



Survey Research on the Current Status of Management Accounting Application - Based on the Survey Data of SMEs in the Yangtze River Delta

Qian Ma ¹, Haiyan Liang ^{2*}

¹ School of Business, Shanghai Dianji University P. R. China

² Business School of Shanghai Jianqiao University P. R. China

* Corresponding Author: **Haiyan Liang**

Article Info

ISSN (online): 2582-7138

Volume: 05

Issue: 05

September-October 2024

Received: 10-08-2024

Accepted: 12-09-2024

Page No: 853-862

Abstract

Investigating and analyzing the current status of management accounting application in enterprises is of great practical significance. This paper designs a questionnaire to assess the application, effectiveness, and challenges of management accounting in small and medium-sized enterprises (SMEs) in the Yangtze River Delta region of China. A total of 350 questionnaires were distributed, with 283 returned. After excluding 62 that did not meet the requirements, 176 valid questionnaires were statistically analyzed. The results indicate that while SMEs in the Yangtze River Delta have made some progress in applying management accounting, there is room for improvement in their understanding and application of management accounting methods and tools. These enterprises need to invest more in their management accounting departments and make appropriate transformations to meet the demands of financial transformation.

Keywords: management accounting department; management accounting tools; management accounting effectiveness; questionnaire survey

Introduction

The theme of management accounting in the 21st century has shifted from adding value to enterprises to cultivating their core competencies. The traditional concept of management accounting, which primarily served corporate management, has expanded and improved to achieve multiple objectives, including corporate governance and management. Particularly since the 1980s, new fields of management accounting have emerged in response to environmental changes. These not only verify the close relationship between accounting and the environment but also highlight the necessity of re-examining the status and role of management accounting. In recent years, to fully implement the spirit of the 18th CPC National Congress, further promote the strategy of a strong accounting nation, comprehensively improve the overall level of accounting work, and promote more efficient, fairer, and sustainable economic development, the Ministry of Finance, in line with the "Outline of the Twelfth Five-Year Plan for Accounting Reform and Development," issued the "Guidance on Comprehensively Promoting the Construction of Management Accounting System" on October 27, 2014. This guidance outlines the guiding ideology, basic principles, main objectives, major tasks, and measures and work requirements for comprehensively promoting the construction of a management accounting system. Therefore, under the backdrop of comprehensively promoting the construction of a management accounting system, how to effectively and efficiently apply management accounting to enterprises and institutions is a question that enterprises need to consider together.

Scholars' studies on the current situation and problems of management accounting application are mainly reflected as follows. Minister of Finance Lou Jiwei pointed out that although there have been many successful explorations and useful attempts of management accounting in China, there are still issues such as the lack of a theoretical system and the limited application of tools and methods. Zhi Xue'e noted that the application of management accounting in China shows geographical differentiation, being widely applied in coastal areas and foreign-funded enterprises, but less so in western and inland enterprises. Guo Xiaomei et al. argue that the data collection problem of management accounting and the integration problem of management accounting tools are two major issues affecting and restricting the application of management accounting tools and methods in practice.

Guo Yan points out that Chinese-style modern management accounting information collection and integration mechanisms are lagging, technical accounting tools are relatively singular, and the level of data processing security is low. Ma Shuhong believes that because the management theory system has not yet been formed, the practical application is selective. For example, some enterprises only understand the simple and rough use of volume cost-benefit analysis or responsibility center accounting activities, resulting in the practical application of management accounting not being very obvious. He Suhua pointed out that the application of management accounting is at a low level, staying only at the level of internal cost management; business leaders ignore management accounting, and the overall quality of accounting personnel is low. Susanna Zhang pointed out that the awareness of management accounting in enterprises is relatively weak, the status of management accounting personnel is low, the awareness of business managers is not strong, and there is a gap between the quality of accounting personnel and the requirements of management accounting. Cao Qi believes that with increasingly fierce market competition and a more complex market environment, traditional management accounting can no longer meet the needs of enterprise strategic management, so the timely improvement of the management accounting system has gradually become an important way for enterprises to enhance their ability to adapt to the environment and improve market competitiveness. According to Zhang Jide et al., the proportion of management accounting in enterprises is low, and it plays more traditional functions, and nearly half of the enterprises do not have independent training programs for management accounting talents. Uting et al. analyzed the problems in the application of management accounting from the three dimensions of organization, technology, and system of management accounting application. Tong Chengsheng et al. found through a survey that financial personnel have high expectations of management accounting functions, while the gap between reality and expectations is large. Fan Yingjie, Zhang Ge, and Jiang Yan pointed out that nowadays enterprises do not fully utilize the important role of management accounting as an information support system and management control system in enterprise value creation. Li Jianhong's questionnaire statistics further reflect that most of the current applications of management accounting in various enterprises are at a low level, and the problems are mainly reflected in the bias in the understanding of management accounting, the singular method of using management accounting, and the low level of accounting informatization. Liu Guanxiong, on the other hand, summarized the problems in the application of management accounting based on the survey and analysis into three aspects: the application is not extensive, the application is not in-depth, and the application is not coordinated.

