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**ORGANIZING MANAGEMENT ACCOUNTING
IN ANIMAL FEED ENTERPRISES
IN THE RED RIVER DELTA REGION**

**SUMMARY
OF DOCTORAL THESIS IN ECONOMICS**

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INTRODUCTION

1. The urgency of the research topic

There has been a remarkable increase in the number of enterprises producing animal feed in our country. The fact that foreign animal feed businesses control Vietnamese feed market has led to intense competition in the home market of our domestic enterprises.

The Red river delta is one of the leading economic regions in the whole country. Today, this region comprises 10 cities and provinces. The area is characterized by a number of animal feed enterprises of various types with different scales most of which has, however, paid less attention to management accounting. In other words, the organisation of management accounting in animal feed enterprises has shown its inefficiency. This has limited the important role of accounting in providing information for administrating enterprises. The information from management accounting in these home enterprises is not very useful for business administrators in operating their functions. Therefore, the researcher has chosen the study “**Organizing management accounting in enterprises producing animal feed in the Red River delta region**”.

2. Overview of the study

Management accounting was early studied worldwide. According to some researcher, the term *management* first appeared in the USA in the early 19th century.

2.1. Studies on organizing management accounting

* About Organizing of management accounting system

In 2003, Michel Lucas and Maicolm Prowle Glynn Lowth studied “Management accounting practices of UK – Small- Medium Size Enterprises”. Also, Luu Thi Hang Nga, Giang Thi Xuyen, Pham Ngoc Toan, Pham Thi Tuyet Minh studied organizing management

accounting in terms of process of management accounting information.

*** About organizing management accounting information process**

Organizing admission, systemization, procesing and providing of information: the question of setting ration and estimation was properly studied. Giang Thi Xuyen (2002) researched and completed the organization of *admission*, process and provision of management accounting information in state enterprises.

Modern management accounting approaches were also studied and applied in researching the organization of management accounting by Pham Thi Tuyet Minh (2015). Solution to application of modern management accounting approaches in enterprises related ton the study, however, was not properly suggested.

Factors affecting Management Accounting Practices were mentioned by Haldma and Laats (2002) in the study “Influencing Contingencies on Management Accounting Practices in Estonian Manufacturing Companies”. The study showed some factors influencing the application of management accounting in Estonian enterprises.

Studies on organizing management accounting in terms of specific management accounting practices

There are some researchers tudyng this problem. The thesis “**Organizing management accounting in Vietnamese automobile** (Pham Thi Tuyet Minh, 2015) focused on organizing the management accounting system, organizing admission and systemization of accounting information.

*** About demand for management accounting system by business administrator**

The study “The impact of Accounting System in Planning, Controlling and Decision making Processes in Jodhpur Hotels” (Omar A.A.Jawabreh, 2012) on Asian Journal of Finance and Accounting showed the relationship between the system of accounting information and the process of planning, controlling and decision making in managing hotels.

*** About factors affecting organization of management accounting**

The article “Management accounting practices and managerial techniques and practices in manufacturing firms: Egyptian evidence” (Abdel-Maksoud, 2011) on International Journal of Managerial and Financial Accounting demonstrated the link between level of practicing modern management accounting and managerial techniques and practices in manufacturing firms in Egypt. There is relationship between advanced management and application of modern management accounting.

*** About application of informatics technology in organizing management accounting**

The study “building content and organizing management accounting in medium-small enterprises in Vietnam” (Phạm Ngọc Toàn, 2010) clarified the theory and analyzed the situation of organizing management accounting in medium-small enterprises, thus suggested some solutions to completion of organizing management accounting.

Studies on organizing management accounting in the condition of applying EPR system: the thesis: “Completing the organization of management accounting in enterprises producing cement in North Middle of Vietnam”(Nguyen Hoang Dung, 2017)

2.2. Studies on organizing the management accounting information system by some researchers like Doan Xuan Tien, Tran Thi Nhung and Nguyen Hoang Dung.

2.3. Studies on animal feed enterprises

The study “Completing the organization of accounting reports in enterprises trading animal feed” (Bui Thi Thu Huong, 2011). The study “Completing expense accounting and intensifying cost managing in enterprising processing animal feed” (Tran Thi Du, 2012). The study “An investigation into expense management accounting practices in pricing products in enterprises processing animal feed in Vietnam” (Hoang Khanh Van, 2017). There are also articles on specialist journals.

