

ACADEMY OF FINANCE

ĐẠI HỌC TÀI CHÍNH

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**COMPLETING INTERNAL CONTROL IN SMALL AND MEDIUM - SIZED
PAPER PRODUCTION ENTERPRISES AND IN NORTHERN VIETNAM**

Major: Accounting

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SUMMARY OF ECONOMIC THESIS

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INTRODUCTION

1. The urgency of the topic

During globalization and modernization, the need for control has changed quickly. The impact of the globalization market is not only a challenge for businesses but also affects more and more especially small and medium-sized enterprises (SMEs). SMEs increasingly face increasingly demanding requirements and tasks. Therefore, they require an effective internal control system (ICD) to maintain success and towards sustainable development. Although it plays a very important role, the reality is that internal control in SMEs has not been closely cared for, and the ability to access specialized resources is still limited. Economic experts have assessed that the reason for the decline in SME's business is due to fragmented activities, small scale, outdated technology, inaccessible capital sources, and weak internal control. It is these limitations that make the operation of SMEs less efficient and reduce sustainable competition in the market. In the same context, the completion of internal control in small and medium paper manufacturing enterprises in Northern Vietnam is an urgent issue.

Internal control has long become one of the hot topics that not only attract the attention of researchers and scholars but also attract great attention from businesses. The fact shows that internal control is a decisive factor to the success of enterprises. According to the International Accounting Federation (IFAC), ICS is a system of policies and procedures set up to achieve four goals: safeguarding the entity's assets, ensuring the reliability of information, and ensuring the implementation of legal regimes and ensuring the effectiveness of activities. However, in order to achieve these management goals, it requires businesses to design and operate internal control systems where management policies must be fully established, implemented effectively and simultaneously. The system building factor must have the strength as a shield to protect enterprise value and at present, most of the small and medium-sized paper production firms in Northern Vietnam have not yet done this. In fact, through research and survey, the author found that internal control ME in the paper manufacturing enterprises in Northern Vietnam still has many shortcomings, such as: managers have not paid much attention to risks; organizational structure still has many

unreasonable points; low management level and quality of human resources; high environmental pollution; periodic monitoring activities have not been focused; ... these shortcomings will affect business orientation and management, and the quality of work of enterprises. Therefore, the question for these enterprises is how to build and operate internal control equipment effectively, helping businesses to improve RR efficiency, improve business efficiency and competitiveness, develop. Strategic-oriented development towards sustainable development. Stemming from that practice, the author chooses the topic "Completing internal control in small and medium-sized paper manufacturing enterprises in Northern Vietnam" as the research topic of the doctoral thesis.

2. Overview of the research works related to the thesis topic

- * Studies of internal control help the organization achieve its operational goals
- * Studies on factors affecting the effectiveness of internal control
- * The study of the components of internal control
- * Studies on internal control in paper manufacturing enterprises

Evaluate research works and identify research gaps:

After analyzing the works of organizations and individuals when studying internal control from different aspects with different specific methods; The author finds that these references are valuable theoretically as well as directions for the improvement of internal control in businesses. However, there are still gaps that remain unresolved. Specifically:

- No research on internal control has been applied in small and medium-sized paper enterprises in general and small and medium-sized paper enterprises in Northern Vietnam in particular. This will be the gap that the author's thesis will focus on research and solving. Paper industry is an industry with certain production characteristics, the production process goes through many stages of processing and produces many different products; Therefore, well implementing the internal control process will contribute to bringing economic efficiency, preventing asset loss in each job stage for the unit. The research scope of the author is that small businesses should have the main feature that is not strong enough to meet the increasingly stringent requirements of the economy, so the paper production industry in small and medium

enterprises in our country is gradually losing competitive position in the market: due to scarcity of raw materials, due to product quality, ... So one of the useful tools to help small and medium-sized businesses stand firm is to complete and increasingly perfecting the internal control in the unit.

- Regarding the determination of the level of the influence of the factors on the effectiveness of internal control: at present, according to the above analysis, many domestic and foreign constructions have been conducted to assess the influence of individuals. to the effectiveness of internal control. However, there has been no research to determine the influence of factors on the effectiveness of internal control in small and medium-sized paper enterprises in Northern Vietnam in the direction of ensuring operational efficiency. dynamic. In this study, the author used qualitative methods in combination with quantitative methods to measure the influence of each factor with high confidence.