Research on the reasons that restrict the effectiveness of the application of management accounting in enterprises focuses on the following. Li Lingjuan points out that the internal constraints that limit the role of management accounting in enterprises are mainly the business decision-makers, accounting personnel, and the degree of computerization of accounting. According to Li Erling, enterprises have a weak awareness of management accounting application, lack of management accounting-related systems, lack of support from an information technology working environment, and

lack of management accounting talents. Miao Ping believes that the application of management accounting in SMEs in China is unsatisfactory, mainly due to the low popularity of knowledge, the overall quality of management and accounting personnel, and the constraints of SMEs' own corporate structure. Pan Fei and Zhang Chuan think that management accounting theory research still needs to deepen innovation, management accounting tool innovation should serve management practice, and management accounting talents should pay attention to scientific and technological literacy. Guo Yan gives an overview of the practical application of management accounting in China's SMEs and points out that the reasons for the unsatisfactory application of management accounting in China's enterprises are mainly due to the lack of theoretical research, the overall quality of the management level and accounting personnel, and the lack of attention to management accounting by enterprise decision-makers. Wan Kai takes logistics enterprises as the research object and points out that the serious lack of management accounting professionals in this industry, the management method is too mechanical, and the theoretical knowledge system is not perfect, which is a realistic problem that restricts the development of management accounting in enterprises. Li Zuijie pointed out that the explicit knowledge of management accounting application is the key link to deepen the application of management accounting. The knowledge system of enterprise management accounting proposed by Professor Yu, including the theoretical system and teaching material system, is crucial to the application of management accounting in enterprises and plays an important role in the application of management accounting in various units. However, the knowledge of enterprise management accounting application is implicit in nature, and the specific process of applying the same tools and methods is different in different units, which is one of the important reasons why the application of management accounting is difficult to implement at present. Zhang Jide et al. believe that at present, enterprises do not pay enough attention to management accounting informatization, the degree of management accounting informatization is not high, the mismatch between management accounting theories and enterprise management mechanisms, and the different levels of accounting personnel are the factors restricting the development of management accounting informatization. Wu Huaping et al. point out that the application of management accounting in enterprises fails to closely combine theory and practice, the importance of enterprise managers is not high, and the degree of application of management accounting computerization is also not high. Through the review of the above literature, it is not difficult to find that, due to the lack of management accounting talents, insufficient attention from management, the degree of informatization of management accounting is not high, management accounting still exists in the actual application of singular tools and methods, the application is not extensive, the application is not in-depth, and so on, which seriously restricts the process of comprehensively promoting the construction of a management accounting system in each unit.

In order to gain a more comprehensive and in-depth understanding of the current application of management accounting in various units, this article intends to take small and medium-sized enterprises in the Yangtze River Delta region as a sample to conduct a questionnaire survey on the current application of management accounting in small and

medium-sized enterprises. Based on data processing and statistical analysis of the survey questionnaire, this study aims to deeply understand the current status and practical issues of management accounting application in small and medium-sized enterprises, and to provide ideas for solving the application dilemmas of management accounting in small and medium-sized enterprises. This is precisely the purpose and significance of this study.

2. Questionnaire design and data collection

(i) Questionnaire content design

The purpose of this survey is mainly threefold: first, to understand the introduction and application of management accounting tools; second, to understand the usage tendencies and patterns of management accounting tools; and third, to understand the influencing factors of management accounting tools in the context of supply-side structural reforms. Based on the research objectives, the questionnaire is designed into the following three parts: the purpose and characteristics of management accounting tools, the usage tendencies of management accounting tools, and the main obstacles to the application of management accounting tools. In terms of question type design, a combination of single-choice and multiple-choice questions is adopted, divided into two major parts: the basic situation of the respondents and the basic situation of the application of management accounting tools. The former includes gender, age, education, department, and position, etc., and these questions are presented in the form of single-choice questions; the latter includes questions related to the industry, property nature, and application of management accounting tools of the enterprise where the respondent is located. There are a total of 44 major questions and over 90 minor questions.

(ii) Questionnaire distribution and data collection

(1) Questionnaire Distribution Situation. First, determine the survey subjects and scope. This study selects students who graduated from major accounting majors in recent five years from several universities such as Shanghai Jianqiao University, Shanghai Electric Power University, Zhejiang Changzheng Vocational and Technical College, Shaoxing

University, and Jiangsu Institute of Technology as the survey subjects. These schools are all application technology-oriented universities, and most of their employment targets are small and medium-sized enterprises. Moreover, these schools are located in the Yangtze River Delta region, and most of the graduates will stay in this area to work. Second, implement the questionnaire survey. During the implementation phase of the questionnaire survey, in order to test whether the questions and the questionnaire can be correctly understood by the respondents and can be easily answered, first, a small-scale distribution of the questionnaire was carried out, and then a large-scale distribution was carried out after the feedback results were satisfactory. During the distribution process, the questionnaire survey tool "Questionnaire Star" was used, and social platforms such as WeChat and QQ were used for promotion. A total of 350 questionnaires were distributed in this survey, and 238 questionnaires were collected, with a recovery rate of 68%, and the survey lasted for three months.

(2) Data Collection Situation. To ensure the quality of the data, we carefully verified the collected questionnaires, excluding 60 questionnaires from enterprises not located in the Yangtze River Delta region and excluding 2 invalid questionnaires with missing items. A total of 176 valid questionnaires were obtained, with an effective recovery rate of 50.29%. Analysis of the invalid questionnaires indicates that management accounting tools have not been fully popularized in enterprises, there is a significant difference in understanding, cognition, and application of management accounting tools among various enterprises, and there is a lack of management accounting knowledge and awareness among relevant department personnel.

(iii) Background of the person completing the questionnaire

(1) Description of the Characteristics of Survey Participants. First, the personal background of the survey participants. The questionnaire mainly investigates the professional technical background, educational level, and other personal situations of the respondents, as shown in Table 1.

