

New Opportunities for the Development of Education at the Technical University of Liberec

Specific objective A2: Development in the field of distance learning, online learning and blended learning

NPO_TUL_MSMT-16598/2022



Virtual Mobility: New Challenges for Management Accounting

Ing. Lenka Strýčková, Ph.D.

Students presentations on given topics



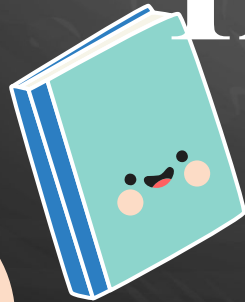
**Funded by
the European Union**
NextGenerationEU



**CZECH
RECOVERY
PLAN**

MSMT
MINISTRY OF EDUCATION,
YOUTH AND SPORTS

Specifics of Management Accounting in Educational Institutions



Diego Castaño Giménez, Emma Barili, Jan
Beran, Joost Van Bentum, Monika Korona,
Natalia Vera Turpin

Table of contents



01

Introduction

Evolution of Accounting; Accounting in Education

02

Theoretical Background

Management Accounting and Control; Main Theories

03

Stakeholder Perceptions In Singapore

Actual Singapore Educational System; Inadequacy of the present system



04

Result

Main Topics Addressed in Studies on Management Accounting and Control in HEIs; Main Theories Addressed in Studies on Management Accounting and Control in HEIs

05

Conclusions

Our Conclusions

06

Bibliography

Our resources

Our Group:



**Diego Castaño
Giménez**



Emma Barili



Jan Beran



Our Group:



**Natalia Vera
Turpin**



Joost Van Bentum



Monika Korona





01 Introduction

Evolution of Accounting;
Accounting in Education

Evolution of Accounting


- ❖ Accounting has undergone significant changes, extending beyond its traditional role of recording financial transactions.
- ❖ Management Accounting (MA) has emerged as a powerful tool for assessing organizational effectiveness and optimizing profits.
- ❖ Initially focused on external financial reporting, MA has evolved to address weaknesses in financial accounting and now offers insights into strategic factors adding value.






Accounting in Education

- Educational institutions have experienced revolutionary changes, including the Bologna process, shifts in public governance, and a move toward business practices.
- This dynamic environment demands adaptability from educational institutions to navigate a competitive market.
- Success is no longer solely determined by academic excellence; institutions must secure funding and convince stakeholders of goal fulfillment to thrive.



02 Theoretical Background

Management Accounting and
Control; Main Theories



Management Accounting and Control

- ❖ Two key periods can be identified in management accounting and control research: **before and after 1960**.
- ❖ **Before 1960**, the main topics were product costing, planning and control, decision making and description of practice.
- ❖ **After 1960**, the focus was on planning, control and decision making. Later, attention shifted to planning and control, with increased research on topics such as performance measurement, incentives, and performance appraisal.





Main Theories

- In management accounting and control research, different theories offer different perspectives and solutions to organizational problems.
- One of the prominent theories is called **Institutional** - falls within the field of organizational and social theories and is already a traditional theory (NIS, NIE, OIE).
- Other important theories in management accounting and control are **contingency theory, agency theory, sociological theories** (which include **institutional theory**) and **psychological theories**.
- **Contingency theory** plays a key role in adapting management practices to specific organizational variables.

03 Stakeholder Perceptions In Singapore

Actual Singapore Educational
System; Inadequacy of the present
system



Actual Singapore Educational System



- In the past, the government has funded most schools.
- At present, for Government Schools, the Ministry of Education centrally handles most of the accounting functions.
- At present, there are 193 primary schools; 147 secondary schools, including 18 autonomous schools; eight independent schools; 14 junior and two centralized pre-university institutions. In addition, there are three universities and four polytechnics excluding various technical and commercial training institutions.

