



RESEARCH ON THE APPLICATION OF MANAGEMENT
ACCOUNTING IN HUAWEI COMPANY

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Abstract

With the globalization of the world economy and the development of the knowledge economy, the information technology revolution represented by modern network technology and computer information technology has gradually penetrated the multi-level social life, and its role in social and economic development has become increasingly obvious. Nowadays, management accounting has played an increasingly crucial

part in the administration and policy-making of companies facing better prospects for development. Taking Huawei as an example, this essay illuminates the application and the current questions of companies in management accounting and proposes counter-measures. It aims to improve the management accounting theory system and provide better theoretical reference for companies in management.

Keywords: Management accounting; Risk management; Financial risk

Introduction

Management accounting is an indispensable part of accounting theory, which is related to the economic activities and survival and development of companies (Venkatesh et al., 2023). Under the current epidemic, the economic situation is becoming more and more severe, the demand for management of companies is expanding, and the demand for capital operation is also increasing rapidly. The application of management accounting in companies can reasonably regulate the current and future capital requirements of companies, motivate employees to work better, make the long-term development of companies have more lasting vitality, and achieve the goal of maximizing company value. However, in modern company management operations, the role of management accounting has not been effectively played. In this regard, this paper takes Huawei as an example

to analyze the practice of management accounting so that companies can deeply understand the shortcomings in applying management accounting in work, improve them, and constantly improve the quality of management accounting guidance.

Management accounting is an accounting control system. Through a series of unique methods, it sorts out, calculates, and analyzes relevant data in companies, provides companies with various data and materials needed for internal management, and helps managers forecast and control companies' economic and business activities (Cheng et al., 2023).

The research on management accounting is not as rich as that on financial accounting. In order to improve the application of management accounting practices in companies and provide a reference for companies, this research takes Huawei as an example, analyzes

its management accounting practices, studies many problems existing in Chinese companies, and puts forward solutions to provide experience and reference for companies in the world to apply management accounting.

Literature Review

Management accounting is separated from traditional accounting and juxtaposed with financial accounting. It is a branch of business accounting that focuses on optimal decision-making, improvement of operation and management, and improvement of economic benefits for companies. The emergence and development of management accounting have its historical and realistic inevitability. It is inseparable from the development of society. The refinement of the social division of labor, the hybridization of information, and scientific management are closely related to the emergence and development of management accounting.

Management accounting can play a positive role for companies. Existing studies have studied the management accounting practices used by Finnish companies and compared them with the results of management accounting prac-

tices of Australian companies, indicating that adopting financial measures such as product profitability analysis and cost control budgeting positively impacts companies (Ylä-Kujala et al, 2016; Kumarasiri & Gunasekarage, 2017) . In the future, more attention will be paid to new practices such as customer satisfaction surveys and employee attitudes (Hyvnen, 2005), and the role of management accounting has also been studied by Angelakis et al., (2010), proved that management accounting can produce positive effects, especially performance evaluation will be valued in companies. With the advent of the era of the knowledge economy, knowledge has become a key factor for the success and growth of companies. The proper use of performance incentives can improve the improvement and development of company management at the management level (Cui Kai, 2011) and encourage staff to contribute to the company. The word performance can be described as the ability of a company to appreciate investment in business activities that will contribute to continuous self-improvement and the achievement of objectives. Almost all people and companies engaged in other business activities use information technology. Some

scholars have studied the financial performance of companies operating in the IT industry by setting financial indicators. According to the analysis, the companies engaged in information technology service provision have achieved very good financial performance results, and the companies in the IT industry can effectively manage themselves and use performance indicators. There are also studies to explore the impact of organizational and environmental variables on the level of use of management accounting practices (Malichová and Ďurišová, 2015).

Management accounting is important in the economy, and economics and management disciplines have given considerable attention to the small business sector (Ma et al., 2022). However, it has never been fashionable to study management accounting in the small business environment because small businesses are too small to apply management accounting, and there are no standardized standards for management accounting in the practice of small businesses. This requires relevant management accounting scholars and companies to constantly summarize and develop management accounting knowledge and practices. In addition to economic re-

search, some scholars also research management accounting practices from organizational culture, company characteristics, and company environment. It has also been found that organizational culture and management accounting practice interact and can influence each other. At the same time, there are studies on the performance evaluation of management accounting in the environment (Zhang et al., 2022), which put forward an indicator system for comprehensive evaluation of cleaner production management levels, which can also contribute to environmental protection and green development.