Table 1: Characteristics of survey participants

Professional and technical background		academic qualifications	
options (as in computer software settings)	proportions	options (as in computer software settings)	proportions
junior accountant	29.55 per cent	undergraduate or below	4.55 per cent
intermediate accountant	53.41 per cent	undergraduate (adjective)	88.07 per cent
Other finance-related technical background	5.11 per cent	postgraduates	7.36 per cent
the rest	11.93 per cent		

As can be seen from Table 1, the educational background of the survey participants is mainly concentrated at the undergraduate level, accounting for 88.07% of all survey participants; followed by postgraduates, which account for 7.36%, and those with educational levels below undergraduate have the smallest proportion, only 4.55%. In terms of the professional technical background of the respondents, 53.41% of the respondents are intermediate accountants, followed by junior accountants, accounting for 29.55% of the total number, and other personnel with financial-related technical backgrounds account for 5.11%. It can be seen that the educational background of the respondents is mainly concentrated at the undergraduate level and above, and their professional technical backgrounds are

mostly related to accounting or financial work. This indicates that the respondents have a certain understanding of management accounting work and play an important role in the management accounting work of enterprises. To some extent, this provides a guarantee for the objectivity, comprehensiveness, and reliability of the subsequent survey research.

(2) Description of the Characteristics of the Surveyed Enterprises. First, industry background. The questionnaire, following the international industry classification standards, set up the classification standards for industries according to the National Development and Reform Commission, and based on the characteristics of the Yangtze River Delta region, set up industries such as agriculture, forestry, animal

husbandry, and fishery, manufacturing, real estate, construction, education, health and social work, culture, sports, and entertainment, wholesale and retail trade, leasing and business services, accommodation and catering, information transmission, software and information technology services, and finance. According to the survey results, the industry background of the respondents is mainly concentrated in the manufacturing industry, accounting for the largest proportion of 57.39%, followed by retail and wholesale trade, leasing and business services, both accounting for 7.39%, and the proportion of education, health and social work practitioners is 6.52%, as shown in Figure 1. The concentration of respondents in the manufacturing industry is in line with the characteristics of industrial agglomeration in the Yangtze River Delta region, which is consistent with China's status as a manufacturing power, and also lays the foundation for subsequent research on the application of management accounting in the manufacturing industry. The broad representativeness provides a reference

for the subsequent analysis of the breadth and obstacles of the application of management accounting tools. Second, the property nature of the enterprise. The property structure designed in the questionnaire mainly includes state-owned enterprises, collective enterprises, private enterprises, foreign-funded enterprises, and others. Relatively speaking, the proportion of private enterprises is the highest (accounting for 72.16%), followed by collectively owned enterprises (accounting for 9.09%); the proportion of other types of enterprises is relatively balanced, with state-owned enterprises accounting for 8.52%, foreign-funded enterprises accounting for 7.39%, and individual and other types accounting for 6.82%. The respondents are mainly concentrated in private enterprises, which is in line with the characteristics of enterprises in the Yangtze River Delta region and the distribution of small and medium-sized enterprises, and can also provide a reference for subsequent analysis of the driving factors of the application of management accounting tools.