*** Conclusion from related studies**

Reviewing some foreign and domestic studies on organizing management accounting, the researcher has made use of the result of the studies and determined the gap which this study needs to cover:

About the content:

- The solution of ERP integrated software has not been mentioned;
- The previous studies have not surveyed the demand for management accounting information by administrators in order to direct the effective organization of management accounting during managing enterprises.

About the scope of study, organizing management accounting has been studied in various types of businesses; there is, however, no research on organizing management accounting in animal feed enterprises.

3. Research purposes

3.1. Main research purposes

The study investigates the the reality of organizing management accounting in animal feed enterprises in the Red River delta and suggests solutions to complete the organization of management accounting in these enterprises.

3.2. Tasks

- To clarify the theoretical basis on the organization of management accounting in enterprises.

- To investigate, analyze the characteristics of business operations and the reality of organization of management accounting in animal feed enterprises.

- To interpret the demand for management accounting information by administrators in the Red River delta region and the ability to meet the demand for the information.

- To suggest the completion of organizing management accounting in these enterprises.

4. Research questions

In order to obtain the above aims and tasks, the study is to answer the following questions:

Research question 1: What is the nature and content of organizing management in manufacturing enterprises?

Research question 2: To what extent is the demand for management accounting information by administrators of animal feed enterprise in the Red River delta region and the enterprises' ability to meet these demand ?

Research question 3: To what extent is the organization of management accounting in animal feed enterprises in the Red River delta region: the system organization, the organization of management accounting process including admission, interpretation, analysis, provision of management accounting information, control,

storage and security of the information in accordance with ERP system?

Research question 4: What are the suggested solutions to complete the organization of management accounting in animal feed enterprises in order to make use of the role of expense accountant in managing enterprises?

5. Research objects and scope

- **Research objects:** The study investigates the organization of management in manufacturing enterprises.

- **Scope :**

In terms of space: animal feed enterprises in the Red River delta region but NOT FDI enterprises.

In terms of time: data in the period of 2015 - 2020. The solutions of the thesis is in vision of 2030.

In terms of content: theory and reality of organizing management in animal feed enterprises in accordance with the application of the ERP system.

6. Research methodology

The thesis is carried out with Dialectical methodology of historical materialism. The researcher combines quantitative and qualitative approaches.

7. New contributions

* **About theory**

The thesis systemizes and enriches the theory of organizing management accounting in manufacturing enterprises.

* **About practice**

The study suggests some solutions to complete the organization of management accounting in animal feed enterprises.

8. Thesis structure

Apart from the table of contents, abbreviations, introduction, references and appendices, the study consists of 3 chapters:

Chapter 1: Theoretical framework of organizing management accounting in manufacturing enterprises.

Chapter 2: Practice of organizing management accounting in animal feed enterprises in the Red River delta region.

Chapter 3: Solutions to complete the organization of management accounting in animal feed enterprises in the Red River delta region.

CHAPTER 1

THEORETICAL FRAMEWORK OF ORGANIZING MANAGEMENT ACCOUNTING IN MANUFACTURING ENTERPRISES

1.1. Overview on the organization of management accounting in manufacturing enterprises

1.1.1. Nature and organization of management accounting

1.1.1.1. Nature of management accounting

According to the researcher: *Management accounting is the admission, process, provision of financial and nonfinancial information in a business aiming at performing administrative functions in planning, implementing, examining and decision making.*

1.1.1.2. Definitions of organizing management accounting

The researcher approaches management accounting with a view to the process of accounting information. *Organizing management accounting can be defined as a component of accounting which includes organizing the system, organizing management accounting process, organizing the admission, interpretation, analysis, provision of management accounting information, control,*

storage and security of the information for administrative purposes and executing the unit.

1.1.2. Role of organizing management accounting in manufacturing enterprises

Organizing management accounting is closely related to administrative functions the role of which is to provide useful information to business administrators.

In the plan-making period: administrators need to be provided with necessary information such as output, turnover, costs, performance of each department and other related information.

In the implementing period: administrators uses information from various departments, both outside and inside the business, in both quantitative and qualitative forms.

In controlling period: after comparing the estimate and business performance, management accounting provides the business administrators with the performance of the planned targets.

