. Third, the forms used are as simple as possible and will not be confused thus eliminating a source of many errors.

Fourth, the cash-journal combines into one all of the books of original entry. The journal, cash book, purchase book, sales book, and finished goods journal are all combined into one. This would, of course, be a great hindrance if more than one bookkeeper were needed, but in a tailoring establishment one bookkeeper is sufficient so having only the one book is a great help to him. Fifth, filing the vouchers supporting the entries in the cash-journal numerically and putting the number in the entry relieves the bookkeeper of making many long explanations for the different entries. Sixth, as the balances of the ledgers are kept in the cash-journal there is a standing trial balance of the ledgers. When making up a trial balance for the month, if the accounts do not balance, the accounts of the various ledgers can be added separately. If they do not give the balance given in the cash-journal, the error is located to that ledger. Seventh, the monthly report (form #34) shows the daily financial condition of the business in comparison with the condition on the corresponding day of the year previous. The monthly statement (form #35) shows the comparison of the assets, liabilities, purchases, sales, costs and expenses of the month with those of the corresponding month of the year previous. These forms are easy to make but they give the officials a bird's eye view of the entire business, enabling them to see what details need their attention, and still leaving them time to direct larger interests of the business.

(form # 9a) PRODUCTION ORDER No. 1007
 Production Department: Date Mar 24, 1905
 Date Wanted Apr. 15, 1905 Sales Order B125
 You are hereby authorized to manufacture
12 Suite Gr. A. N. 6205 - 40

REQUISITION FOR MATERIAL	QUANTITY	RATE	AMOUNT
<u>Woolens 6205</u>	30	1.75	52.50

(form # 9b) PRODUCTION ORDER No. 1007
 Stores Department: Date Mar. 24, 1905
 Order Wanted Apr. 15, 1905 Sales Order B125
12 Suite Gr. A. N. 6205 - 40

ISSUE THE FOLLOWING MATERIAL	QUANTITY	RATE	AMOUNT
<u>Woolens 6205</u>	30	1.75	52.50

(form # 9c) PRODUCTION ORDER No. 1007
 Stock Department: Date Mar. 24, 1905
 Order Due Apr. 15, 1905 Sales Order B125
 Report if payments are not delivered on schedule
12 Suite Gr. A. N. 6205 - 40

REQUISITION FOR MATERIAL	QUANTITY	RATE	AMOUNT
<u>Woolens 6205</u>	30	1.75	52.50

(form # 9d) PRODUCTION ORDER No. 1007
 Office File: Date Mar 24, 1905
 Date Wanted Apr. 15, 1905 Sales Order B125
 You are hereby authorized to manufacture
12 Suite Gr. A. N. 6205 - 40

REQUISITION FOR MATERIAL	QUANTITY	RATE	AMOUNT
<u>Woolens 6205</u>	30	1.75	52.50

(form # 9e) PRODUCTION ORDER No. 1007
 Accounting Department: Date Mar 24, 1905
 Order Wanted Apr. 15, 1905 Sales Order B125
 Record the costs of this order.
12 Suite Gr. A. N. 6205 - 40

MATERIAL			LABOR			SUMMARY	
DATE	ABSTRACT No.	AMOUNT	DATE	ABSTRACT No.	AMOUNT	ANALYSIS	AMOUNT
Apr 12	W 55	59	Apr 12	41	11	MATERIAL	70
12	T 49	11	13	42	24	LABOR	35
						INDIRECT	42
						TOTAL COST	142
						UNIT COST	12.33

Form #27a)

THE MODERN TAILORS

Chicago, Apr 16, 1905

To Hillis & Manning
Bathgate,
N.D.
Terms 7% - 10 ds

Your No. 105
Our No. B125
Checked By. _____
Got Out By. _____

QUANTITY WANTED	QUANTITY GET OUT	DESCRIPTION	PRICE	EXTEN. SIGN.	TOTAL
12	12	Suits 4v. A. N. #225-40	17 50	210-	210-

Form #27b)

SALES COPY INVOICE

Date Apr. 16, 1905

To Hillis & Manning
Bathgate,
N.D.
Terms 7% - 10 ds

Your No. 105
Our No. B125
Checked By. _____
Got Out By. _____

QUANTITY WANTED	QUANTITY GET OUT	DESCRIPTION	PRICE	EXTEN. SIGN.	TOTAL
12	12	Suits 4v. A. N. #205-40	17 50	210-	210-

Form #27c)

STOCKROOM COPY INVOICE

Date Apr. 16, 1905

To Hillis & Manning
Bathgate,
N.D.
Terms 7% - 10 ds

Your No. 105
Our No. B125
Checked By. _____
Got Out By. _____

QUANTITY WANTED	QUANTITY GET OUT	DESCRIPTION	PRICE	EXTEN. SIGN.	TOTAL
12	12	Suits 4v. A. N. #205-40	17 50	210-	210-

Form #27d)

ACCOUNTING COPY INVOICE

Date Apr. 16, 1905

To Hillis & Manning
Bathgate,
N.D.
Terms 7% - 10 ds

Your No. 105
Our No. B125
Checked By. _____
Got Out By. _____

QUANTITY WANTED	QUANTITY GET OUT	DESCRIPTION	PRICE	EXTEN. SIGN.	TOTAL
12	12	Suits 4v. A. N. #205-40	17 50	210-	210-

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7. Nicholson, J. Lee. Factory Organization and Costs. A very complete work on the organization of factories. (Source of forms 2, 4, and 5.)
8. Bunnell. Costkeeping for Manufacturing Plants. A very good general discussion.
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