From the above reasons, it has created a "gap" for the author to study and improve internal control in small and medium paper manufacturing enterprises in the North of Vietnam and this study according to the author is entirely appropriate. and necessary.

3. The purpose of the thesis research

- Systematize the basics of internal control in businesses.
- Analyze the situation of internal control in small and medium paper manufacturing enterprises in the North of Vietnam. Assess the results achieved, the limitations that exist and the causes of those limitations.
- Identify factors affecting the effectiveness of internal control among small and medium-sized paper manufacturing enterprises in the North of Vietnam in order to achieve specific objectives, which are operational goals for businesses.
- Based on the determination of the influence of each factor, propose solutions to improve internal control in small and medium-sized paper manufacturing enterprises in Northern Vietnam towards operating goals for businesses. industry feasibility; suitable with the conditions of small and medium enterprises; in line with industry and governmental direction.

4. Research subject and scope of the thesis

4.1. Subject of the thesis research

The research object of the thesis is the basic theoretical issues of internal control in enterprises and the situation of internal control in small and medium paper manufacturing enterprises in Northern Vietnam.

4.2. The scope of the thesis research

The author has focused on internal control research in small and medium-sized paper production enterprises in the North of Vietnam with small and medium scale, not researching for micro-paper manufacturing enterprises and those without. foreign investment and private enterprises (derived from the characteristics of the paper industry in Northern Vietnam with more than 90% are small and medium-sized enterprises, while the establishment and operation of internal control is still inadequate, it also has a significant impact on the performance of enterprises. Financially-invested enterprises are not in the research scope of the topic because of internal control. These companies are strongly influenced by foreign parent companies or from subsidiaries Capital contribution partners have the right to control or significantly influence the enterprise, but for private enterprises due to the characteristics of the business owner unit, both the owner and the manager, executive, supervisor all activities of the business). Survey data in small and medium paper manufacturing enterprises in Northern Vietnam from 2014 to present.

5. Research method of the thesis

5.1. General methodology

The thesis uses dialectical material research method combined with historical materialism. Since then, the awareness of issues of internal control in enterprises in general and internal control in small and medium-sized paper manufacturing enterprises in the North of Vietnam in particular will ensure logic and issues at the same time. The topic is analyzed on the basis of specific conditions from which to propose suitable solutions.

5.2. Specific research methods

a. Qualitative research methods

The author used COSO internal control framework on internal control components, criteria for measuring each internal control element and assessed the

impact of internal control components on the internal control. the effectiveness of internal control. Since then, the author has summarized into a set of criteria to measure the factors that constitute internal control and the effectiveness of internal control of the enterprise.

The questionnaire was created on the basis of choosing the method of measuring the variables of some previous studies related to internal control. Before the completed questionnaire was built, the author conducted observations and in-depth interviews with senior managers of some small and medium-sized paper manufacturing enterprises in Northern Vietnam, in order to determine the scale of the group of factors affecting internal control and the effectiveness of internal control. The author has designed guidelines for in-depth interviews (appendix 02); Information about enterprises interviewed by the author is shown in Appendix 03. In-depth interviews in qualitative research focused on the following:

- Does internal control in small and medium paper manufacturing enterprises in Northern Vietnam currently exist?

- What are factors affecting internal control in small and medium paper manufacturing enterprises in Northern Vietnam?

The content of the interviews was recorded by the author, then summarized to give results. Results through qualitative research will help complete the measurement scale and research model.

In addition, the author uses a case study method of enterprises such as: Tien Thanh Joint Stock Company; Truong Xuan Paper Limited Company; Thanh Dung Limited Company; Hong Phu Company Limited; HapacoHpp Joint Stock Company; Phong Chau Paper Trading and Production Joint Stock Company; Bbp Paper Joint Stock Company; Hoa Than Paper Vietnam Co., Ltd to collect detailed information on the status of factors: control environment, risk assessment, information and communication systems, control and supervision activities at these businesses.

b. Quantitative research method

c. Data collection methods

6. The contribution of the thesis

- Theoretically: The thesis has identified characteristics of small and medium-sized enterprises that affect the design and operation of internal control in small and medium-sized enterprises to identify criterias for evaluating internal control in small and medium enterprises; built a model to consider the impact of the effectiveness of internal control affecting operational objectives of small and medium enterprises.