In decision making: based on the collected information, the administrators analyse, evaluate and make decision on the best project for the enterprise.

1.1.3. Requirements and principles of organizing management accounting in manufacturing enterprises

1.1.3.1. Requirements of organizing management accounting

Provide sufficient and timely information on the the total financial condition of the enterprise: the ration, the estimate, the plan of business operation.

1.1.3.2. Principles of organizing management accounting in manufacturing enterprises

In order to meet the above requirements, management accounting needs to obey the following principles of scientific and logical organization, of consistency and principles of economical efficiency.

1.1.4. Demand for management accounting information by manufacturing business administrators

- Demand for information to serve planning function
- Demand for information to serve implementing function
- Demand for information to serve controlling function
- Demand for information to serve decision making function

1.2. Factors affecting the organization of management accounting in manufacturing enterprises

1.2.1. The characteristics of managerial organization, business process, scope and operation scale

According to Haldma and Laats (2002), when there is an increase in the business scale, the enterprise tends to expand and intensify the application of management accounting tools.

1.2.2. The business accountants' ability and skills

If the business accountants deal only with financial accounting, tax declarations and financial statements, the business is limited to implement management accounting contents.

1.2.3. The business administrators' awareness and opinions on the role of management accounting and demand for management accounting information

Nowadays, most business administrators in Vietnam are not properly aware of the importance of management accounting; they pay more attention to financial accounting.

1.2.4. The business level of informatic technology

Enterprises with modern machinery and facilities are facilitated with the application of management accounting.

1.2.5. The business strategies

According to many studies, business strategies have an impact on management accounting and its organization in those enterprises.

1.2.6. Legal environment

The legal framework for management accounting in Vietnam is currently not very strict.

1.2.7. The accounting and auditing associations

Presently, Vietnamese accounting and auditing association has hardly no directions of implementing management accounting in enterprises.

1.3. The content of organizing management accounting in manufacturing enterprises

1.3.1. The organization of management accounting system in the business administrative system

There are 3 models of management accounting system: *The separate model*: management accounting applies a different system from financial accounting. *The integrated model*: the chief accountant is responsible for the whole accounting performance in a business. *The mixed model*: the model combines the 2 above mentioned models.

1.3.2. Organizing management accounting process

1.3.2.1. Organizing admission of initial information on management accounting

The admission of accounting information is the very first step of the whole accounting process in general and of the management accounting process in particular.

*** Methods and means of management accounting information admission:** Businesses can use several admission methods such as reports, observation, experiments...

*** Process of management accounting information admission:**
Businesses need to determine steps of information admission for each department.

1.3.2.2. Organizing the systemization and processing of management accounting information

*** Organizing the use of management accounting methods to process and systemize management accounting information**

- ***Organizing the classification of production costs:*** Production costs are identified and classified in different ways depending on the purpose of providing information

- ***Organizing the application of methods to determine production costs:*** The 2 models used to determine production costs are traditional management accounting model and modern management accounting model.

- ***Organizing the system of rations and budget estimates:***

+ **Organizing the system of rations:** ration of costs is the waste of human labour and materialised labour estimated to accomplish a certain amount of products, services or work in certain condition.

+ **Estimating business operation:** anticipating criteria of business operation in a detailed way suitable to the specific requirements of managing enterprises.

1.3.2.3. Organizing analysis and provision of management accounting information

*** Organizing analysis of management accounting information**

- ***Organizing the establishment of analyzing management accounting information:*** 2 models of management accounting analysis systems able to be founded are concentrated model and dispersed model.

- *Content of management accounting analysis:* includes analysis of implementing ratios, plans, estimates,...

*** Organizing the provision of management accounting information**

- *Management accounting provision units:* are usually unit accountants, general accountant, and other units such as marketing, planning units,....

- *Contents of management accounting provision:* serve the requirements of administrating enterprises, managing assets, decentralized management and operation direction.

1.3.2.5. Organizing the control, storage and security of management accounting information

*** Organizing the control of management accounting management**

The control of management accounting information assures that the management accounting information is trustworthy and useful to business management.

*** Organizing the storage and security of management accounting information**

Management accounting reports, records and statements need maintaining for further use.