Inadequacy of the present system



**Lack of
accounting
information**



**Lack of
understanding of the
purpose of budgeting**



**Lack of costing
structure**



**No proper
costing system**



**Absence of
databank**



**Absence of standard
costing system**



04 Result

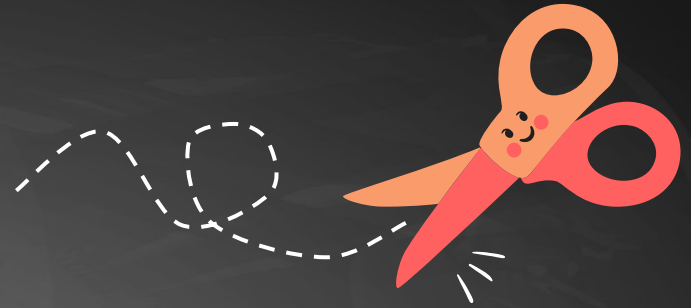
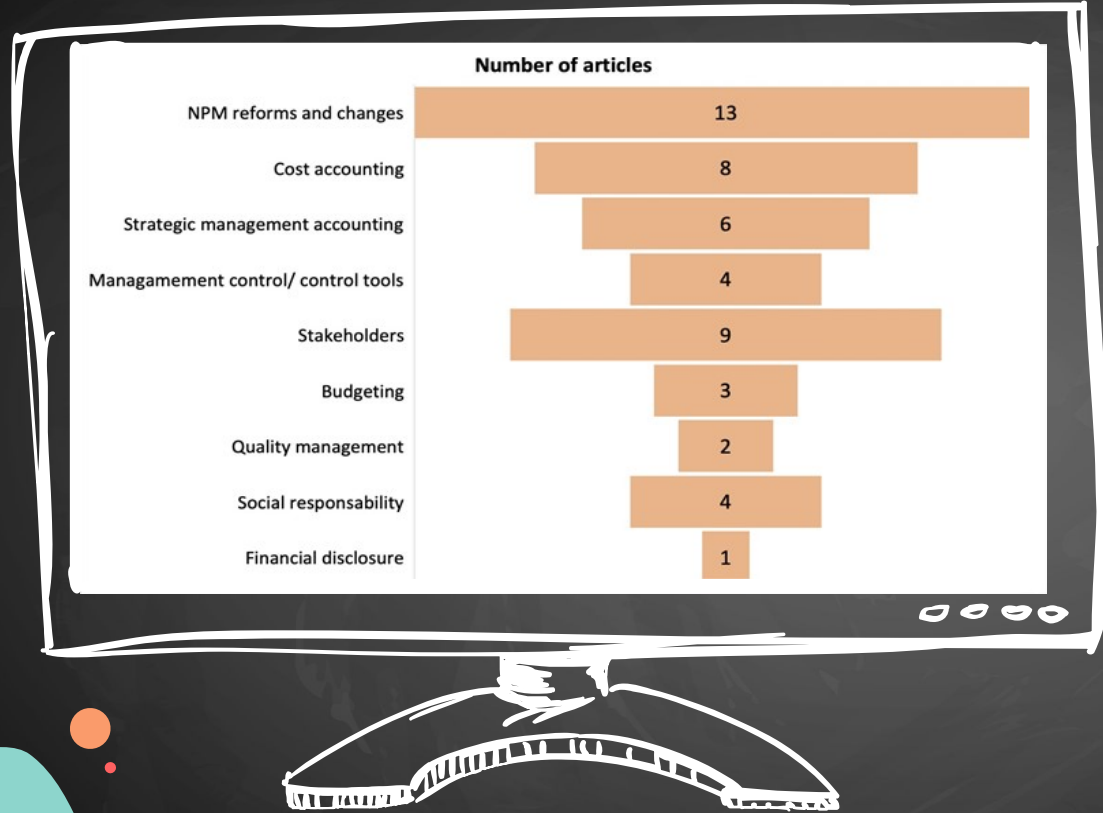
Main Topics Addressed in Studies on Management Accounting and Control in HEIs; Main Theories Addressed in Studies on Management Accounting and Control in HEIs





Main Topics Addressed in Studies on Management Accounting and Control in HEIs

- ❖ Reforms and changes in the New Public Management (NPM) in HEIs
- ❖ Cost/Management Accounting
- ❖ Strategic management accounting
- ❖ Management control/management control tools
- ❖ Stakeholders
- ❖ Budgeting
- ❖ Quality management in HEIs
- ❖ Sustainability, social responsibility and environmental management
- ❖ Financial disclosure