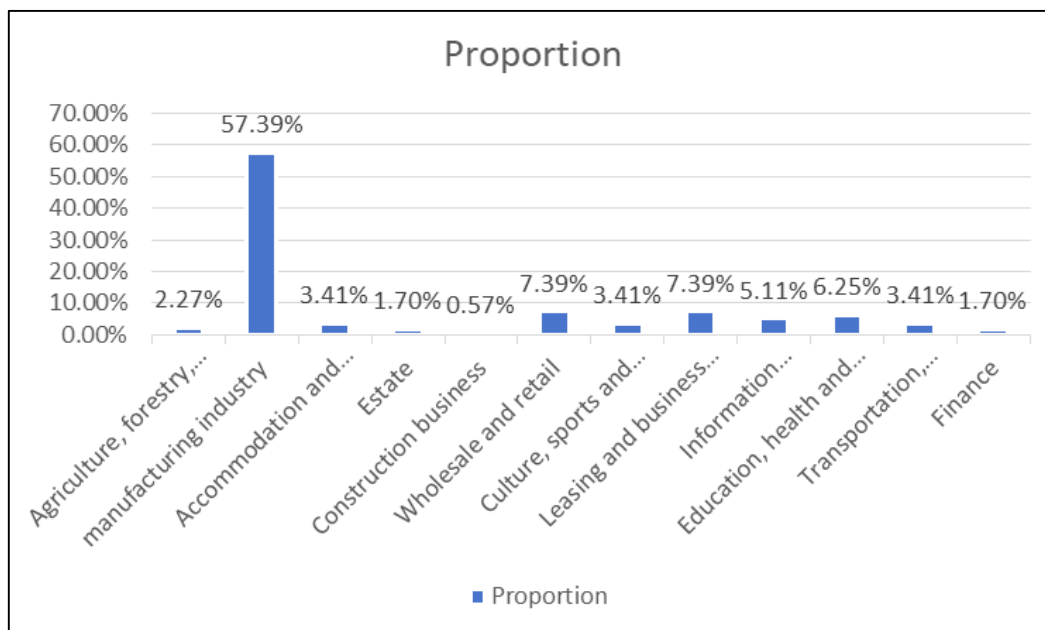


Fig 1: Industry background of respondents

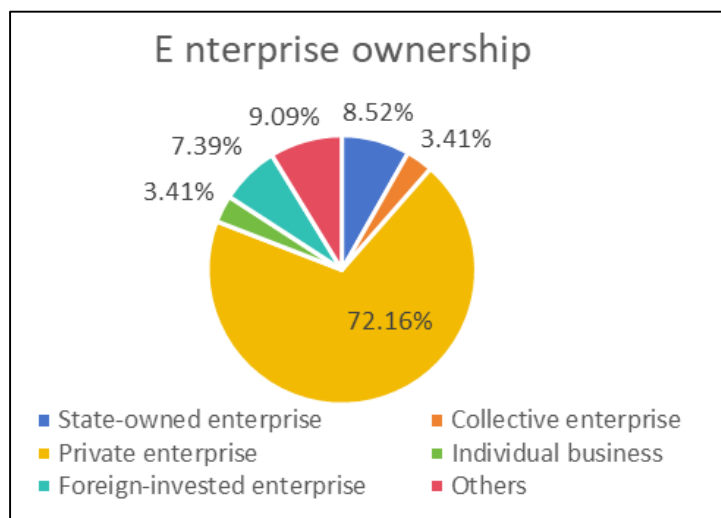


Fig 2: Business Ownership Structure of Respondents

3. Questionnaire data processing and analysis
(i) Management accounting department set-up

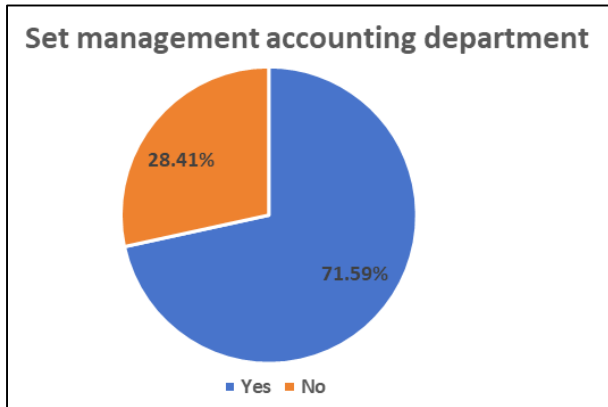


Fig 3: Number of enterprises with specialised management accounting departments

The presence of a dedicated management accounting department in the enterprises where respondents work can explain the extent and emphasis of the popularity of management accounting in enterprises. According to the survey results, for the question “Has your company established a management accounting department?”, 71.59% of the respondents replied that their enterprises have established a dedicated management accounting department, while 28.41% of the respondents indicated that their enterprises have not established a management accounting department. Among the enterprises that have not established a management accounting department, although the company has not explicitly set up a management accounting department, some financial personnel have taken on management accounting tasks (such as corporate budgeting, product pricing, product cost accounting, etc.). Only two survey questionnaires chose not to establish a management

accounting department, nor have financial personnel undertaken management accounting work, and these two questionnaires have logical conflicts with the related issues in the following text, so they have been excluded. From this survey, it can be seen that most Chinese enterprises have realized the importance of management accounting and have established dedicated departments to perform the functions of management accounting. Even if they have not established a dedicated management accounting department, there will be financial personnel to perform some of the functions of management accounting.

From the perspective of industry structure, the survey shows that 91.09% of the manufacturing industry has established a dedicated management accounting department, and industries such as agriculture, forestry, animal husbandry, and fishery, accommodation and catering, culture, sports, and entertainment, information transmission, software and information technology services, education, health and social services have more than 50% of the proportion that has established a dedicated management accounting department. The high acceptance of management accounting in the manufacturing industry indicates that the management level and efficiency of China’s manufacturing industry are relatively high, and they are willing to accept new methods to improve efficiency.

From the perspective of the ownership structure of enterprises, the proportion of private enterprises and individual businesses that have established dedicated management accounting departments is relatively high, at 78.74% and 66.67%, respectively. In contrast, the proportion of state-owned enterprises and collective enterprises that have established dedicated management accounting departments is lower than that in the private sector. This indicates that, at the same scale, the private sector is more inclined to introduce advanced management tools to improve efficiency, which also explains the phenomenon of higher efficiency in China’s private sector.

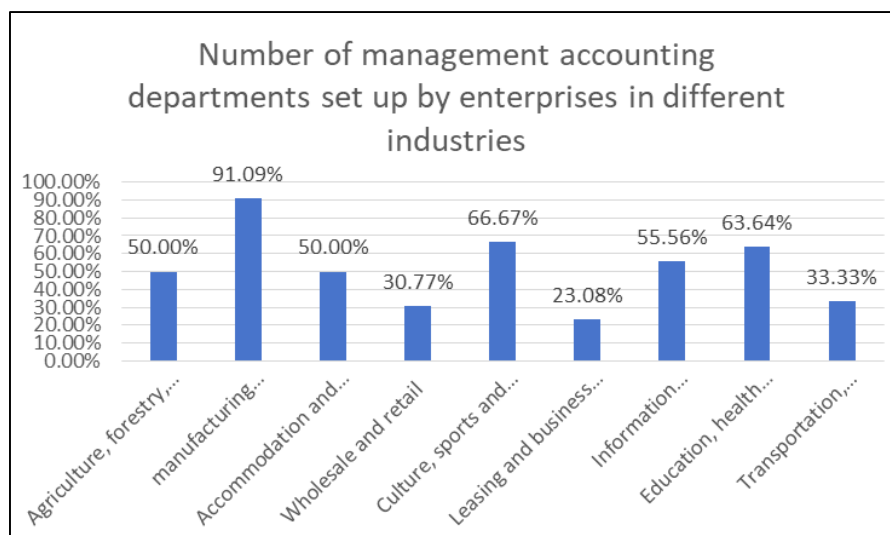


Fig 4: Number of management accounting departments set up by enterprises in different industries