1.4. Experience on organizing management accounting in FDI animal feed enterprises in Vietnam and implication for the organization of management accounting in domestic enterprises

1.4.1. Experience on organizing management accounting in FDI animal feed enterprises in Vietnam

** About the organization of management accounting system in the managerial system:* FDI animal feed enterprises organise their system combined financial accounting with management accounting.

* ***About the organization of initial information admission:*** FDI enterprises admit information in the past, in the future, information on ration, plan, inside and outside the businesses.

* ***About the organization of systemizing, processing management accounting information:*** FDI enterprises have classified costs according to cost behaviours.

* ***About the application of ERP system:*** many FDI enterprises have applied enterprise resource planning ERP.

1.4.2. Implication for the organization of management accounting in domestic enterprises

* ***About the organization of management accounting system:*** Most Vietnamese enterprises are of medium – small scale, so the most suitable management accounting system is the combination of financial accounting and management accounting model.

* ***About the organization of systemizing, processing management accounting information:*** Vietnamese enterprises need to apply traditional management accounting methods in combination with modern management accounting one to process accounting information.

- ***About the organization of providing management accounting information:*** Vietnamese enterprises need to interpret information for decision making, controlling, ration assuring, estimating and planning purposes.

* ***About the application of ERP system:*** the enterprise resource planning ERP can benefit businesses in managing and decision making. This planning system, however, can work best in large scale enterprises and it can be gradually approached in small – medium scale businesses.

CONCLUSION OF CHAPTER 1

In Chapter 1, the researcher has reviewed the theoretical background on the organization of management accounting in manufacturing enterprises. This question is approached according to the process of interpreting information, which is information admission, systemization, provision, storage and security of management accounting information.

CHAPTER 2

PRACTICE OF ORGANIZING MANAGEMENT ACCOUNTING IN ANIMAL FEED ENTERPRISES IN THE RED RIVER DELTA REGION

2.1. Overview of animal feed enterprises in the Red river delta region

2.1.1. History of animal feed enterprises in the Red river delta region

The animal feed sector in our country experienced a rapid growth in the early 1990s, especially in 1994. Thanks to the Doi Moi reform and integration policy, enterprises operating in animal feed increased quickly. According to statistics in 2013, Vietnamese animal feed market increased by 10-13% annually and this led Vietnam to the leading position in the ASEAN area and the 12th in the world. In 2018, in the Red river delta region, there were 99 animal feed enterprises (about 44%) among the total animal feed ones nationwide, in which there were 75 domestic enterprises (77%) and 24 FDI ones (23%).

2.1.2. Business operation of animal feed enterprises in the Red river delta region

About market size, Vietnamese animal feed market is worthy of \$6 billion (over VND 120 trillion). The output of the animal feed sector is about 21 million ton. As scheduled by the Ministry of Agriculture and Rural Development, the productivity of animal feed factories in 2020 is 25 million ton, productivity on actual is about 17 million ton but in 2018 the figure was 31 million ton.

2.1.3. Accounting policies in animal feed enterprises in the Red river delta region

An investigation into 57 enterprises shows that the popular accounting regulation is based on the Circular 200/2014/TT-BTC. VAT basis: 100% of the surveyed enterprises calculate VAT by deductive method.

2.2. Impact of the factors on the organization of management accounting in animal feed enterprises in the Red river delta region

2.2.1. Characteristics of organizing management, business operation process, business scale in animal feed enterprises in the Red river delta region

The animal feed production technology is by series. The animal feed process is continuum and closed process.

2.2.2. Accountants' professional skill

Accountants' specialised qualification in animal feed enterprises is not properly trained.

2.2. Business administrators' awareness of management accounting

The survey shows business administrators in animal feed enterprises in the Red river delta region are not totally aware of the role of management accounting in managing enterprises.

2.2.4. Reality of business strategy in animal feed enterprises

Business strategy in large-scale animal feed enterprises is obvious meanwhile that in small-scale ones (14%) is not very clear.

2.3. Reality of demand for management accounting information and ability to meet this demand in animal feed enterprises in the Red river delta region

2.3.1. Demand for management accounting information by administrators of animal feed enterprises in the Red river delta region

The analysis shows there is a high demand for management accounting information in animal feed enterprises in the Red river delta region.

2.3.2. Ability to meet the demand for management accounting information by administrators of animal feed enterprises in the Red river delta region

It can be seen from the survey that the administrators' ability to meet the demand for management accounting information by administrators of animal feed enterprises in the Red river delta region is not high, from 3,414 to 3,789.