**Number of articles
that have been
published between
1996 and 2020 on key
issues related to
management
accounting and
control in HEIs**

• Main results of the studies on Accounting and Management Control in HEIs

- ❖ NGP reforms
- ❖ Cost accounting/management
- ❖ Strategic management accounting
- ❖ Sustainability, social responsibility and environmental management
- ❖ Stakeholder perceptions/attitudes
- ❖ Stakeholder attitudes toward control systems
- ❖ Quality management
- ❖ Budgeting
- ❖ Financial disclosure



Thematic evolution

The longitudinal analysis reveals four main thematic quadrants in the research.



The "driving themes"

covering management accounting and management control systems

The "core themes"

higher education, accounting education, management control and sustainability



Main Theories Addressed in Studies on Management Accounting and Control in HEIs

Thirteen theories were identified and analyzed in the studies reviewed, the 4 most important are:

**Institutional
Theory**

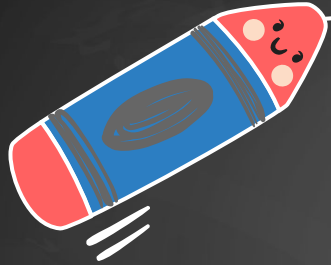
**Isomorphism
Theory**

**Practice Theory
(Bourdieu)**

**Stakeholder
Theory**

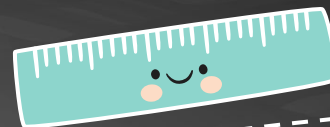


Other Theories are:



- ❑ Rational choice Theory
- ❑ Self-Referential Theory
- ❑ Self-Determination Theory
- ❑ Negotiated Order
- ❑ Contingency Theory
- ❑ Cost Inducers Theory
- ❑ Organizational Control Theory
- ❑ Professionalism Theory and Upper Echelons Theory

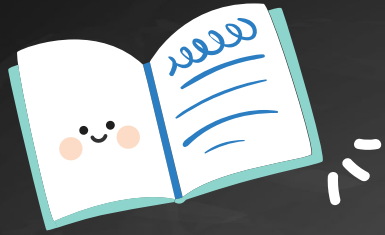




05 Conclusion

Our Conclusions





Our Conclusions

- ❑ Management accounting is getting a more important role within educational institutions
 - ❑ Changes started to happen around 1960
- ❑ Decision making and description of practice --> performance measurement, incentives and performance appraisal
 - ❑ Higher education is changing and keeps evolving
- ❑ Keep improving performance while these changes are happening
 - ❑ Main way of doing this is management accounting