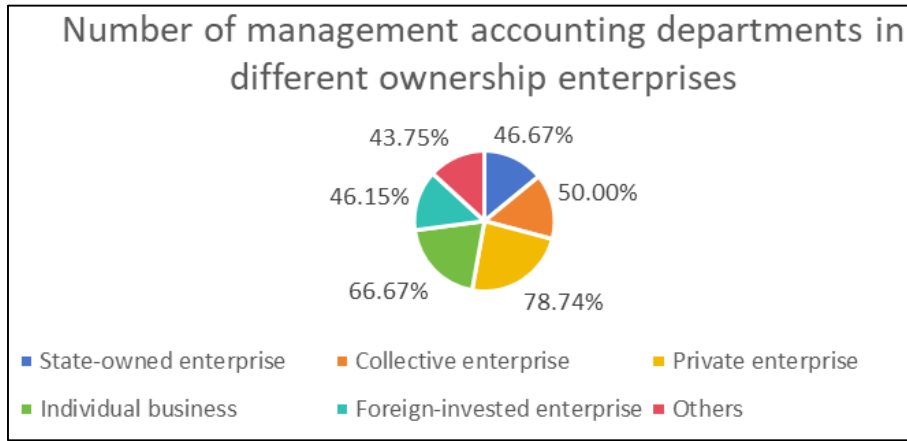


Fig 5: Number of management accounting departments in different ownership enterprises

(ii) Analysis of management accounting methods and effectiveness

(i) Status of application of management accounting methods

1、 Budgetary control

In the methods of budget control, this article selects five methods: Comprehensive budget, Rolling budget management, Activity-based budget, Zero-base budget, and Elastic budget. In the survey, the most used method was

Rolling budget management, accounting for 65.91%, followed by Activity-based budget, which accounted for 62.50%. The users of comprehensive budgeting, zero-based budgeting, and flexible budgeting were relatively fewer. Additionally, 3.41% of the companies did not use the listed budget management methods. Furthermore, most of the surveyed companies chose two or more budget management methods, with only 43 survey respondents using only one budget management method.

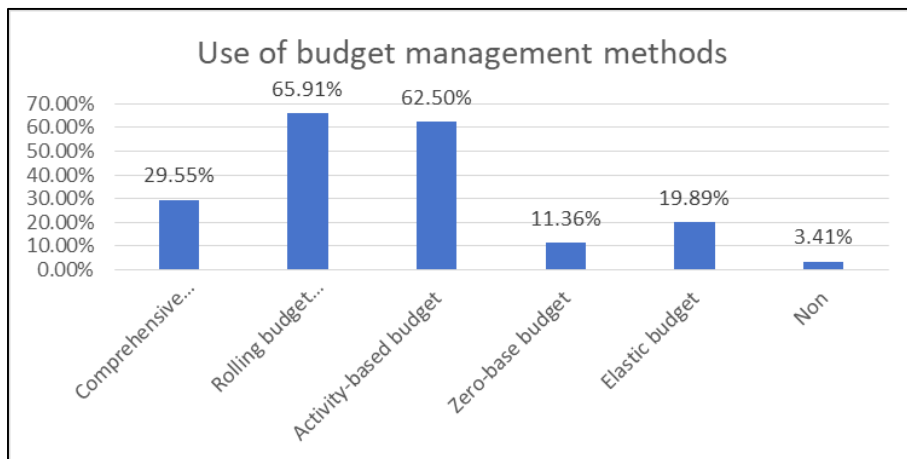


Fig 6: Current status of use of budgetary control methods

2、 Cost management

In the survey on cost management, this article selected four methods: Target costing, Standard costing, variable costing, and Activity-based Costing. The survey results show that the most used method is Standard costing, with a proportion of 59.09%. This is followed by Target costing and variable costing, accounting for 20.45% and 11.36%, respectively.

Standard costing is suitable for enterprises with fewer product varieties and higher standard management levels, where the cost standards are relatively accurate and stable. Most of the surveyed enterprises are manufacturing companies, and the management level of manufacturing companies in the Yangtze River Delta region is relatively high. They have the capability and willingness to use standard costing to manage costs.

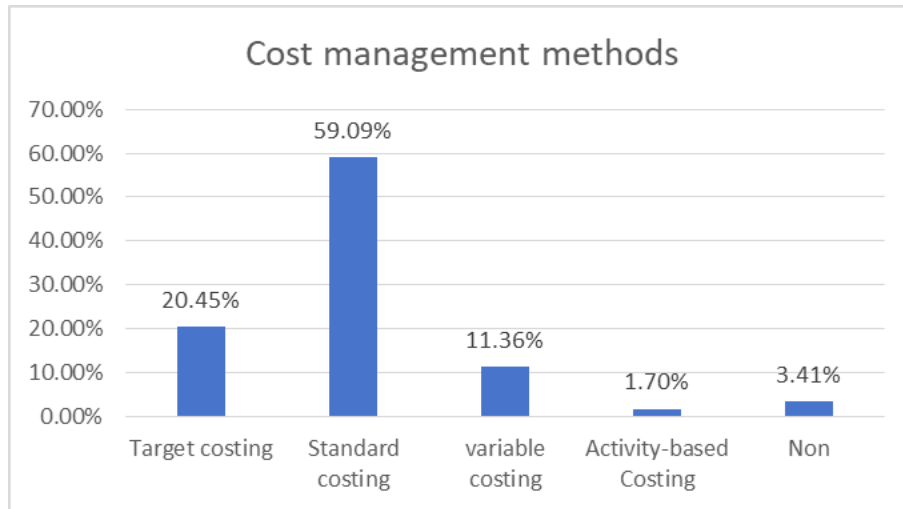


Fig 7: Cost management methodology options

3、 operations management (OM)