2.4. Reality of organizing management accounting in animal feed enterprises in the Red river delta region

2.4.1. Reality of organizing management accounting system in the business administrative system in animal feed enterprises in the Red river delta region

All the surveyed enterprises organize their management accounting system as integrated model.

2.4.2. Reality of organizing management accounting information process in animal feed enterprises in the Red river delta region

2.4.2.1. Reality of organizing the admission of initial information about management accounting in animal feed enterprises in the Red river delta region

*** Methods and means of management accounting information admission:** report method, observation method, experiment method
....

*** Management accounting information process:** animal feed enterprises in the Red river delta region set up management accounting information process at different levels. In the enterprises applying ERP system, accounting department and some of other departments are delegated to update data in the system.

2.4.2.2. Reality of organizing the systemization and interpretation of management accounting information in animal feed enterprises in the Red river delta region

- ***Reality of production cost classification:*** among the 57 surveyed enterprises, there are 6 enterprises (about 10,52%) classify their production costs according to the cost behaviours.

- ***Reality of organizing the application of production cost techniques:*** all of these enterprises determine production costs based on production process.

- ***Reality of setting up ration and estimate of production costs:*** most of the surveyed enterprises in the Red river delta region set up ration of production costs estimated periodically.

2.4.2.4. Reality of organizing management accounting interpretation and provision in animal feed enterprises in the Red river delta region

*** Reality of organizing management accounting interpretation**

- *Management accounting information* is analysed by the management board.

- *Content of analysis*: the survey shows that enterprises in the Red river delta region mainly interpret, compare criteria of costs, price, turnover, profits in comparison with planned ratios and estimates.

*** Reality of organizing management accounting information provision**

- *Management accounting information* in animal feed that enterprises in the Red river delta region is mainly provided by accountants.

- *Content of information provision*: the enterprises in the Red river delta region construct management accounting statements as required by the administrators.

2.5. Interpretation of organizing management accounting interpretation and provision in animal feed enterprises in the Red river delta region

2.5.1. Achievements

2.5.1.1. About organizing management accounting system

The enterprises organize their management accounting system as a combination model of financial and management accounting, which is mostly suitable for their business scale.

2.5.1.2. About organizing management accounting process

*** Organizing management accounting information admission**: the information are in various types and from various sources.

*** Organizing management accounting information interpretation**: the determination of production costs according to

production process is completely suitable for the technology of the enterprises. Some ratios and estimates are established.

* **Organizing management accounting information interpretation and provision:** The animal feed enterprises have interpreted and compared between practice and plan, constructed some management accounting statements.

* **Organizing management accounting information storage and security:** The enterprises have controlled and stored data.

2.5.2. Limitations

2.5.2.1. About organizing management accounting system

The functions of management accounting are not fully fulfilled and hard to meet the administrators' demand for information.

2.5.2.2. About organizing management accounting process

* **Organizing management accounting information admission:**

The enterprises have paid less to future information admission. *

Organizing management accounting information interpretation:

There are a few number of enterprises that classify their production costs according to the cost behaviours. The ratios and estimates have not been scientifically and sufficiently planned. The ERP system has not been applied by many enterprises.

* **Organizing management accounting information interpretation and provision:**

Most of the enterprises have not used cost - volume – profit analysis for decision making.

* **Organizing management accounting information storage and security:**

The animal feed enterprises in the Red river delta region have delegation of access to accounting software inside the enterprises though the delegation is not in written form.

About organizing the application of ERP system

The domestic The animal feed enterprises in the Red river delta region have not fully applied the ERP system in management. The information, therefore, among the enterprises is not directly connected from one department to others.

2.5.3. Reasons for the limitations

Firstly, there is a lack of legal framework;

Secondly, the administrators' awareness is under the requirements of management accounting.

Thirdly, the accountants' professional skills are insufficient to meet the demand of management accounting.

Lastly, the business strategy in most enterprises is not very flexible.

CONCLUSION OF CHAPTER 2

Chapter 2 overviews the animal feed enterprises in the Red river delta region. The researcher mentions the reality of factors affecting the organization of management accounting in the enterprises. A survey on the chosen subjects was carried out of which the result was illustrated.