- In practice: The thesis presents and analyzes characteristics of the small and medium-sized paper manufacturing enterprises in the North of Vietnam affecting internal control; analyzes key risks affecting internal control in small and medium paper manufacturing enterprises in Northern Vietnam. The dissertation investigated and analyzed status of internal control among small and medium paper manufacturing enterprises in Northern Vietnam through the use of qualitative and quantitative research methods, which identified factors influenced internal control and assessed in detail each element of internal control as well as basic control processes in small and medium paper production enterprises in Northern Vietnam.

- Applicability: The thesis has proposed solutions to improve internal control in small and medium-sized paper enterprises in Northern Vietnam in accordance with the industry's development orientation on the basis of maintaining and promoting the effectiveness of controll environment, risk assessment, control activities, information and communication, monitoring in small and medium-sized enterprises surveyed. The thesis also provides conditions and steps to implement solutions in these small and medium enterprises.

7. The layout of the thesis

In addition to the introduction and conclusion, the thesis is structured into three chapters:

Chapter 1: Theoretical basis about internal control and characteristics of small and medium-sized businesses affecting internal control.

Chapter 2: Actual internal control situation in small and medium paper manufacturing enterprises in Northern Vietnam.

Chapter 3: Solutions to improve internal control in small and medium paper manufacturing enterprises in the North of Vietnam

CHAPTER 1
GENERAL THEORY OF INTERNAL CONTROL AND CHARACTERISTICS
OF SMALL AND MEDIUM ENTERPRISES AFFECTING INTERNAL
CONTROL

1.1. Overview of the control

1.1.1. Control concept

- * Control research is a risk prevention component
- * Control studies emphasize the evaluation process to achieve the goal

Based on the research of scientists' points of view, the author made his point about control: Control is an important management function, designed based on the operational plan of The organization aims to minimize the factors that adversely affect the operation of an object. Control is carried out regularly and continuously in all activities of each management object in order to achieve the highest goals of the organization.

1.1.2. Internal control in the business

1.1.2.1. Internal control concept

- * The concept of internal control affects the performance of an organization, helping it achieve its goals
- * The concept of internal control is a risk prevention measure

Based on the research of scientists' points of view, the author made his opinion on internal control: Internal control is a process implemented uniformly within an organization, from the Council. management, the Board of Directors to all employees through a range of activities, measures, plans, views, rules, policies and efforts of those members in order to control all activities in organization. Through this, it is also necessary to recognize, prevent and handle the risks that occur to ensure the organization operates continuously and consistently in accordance with the set business strategy orientation towards development. lasting.

1.1.2.2. The need for Internal Control

1.1.2.3. Objective of Internal Control

1.1.2.4. Roles and responsibilities of entities in building Internal Control - Board of Directors / Board of Members:

1.1.2.5. Frameworks for Internal Control

COSO frame; COBIT frame; COCO framework; Guide Tulbul on Internal Control. Thereby clearly stating the reason for choosing COSO framework

First, the COSO Framework has been widely accepted around the world. COSO has succeeded not only in codifying the theoretical basis of Internal Control but also in practical application. The COSO framework has been used by business organizations of all sizes around the world since its inception. Auditing companies have also successfully used the COSO framework to learn about a client's internal control system. As such, it can be seen that the COSO framework can be applied to different types of businesses at different scales.

Second, in 2005, COSO issued the guideline "Internal control of Financial Statements - Guidance for small-sized public companies", confirming that small and medium-sized enterprises can apply The use of the COSO framework in their specific conditions aims to build effective internal control.

Third, the COSO Framework specifies each element of the internal control component. This allows businesses in general and small and medium-sized enterprises in particular to measure the effectiveness of each internal control element through simultaneous analysis and evaluation on the basis of weak factors. that factor to improve and improve the operational efficiency of Internal Control and Enterprises.