In the survey on operations management, this article selected Cost-volume-profit analysis, Sensitivity analysis, and Marginal analysis, which are the three most widely used methods for the survey. The results show that the Cost-

volume-profit analysis is the most frequently used method in operations management by companies, with a proportion of 78.41%. Marginal analysis and Sensitivity analysis are also widely adopted by companies, with proportions of 69.89% and 63.07%, respectively. On the other hand, most companies have used two or more operations management methods.

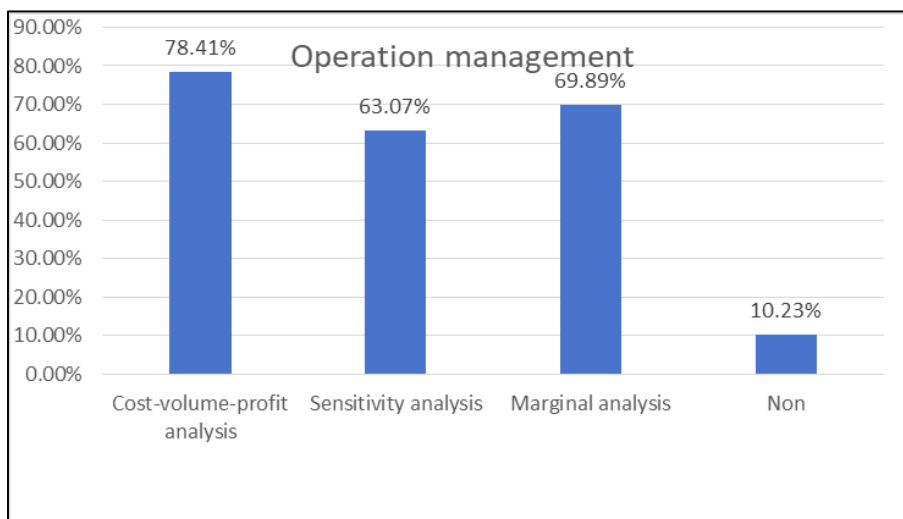


Fig 8: O&M methodology options

4、 Performance evaluation

In the survey on performance management methods, this article selected Management by objectives, Key performance indicator, Grade evaluation method, and 360 assessment method as the four methods. The survey results show that the proportion of companies using the Key performance indicator method is the highest, reaching 77.27%, followed by Management by objectives and Grade evaluation method, with respective proportions of 71.59% and 71.02%. The use of 360 assessment method and Balanced score card is relatively less among companies. Among the various methods, Key performance indicator, Management by

objectives, and Grade evaluation method are relatively simple to operate and can achieve simple performance assessment and management for companies. The sample selected in this article is small and medium-sized enterprises, which have relatively simple operations and are mainly manufacturing companies. The three methods, Key performance indicator, Management by objectives, and Grade evaluation method, are more applicable. The 360 assessment method and Balanced score card are more complex to operate and require more advanced management, which can be too costly for these small and medium-sized enterprises.

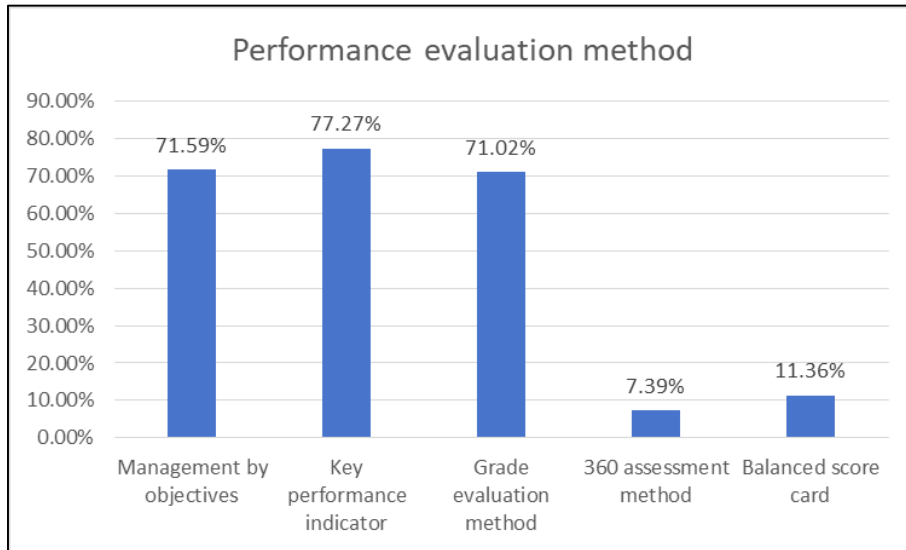


Fig 9: Performance management methodology options

(ii) Evaluation of the effectiveness of management practices

In the evaluation of the effectiveness of management methods, this article focuses on three perspectives for examination. First, it examines whether the management accounting department of the surveyed companies can provide appropriate information, through the question “What are the characteristics of the management accounting information provided by the management accounting application in your company?” The specific information characteristics include relevance, reliability, objectivity, predictability, decision-making utility, and 13 other dimensions for examination. Secondly, the effectiveness of budgeting methods and performance management methods is also examined. In terms of the effectiveness of budget management, 10 dimensions such as whether the budget can control cost expenditure, promote effective resource allocation, and enhance revenue growth are selected for examination. In terms of the effectiveness of performance

management, 25 items such as whether performance management methods are conducive to improving customer satisfaction, employee satisfaction, and related financial indicators are selected for examination.