CHAPTER 3

COMPLETION OF ORGANIZING MANAGEMENT ACCOUNTING IN ANIMAL FEED ENTERPRISES IN THE RED RIVER DELTA REGION

3.1. The animal feed enterprises' orientation and targets

*** The government's orientation of animal feed**

The government has issued the Decree 39/2017/NĐ-CP about controlling animal feed. The regulations about certain conditions for businesses, individual to manufacture animal feed are:

3.2. Requirements and principles of organizing management accounting in in animal feed enterprises in the Red river delta region

3.2.1. Requirements of the completion of organizing management accounting in in animal feed enterprises in the Red river delta region

3.2.2. Principles of the completion of organizing management accounting in in animal feed enterprises in the Red river delta region

The completion organizing management accounting in in animal feed enterprises needs to conform to the principles of adaptiveness, possibility, economical efficiency.

3.3. Completion of organizing management accounting in in animal feed enterprises in the Red river delta region

3.3.1. Completion of organizing management accounting system

The animal feed enterprises need to organize their accounting system as a combination model of financial and management accounting but it is necessary to assign tasks to each department sufficiently in order to fulfill the functions of management accounting.

3.3.2. Completion of organizing management accounting process

3.3.2.1. Completion of organizing initial management accounting information admission

* **Completion of management accounting information admission units** needs a scientific way of arrangement.

* **Completion of source and types of management accounting information admission:** it's necessary to widen the source of

information, both outside and inside the enterprises in order to get more useful information.

* **Completion of management accounting information methods and means** needs to design more management accounting records. *Large-scale animal feed enterprises* need to organize the ERP software in managing the enterprises.

3.3.2.2. Completion of organizing initial management accounting information systemization and interpretation

* **Completion of management accounting information interpretation units** needs logical assignment and arrangement in order to improve the management accounting work.

* **Completion of management accounting methods**

- *Completion of identification and classification of production costs* needs to conform to costs behaviours.

- *Completion of determining production costs:* Large-scale enterprises can employ the ABC method in allocating general production costs in each item.

- *Completion of organizing the system for ration and budget estimates*

The animal feed administrators' demand for information about ration is at average value of 3,615. It is necessary to complete the logical organization of ration in accordance with the administrators' demand for information.

* **Completion of management accounting information interpretation and systemization techniques:** Small and medium scale enterprises need to maintain the accounting software but large scale ones need to apply the ERP system.

3.3.5. Completion of management accounting analysis and provision

3.3.5.1. Completion of management accounting analysis

- ***Management accounting information system*** needs to employ a dispersed model.

- ***Content of information analysis***: cost – volume – profit analysis and management accounting information analysis for decision making.

3.3.5.2. Completion of management accounting provision

*** Completion of management accounting statements construction unit**

It is necessary to organize the management accounting statements construction unit, assign statement construction tasks to each unit.

*** Completion of management accounting information provision content**

In order to construct a list of management accounting statements, to determine the administrators' demand for information.

3.4. Conditions for implementation

3.4.1. From the government side

The government needs to issue specific regulations about financial and management accounting scope. The training programs of modern management accounting organization in universities need reforming.

3.4.2. From the Animal feed association side

Vietnamese association of animal feed needs to offer a wider range of activities in order to assure the source of animal feed materials for the domestic enterprises.

3.4.3. From the accounting - auditing association side

The association is supposed to popularise management accounting to enterprises.

3.4.4. From the side of the animal feed enterprises in the Red river delta region

It is necessary to improve the administrators' awareness of management accounting. It is necessary to complete the organization of management and business operation, to improve management accountants' professional skills, to complete the internal control system and equip modern technology in accounting activities.

CONCLUSION OF CHAPTER 3

Chapter 3 measures the reality of organizing management accounting system in animal feed enterprises in the Red river delta region. This chapter suggests some solutions for completing the organization of management accounting system in vision to 2030.

CONCLUSION

The thesis focus on the enlargement of theory of organizing management accounting in manufacturing enterprises in the situation of the ERP system. The thesis also approaches the organization of management accounting with a view to information analysis process combined with the application of ERP system. Besides, it studies the demand for management accounting information by enterprise administrators in the Red river delta region. Additionally, the reality of organizing management accounting in these enterprises is surveyed and measured.

LIST OF THE RESEARCHER'S PUBLICATIONS

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