1.1.2.6. Components of internal control

Firstly, Environment control

Second, risk assessment

Third, control activities

Fourth, information and communication system

Thursday, monitoring

1.1.2.7. Potential limitations of internal control

1.2. The operational characteristics of small and medium-sized businesses affect internal control

1.2.1. Small and medium business concept

1.2.2. Characteristics of small and medium enterprises in Vietnam

1.2.3. Characteristics of small and medium-sized businesses that affect internal control

1.3. International experience and lessons learned for Vietnam when developing and operating internal control in small and medium enterprises

1.3.1. Experience in building and operating internal control in small and medium paper manufacturing enterprises in some countries

1.3.2. Lessons learned in establishing and operating internal control in small and medium paper manufacturing enterprises in Northern Vietnam

CONCLUSION OF CHAPTER 1

CHAPTER 2

CURRENT SITUATION OF INTERNAL CONTROL IN SMALL PAPER PRODUCTION ENTERPRISES AND NORTHERN VIETNAM

2.1. Overview of the process of formation, development, characteristics and key risks affecting the operation of small and medium-sized paper manufacturing enterprises in Northern Vietnam

2.1.1. Overview of the process of formation and development of small and medium-sized paper manufacturing enterprises in Northern Vietnam

2.1.2. Characteristics of small and medium-sized paper manufacturing enterprises in Northern Vietnam affect internal control

2.1.2.1. The characteristics of business lines affect internal control among small and medium paper manufacturing enterprises in the North of Vietnam

The pulp and paper industry is fully characterized of heavy industry:

- Large investment costs causes a long payback period, slow turnaround capital.
- Annually, small and medium-sized paper manufacturing enterprises in Northern Vietnam have created an income source for many laborers.

- Small and medium-sized paper enterprises consume a lot of domestic materials such as paper materials (wood, bamboo, neohouzeaua ...), coal, stone powder, salt ...

- Paper industry produces products that can meet domestic and export demands such as printing paper, writing paper, copier paper, etc. These are essential commodities for consumer demand, thus communication activities. was developed to transmit information to individual users.

2.1.2.2. Scale characteristics influence internal control among small and medium-sized paper enterprises in Northern Vietnam

These enterprises have the advantage of being flexible and sensitive to changes in the external environment because the organizational structure is quite simple; the basic functions also have considerable part-time; The way of checking and controlling mainly depends on the experience of management.

2.1.2.3. Ownership characteristics affect internal control among small and medium paper manufacturing enterprises in Northern Vietnam

Because there are many forms of ownership, the control environment, organizational structure and management of small and medium-sized paper enterprises in Northern Vietnam are quite diverse.

Within the scope of the thesis, the author only conducted research with limited companies and joint stock companies because the number of small and medium-sized enterprises in the North accounted for 99.4%.

2.1.3. Material risks affect internal control among small and medium paper manufacturing enterprises in the North of Vietnam

2.1.3.1. Environmental risks

2.1.3.2. Risks from competitive market

2.1.3.3. Access to credit capital

2.1.3.4. Risk of input materials

2.1.3.5. Human resource risks

2.2. Situation of internal control in small and medium paper manufacturing enterprises in Northern Vietnam

2.2.1. Process and method of researching factors affecting internal control in small and medium paper manufacturing enterprises in Northern Vietnam

2.2.1.1. Research process

The thesis is built in 6-step sequence as follows:

Step 1: Identify research issues

Step 2: Approach research

Step 3: Research design

Step 4: Investigate research objects

Step 5. Analyze the data

Step 6: Write a research report

2.2.1.2. Proposed research model

2.2.1.3. Research Methods

2.2.2. Situation Control environment in small and medium paper manufacturing enterprises in Northern Vietnam

The control environment includes both internal and external factors affecting the design and operation of internal control within enterprises.

Internal factors include: Integrity and moral values; management philosophy and operating style; commitment to the competence of management and staff; organizational structure; HR policies; leadership involvement.

2.2.3. Situation Assessing risks in small and medium paper manufacturing enterprises in Northern Vietnam

Assessing risks in small and medium paper manufacturing enterprises in Northern Vietnam includes: target identification, risk identification, risk assessment methods and risk management.

2.2.4. Situation of control activities in small and medium paper manufacturing enterprises in Northern Vietnam

Activities that control some basic factors such as: controlling financial situation; control of the purchase - payment process; control sales process - collect money; control of production costs; control of environmental pollution; quality control.

2.2.5. Situation Information and communication in small and medium-sized paper enterprises in Northern Vietnam

* About information system: mainly accounting information system, including: organization of accounting system, accounting voucher system, accounting account system, accounting book system and system financial report.