Overall, 85.23% of the respondents strongly agree that the implementation of management accounting tools can provide appropriate information for companies and is conducive to improving the management level of enterprises. In terms of budget management, 80.68% of the respondents believe that the implementation of budgeting methods can refine corporate strategy, facilitate business process planning, strengthen performance management, promote effective resource allocation, and enhance risk control, thereby improving the level of corporate budget management. In terms of performance management, 79.55% of the respondents believe that the use of performance management methods can promote the improvement of various aspects of the enterprise.

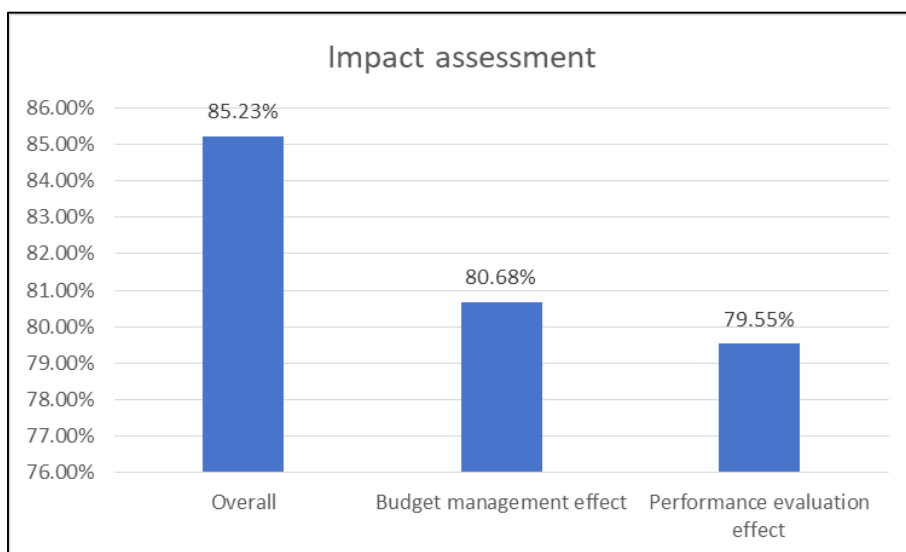
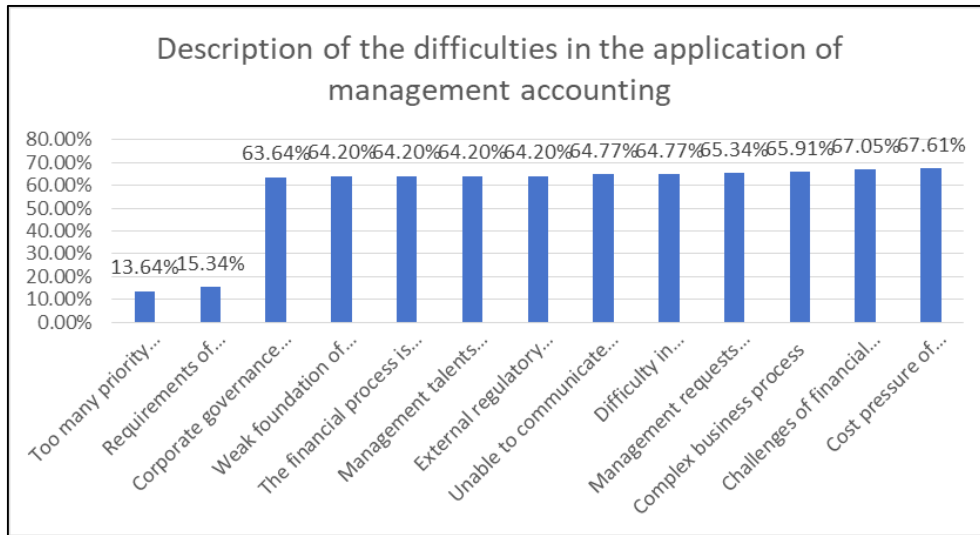


Fig 10: Effectiveness of the use of management accounting methods

4、 Analysis of problems



In the survey summary of difficulties in the application of management accounting methods, the following questions were selected for respondents to choose from: 1. Weak foundation of financial management informatization; 2. Non-standard financial processes; 3. Ineffective communication with business departments; 4. Difficulty in recruiting management talent; 5. High turnover of management talent; 6. Excessive priority goals in financial work, requiring frequent balancing; 7. External regulatory requirements; 8. Business complexity; 9. Cost pressure on the finance department; 10. Corporate governance constraints; 11. Management requests for more management information; 12. Requirements of external investors; 13. Challenges of financial transformation. From the survey results, the biggest problems in the application of management accounting methods are the cost pressure on the finance department and the challenges of financial transformation, with 67.61% and 67.05% respectively. The requirements of external investors and the excessive goals in financial work are the factors with the smallest proportion, accounting for 13.64% and 15.34% respectively. Other factors have roughly the same proportion, ranging between 63% and 66%. This result indicates that cost-effectiveness is the primary consideration for companies when deciding whether to use more advanced cost management accounting methods; companies will only undertake reforms when a certain change can bring obvious benefits. The challenges of financial transformation also pose significant problems for corporate management accounting work, with the emergence of new methods and the conversion of new ideas both causing confusion in the use of management accounting methods.