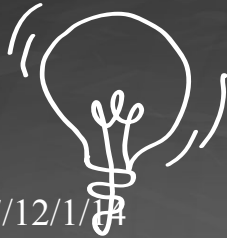


06 Bibliography

Our resources

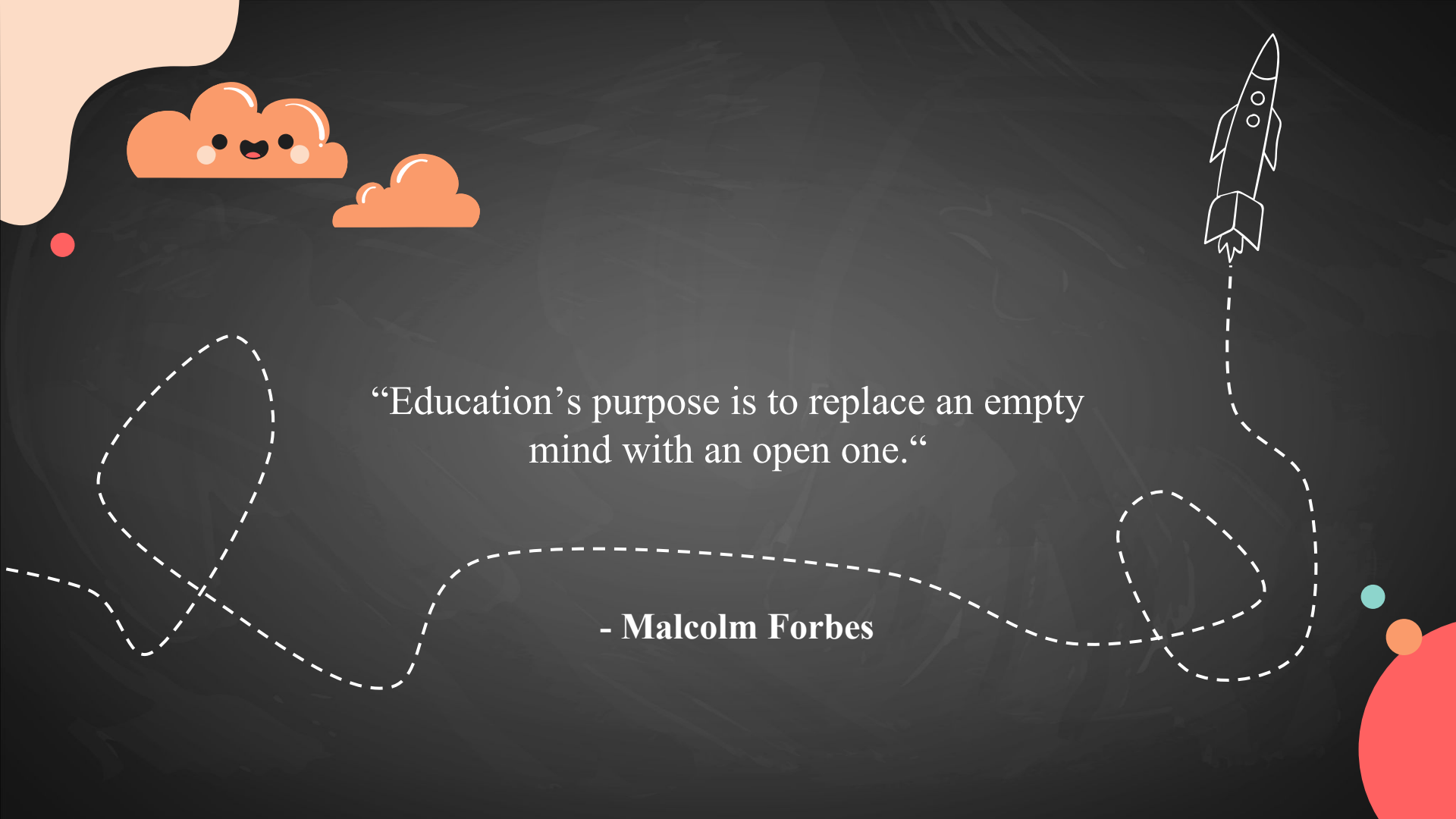


Resources



- Photos: <https://pixabay.com/>
- <https://www.mdpi.com/2076-3387/12/1/14>
- <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwi2lti2k9qCAxXLVaQEHcDnCi gQFnoECBgQAQ&url=https%3A%2F%2Feducation.ec.europa.eu%2Feducation-levels%2Fhighereducation%2Finclusive-and-connected-higher-education%2Fbolognaprocess&usg=AOvVaw0OgioBxboXRDa9dakIVeBm&opi=89978449>
- https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjjv0puf69-CAxXrVqQEHdy3BMcQ FnoECBYQAQ&url=https%3A%2F%2Fwww.investopedia.com%2Fterms%2Fm%2Fmanagerialaccounting.asp&usg=AOvVaw1uXTuksLiGr-E_01b-RqpI&opi=89978449
- <https://www.proquest.com/openview/2f7bc4a172582d881c9bb3d55ee0b469/1?pq-origsite=gscholar&cbl=51922&diss=y>
- <https://www.weareteachers.com/quotes-about-education/>





“Education’s purpose is to replace an empty
mind with an open one.”

- **Malcolm Forbes**

Thank You For Your Attention!



CREDITS: This presentation template was created by **Slidesgo**, including icon by **Flaticon**, and infographics & images from **Freepik**