* Regarding the application of ERP for the whole unit: Enterprises have not paid attention to using ERP yet.

* Regarding communication: the communication from upper levels to lower levels, among divisions, members of the unit is relatively guaranteed, while communication from the implementing department to the higher levels is not really complete.

2.2.6. Situation Monitoring in small and medium-sized paper manufacturing enterprises in Northern Vietnam

Small and medium paper manufacturing enterprises in the North of Vietnam only conduct regular supervision activities without conducting periodic monitoring activities.

2.3. Comment on internal control among small and medium paper manufacturing enterprises in the North of Vietnam

2.3.1. Advantages of internal control in small and medium paper manufacturing enterprises in Northern Vietnam

Firstly, the control environment

In the small and medium-sized paper manufacturing enterprises in the North of Vietnam, managers also have progressive views with a relatively appropriate system of policies and procedures in the enterprise updated according to the situation. development of Vietnamese economy.

In small and medium-sized paper manufacturing enterprises in the North of Vietnam, the integrity and moral values are not promulgated in the same way as the big ones but are expressed through daily contact between departments, between Leadership with staff is also quite effective. There have also been many small and medium-sized paper manufacturing enterprises in the Northern Region of Vietnam successfully deploying in setting criteria to be granted the ISO 9001 quality management system certification, some businesses have implementing 5S, ... managers also have a certain interest in internal control.

Regarding organizational structure: nowadays, small and medium paper manufacturing enterprises in the North of Vietnam are organizing online, this structure has the advantage of being quite compact and flexible, this point is completely suitable. with characteristics and size of small and medium-sized enterprises.

Regarding personnel policies: In many surveyed enterprises, specific policies have been issued such as recruitment, training, commendation, discipline, etc.

Second, risk assessment

At the small and medium paper manufacturing enterprises in Northern Vietnam, managers are also interested in risk assessment at the unit. Businesses that conduct risk

assessments have identified goals, identified, categorized and predicted fairly accurately the potential risks that may occur and take measures to limit that risk.

Third, Control activities

In the small and medium paper manufacturing enterprises in the North of Vietnam, they have implemented the design and operation of a system of policies and basic control procedures such as financial control, purchase - bar control. accounting, controlling the sales process - collecting money, KS production process, quality control ... and has achieved significant success in reducing the negative effects that adversely affect the operation of enterprise.

Fourth, information and communication system

Basically, the information system provided by accounting in enterprises has been applied in accordance with Circular 133/2016/TT-BTC and Circular 200/2016 / TT-BTC in a flexible, appropriate and responsive manner. information needs for management at the unit.

Fifth, Monitoring

Small and medium paper manufacturing enterprises in the North of Vietnam have implemented supervision and control, initially designed and built a regular monitoring mechanism.

2.3.2. Limitations in internal control in small and medium- sized paper manufacturing enterprises in the North of Vietnam

Firstly, the control environment

On integrity and moral values: most small and medium-sized paper manufacturing enterprises in Northern Vietnam have not yet issued written rules on integrity and moral values, which also limits building a healthy business culture. Small and medium-sized paper manufacturing enterprises in the North of Vietnam have not implemented the corporate culture model, nor have created their own characteristics.

Regarding the organizational structure, there are still many unreasonable points: there are almost no Supervisory Boards, no employees in charge of a number of jobs such as human resources, norms. The training has not been paid enough attention to the small and medium paper manufacturing enterprises in the North of Vietnam, making the quality of the workforce insufficient to meet the needs in the integration

period. Small and medium-sized paper manufacturing enterprises in the North of Vietnam have not done job analysis, which also reduces the effectiveness of internal control. Regulations on the manner, responsibilities, powers, obligations, cooperation relationships between departments and employees have not been studied, issued and implemented.

Role of the leadership: The leadership in small and medium paper manufacturing enterprises in the North of Vietnam still has many limitations in capacity and qualifications.

Second, risk assessment

Most of the goals are defined, but from an implicit perspective without being formally promulgated, this also limits the ability to clearly define the goals of organized to each member. Many businesses surveyed have operating objectives of maximizing profits so risks assessed are mainly immediate risks and short-term risks; Not interested in the development of the business in the long term. Risk assessment at small and medium-sized paper manufacturing enterprises in Northern Vietnam is mainly based on experience without consulting experts as well as using other positive methods.