5. Main findings

Based on the statistical analysis of the questionnaire survey results, this article draws the following conclusions:

(1) In the survey analysis of the establishment of management accounting departments in small and medium-sized enterprises, we found that, overall, more than half of the units recognized the importance of management accounting and established dedicated management accounting departments. Among them, the establishment rate of management accounting departments in private enterprises is relatively high, and the manufacturing industry places the highest

emphasis on management accounting. The tertiary industry should further accelerate the establishment of management accounting departments to promote enterprises to improve the level of management accounting application and promote the construction of the management accounting system.

(2) In the survey analysis of the current status of the application of main management accounting methods in small and medium-sized enterprises, the vast majority of the surveyed units have applied various management accounting methods to varying degrees. However, due to differences in unit attributes, understanding and research of management accounting theory and practice, the actual application of management accounting in the surveyed units varies. Overall, most units currently use management accounting methods in aspects such as budget management and cost management, operations management, and performance management. Traditional management accounting methods and tools such as rolling budgets, standard costing, and key performance indicators have been widely applied; while the use of other management accounting tools such as flexible budgets and balanced scorecards is not very extensive, which is probably related to the fact that the survey subjects in this article are all small and medium-sized manufacturing enterprises.

(3) In the survey analysis of the effectiveness and existing problems of the application of management accounting methods in small and medium-sized enterprises, the relevant personnel of the enterprises have realized the importance of management accounting in corporate management, and the use of appropriate management accounting methods can improve the efficiency of the enterprise. The main problem existing in the application of management accounting methods is the pressure of financial costs and the pressure of financial transformation. This issue indicates that the application of management accounting in Chinese small and medium-sized enterprises is in a period of change, with both internal and external pressures.

6. Bibliography

1. Ran Q, Li Y. Exploration of management accounting change mode and action mechanism of enterprise groups--Based on the actor network of Bingzhuang Group. Finance and Accounting Monthly. 2020;(05):82-6.

2. Jie M, Wang J, Zhang J, Yuan L. 40 years of management accounting: a visual analysis of research themes, methods and theoretical applications. *Journal of Shanghai University of Finance and Economics*. 2020;22(01):51-65.
3. Chi G, Zou W. Value-based management accounting integration framework based on EVA—An exploration of a systematic and targeted perspective. *Accounting Research*. 2015;(12):38-44+96.
4. Liu Y, Fang Y. On the construction of management accounting system of administrative institutions. *Accounting and Economic Research*. 2014;28(02):28-34.
5. Xiao W. Research on the application of management accounting in commercial banks. *Journal of Central University of Finance and Economics*. 2011;(04):92-6.
6. Yang G, Sun Z. The current situation and foresight of management accounting theory research. *Shandong Social Science*. 2010;(11):115-8.
7. Mao H, Wang X. Agency theory, managerial behaviour and management accounting research - A review of management accounting research based on agency theory. *Accounting Research*. 2008;(09):47-54+96.
8. Hao D. Standard cost system: Japan's experience and inspiration. *Financial Science*. 2007;(05):68-73.
9. Wang B, Gao C. On the integration system of management accounting tools. *Accounting Research*. 2004;(04):59-64.
10. Hu Y. The change of management accounting theme in the 21st century—From enterprise value addition to cultivation of enterprise core competence. *Foreign Economy and Management*. 2001;(01):42-8.
11. Yu O. Historical review of the formation and development of management accounting in the half-century and prospect of its development in the new century. *Finance and Accounting Newsletter*. 2001;(01):3-7.
12. Meng F, Wang C, Wang J, Yang G. Management accounting application: Current situation, problems and due improvement - A questionnaire survey on management accounting application and its implications. *Accounting Research*. 1997;(04):38-42.
13. Guo Y. Construction of a Chinese-style modern management accounting innovation model under RPA technology. *Accounting Newsletter*. 2024;(01):160-4. DOI:10.16144/j.cnki.issn1002-8072.20230512.001.
14. Wang C. The application of management accounting in enterprise operation. *China Management Informatisation*. 2022;25(02):34-6.
15. Li E. Problems and countermeasures in the application of management accounting in enterprises. *China Market*. 2024;(07):162-5.
16. Cheng B, Hu C, Pan F, et al. Ten-year review and prospect of management accounting system construction. *Finance and Accounting Monthly*. 2024;45(14):53-9. DOI:10.19641/j.cnki.42-1290/f.2024.14.009.
17. Li Z. Continuous promotion of management accounting application knowledge explicit. *Friends of Accounting*. 2023;(08):29.
18. Cao Q. Construction and application of strategy-driven management accounting system. *Accounting Newsletter*. 2022;(19):172-6. DOI:10.16144/j.cnki.issn1002-8072.2022.19.015.
19. Fan Y, Zhang G, Jiang Y. Confucian culture, management accounting application and enterprise value creation. *Friends of Accounting*. 2023;(08):64-73.