Third, control activities

In production activities, pollution treatment costs account for 10% of the total cost, so small and medium-sized paper enterprises in Northern Vietnam are looking for ways to cut costs such as direct discharge. rivers, canals, ditches; Do not buy wastewater treatment equipment or have but are too old and outdated. This results in the surroundings of the business being seriously affected.

Regarding the financial management and management of some basic stages in small and medium paper manufacturing enterprises in Northern Vietnam (managing the process of purchasing - paying, selling - collecting money), it is not really good.

Regarding production cost control: at present, most of the small and medium-sized paper production enterprises in the North of Vietnam have implemented production cost control in the direction of serving financial accounting without paying attention to service. for management accounting.

Regarding control of information technology application in small and medium paper manufacturing enterprises in Northern Vietnam: there are still many limitations on the level of using and applying information technology.

Fourth, information and communication system

In the information system, managers are mainly interested in the information system provided by accountants. The communication channel from lower to higher levels is still not clear.

Fifth, monitoring

Monitoring activities in small and medium-sized paper enterprises in the North of Vietnam have not been fully implemented due to the lack of synchronous control policies and procedures.

2.4. Cause analysis

2.4.1. Group of objective causes

- Characteristics of paper production activities are activities that contain many risks and are highly competitive. Risk factors exist right from the stage of input materials in production.

- The financial capacity of small and medium-sized paper-making enterprises in the North of Vietnam is still limited: the basic feature of the paper industry is that it requires a large amount of investment capital in facilities, machinery chains, and building raw material areas to supply pulp for paper production projects.

- Most of the small and medium paper manufacturing enterprises in the North of Vietnam are organized as joint stock companies and limited liability companies. Therefore, on the one hand, these companies operate under the enterprise law, on the other hand, they must fully comply with the documents related to Vietnam's current legal system such as tax laws, labor laws, and law. investment, securities laws, environmental laws, ..

- The exchange rate is also one of the risk sources for small and medium paper manufacturing enterprises in the North of Vietnam when under the new policy of exchange rate management by the State Bank of Vietnam, the exchange rate will fluctuate daily. . Paper industry is characterized by frequent import of raw materials, machinery and equipment, so the instability of the exchange rate factors has a direct

impact on the operation of small and medium-sized paper manufacturing enterprises in the North of Vietnam.

- Supporting industries for paper industry such as additive manufacturing, chemicals and mechanical engineering have not been adequately developed, and have to be imported, causing difficulties to small and medium-sized paper production enterprises in Northern Vietnam. .

2.4.2. Group of subjective causes

- Qualifications and awareness of managers

- In the small and medium-sized paper production enterprises in the North of Vietnam, there is a shortage of highly qualified human resources, so the control of complex jobs is limited.

- Small and medium-sized paper manufacturing enterprises in the North of Vietnam are small-scale, outdated and outdated technologies, mostly from China, fragmented production, small quantities, not yet achieved. environmental assurance standards.

CONCLUSION OF CHAPTER 2

CHAPTER 3

SOLUTIONS TO COMPLETE INTERNAL CONTROL IN SMALL AND MEDIUM PAPER PRODUCTION ENTERPRISES IN NORTHERN VIETNAM

3.1. Opinions, development objectives of paper manufacturing enterprises and development view of small and medium paper manufacturing enterprises in Northern Vietnam until 2025

3.1.1. Opinions and objectives of paper manufacturing enterprises up to 2025

3.1.2. Viewpoints and development goals of small and medium paper manufacturing enterprises in Northern Vietnam until 2025

3.2. Principles to improve internal control in small and medium paper manufacturing enterprises in the North of Vietnam

3.3. Solutions to improve internal control in small and medium paper manufacturing enterprises in Northern Vietnam

3.3.1. Complete solution of control environment

- About integrity and moral values
- Regarding organizational structure
- Regarding the role of the leadership
- About personnel policy
- About building a corporate culture
- On the formation of "risk management culture" in each small and medium-sized enterprise

3.3.2. Complete solution for risk assessment

- About identifying goals
- About risk identification
- Regarding the process of analysis and risk assessment
- About risk management measures

3.3.3. Complete solution for control activities

- Regarding control activities of managers at all levels
- About risk control
 - * Control financial risks
 - * Control purchase - payment process

- * Control sales process - collect money
- * Control of production cost risk
- * Control of environmental pollution risks
- About KS applying information technology

3.3.4. Complete information and communication solution

- About the information system
- About communication
- Regarding the issue of using ERP

3.3.5. Complete monitoring solution

Firstly, build a monitoring system with detailed, specific activities

Secondly, strengthening the capacity of the monitoring system

Thirdly, focus on monitoring of risk warnings

Fourthly, periodic monitoring should be conducted

3.4. Some recommendations for implementing solutions to improve internal control in small and medium paper manufacturing enterprises in Northern Vietnam

CONCLUSION OF CHAPTER 3

CONCLUSION

The thesis topic: "Completing internal control in small and medium-sized paper manufacturing enterprises in the North of Vietnam" was selected by the PhD student as a topical and necessary topic, in order to supplement and clarify. The scientific and practical basis of internal control in small and medium-sized paper manufacturing enterprises in the North of Vietnam, and also contribute to improving the efficiency of internal control in other small and medium-sized enterprises in Vietnam.

For the purpose of researching, completing internal control in small and medium paper manufacturing enterprises in the North of Vietnam, the thesis has achieved some specific results as follows: Firstly: overview of research works; Rationale for internal control in the enterprise and characteristics of small and medium-sized enterprises affecting internal control, building research models. Secondly, testing the research model, confirming the hypotheses about the impact of factors on the effectiveness of internal control affecting the operational goals of small and medium enterprises. Thirdly, describe the situation of internal control in small and medium paper manufacturing enterprises in Northern Vietnam. Analyze and assess the impact of each factor on the effectiveness of internal control affecting the operational objectives of the enterprise. Finally, some ideas were proposed to improve internal control among small and medium paper manufacturing enterprises in Northern Vietnam.

New theoretical contributions of the thesis: the thesis has identified characteristics of small and medium-sized enterprises that affect the design and operation of internal control in small and medium-sized enterprises. On that basis, the criteria for evaluating internal control in small and medium enterprises; built a model to consider the impact of the effectiveness of internal control affecting the operational objectives of small and medium enterprises.

New practical contributions of the thesis: the thesis presented and analyzed the characteristics of the small and medium-sized paper manufacturing enterprises in Northern Vietnam affecting internal control; analyzing key risks affecting internal control in small and medium paper manufacturing enterprises in Northern Vietnam. The dissertation investigated and analyzed the status of internal control among small

and medium paper manufacturing enterprises in Northern Vietnam through the use of qualitative and quantitative research methods, identifying the factors. influence internal control among small and medium-sized paper manufacturing enterprises in Northern Vietnam to assess in detail each element of internal control as well as basic control processes in production enterprises. Small and medium paper production in Northern Vietnam. The evaluation results have clearly indicated the advantages, shortcomings and causes of those shortcomings and limitations. The dissertation also affirms the influence of factors on the effectiveness of internal control affecting the operation goals of small and medium-sized enterprises based on the empirical test results of 110 small paper manufacturing enterprises. and medium north Vietnam; From that point on, it is clear that the need for investment and strengthening the role of internal control in order to achieve the operational objectives of small and medium-sized paper enterprises in Northern Vietnam. The thesis offers some recommendations and solutions for small and medium-sized paper manufacturing enterprises in Northern Vietnam to refer, apply in the process of building and perfecting internal control in order to achieve operational goals in the small and medium business. The thesis also provides conditions and steps to implement solutions in these small and medium enterprises.

The limitations of the thesis: in the research process due to many limited conditions, the thesis cannot avoid certain shortcomings and limitations: firstly, the research sample of the thesis is not large (110 enterprises). small and medium-sized enterprises), research is limited to small and medium-sized paper manufacturing enterprises in the North of Vietnam with the ownership of limited liability companies and joint-stock companies (regardless of foreign-invested enterprises, private enterprises) so the generalization is not high; The second is that research data is temporal data without using temporal data. The author is looking forward to receiving comments from teachers, colleagues, managers in small and medium paper manufacturing enterprises in the North of Vietnam to make the thesis more complete, valid and theoretical. higher ./.

Sincerely thank!