Management accounting plays a positive role in companies' development and society's progress. This paper analyzes Huawei's management accounting practices, discusses the common problems in the management accounting practices of Chinese companies, and puts forward corresponding solutions, hoping to contribute to the development of management accounting and promote the application of management accounting practices in companies.

Application Status of Management Accounting in Huawei Company

Huawei improves its business operations through volumetric cost-benefit analysis

The definition of quantitative cost-benefit analysis

Generally speaking, the analysis of volume, cost, and profit is to divide the cost form in the company as the standard and analyze the relevant data among the production capacity, cost, price, and profit of the goods produced to provide the basis for the production decision of the company.

The role of quantitative cost-benefit analysis

Through quantitative and qualitative analysis, we can find the potential growth point of the company in time to continuously improve its product structure, product category, and economic benefit.

Use the analysis method to calculate the break-even point in the company's production and operation to prevent the company's cost from being higher than the profit and effectively prevent the potential loss risk. The break-even point is very important for the company's planning control. The

company can find the break-even point using the break-even analysis method to make a reasonable sales plan.

In the application of volume, cost, and profit analysis, the use of marginal contribution and other auxiliary analysis, learn the profit generated by the company unit input fixed cost according to the sales plan of various products, prices, raw materials, and other aspects of the company to optimize, improve the profit of the company.

In the operation of companies, the poly point calculation of volume, cost, and profit analysis is also a commonly used method. Using the poly point calculation, managers can more accurately locate the main factors affecting profits and improve them in time to better control the company's operation process and efficiency.

The application of volumetric cost-benefit analysis in Huawei

Huawei associates cost, sales volume, unit price, and profit to target potential benefits. Through big data analysis to determine the company's break-even point and in-depth analysis of company production data, make reasonable decisions to determine the

product production plan.

Reduce product costs. By integrating the supply chain, Huawei promotes the integration of production and marketing, improves the efficiency of supply chain management, and forms a clean and efficient supply chain, thereby reducing product costs.

Increase product sales. By expanding product types, increasing sales expenses, and expanding the sales radius of products, Huawei reduces product prices as much as possible to attract customers and increase product sales while ensuring profits.

Raise product prices. By constantly building its brand and improving after-sales service, service quality, product brand awareness, and product quality, Huawei develops better quality and performance products, constantly innovates, expands more functions, provides more value-added services, and increases product pricing.

Motivate Employees Through Performance Evaluation

Performance appraisal definition and usage.

The application of performance evaluation in company management has

been more widespread. In the process of using performance evaluation, the staff of relevant performance evaluation departments of the company shall, by the performance evaluation plan of the company, adopt the critical event method, the operation standard method, and other evaluation methods to evaluate the actual work situation, work attitude and workability of the evaluation objects, and finally issue the evaluation results. The company shall provide remuneration for the evaluation objects according to the results.

The incentive policy is to fully and effectively stimulate the staff's work enthusiasm, continuously enhance the workability and efficiency of the staff, improve the company's comprehensive competitiveness, and lay the foundation for the company's long-term development through bonuses, employee stock ownership, and other ways.

Use performance evaluation to motivate employees by communicating the values and culture of the organization. Due to the busy work schedule, employees sometimes may not have a clear and accurate understanding of organizational goals, especially whether their abilities meet the organization's requirements for their positions. Employ-

ees should work according to the company's goals, but if there is no clear guidance, it is likely to be inconsistent with or even contrary to the company's requirements. Employee performance evaluation is a powerful tool to solve this dilemma, and employees can use it to clarify their priorities.

Use the performance evaluation results to find problems and explore the company's improvement points to motivate employees (Hartnell et al., 2023). Through the implementation of performance evaluation, company managers can find the problems existing in the current company, figure out the problems, and highlight the hidden problems so that managers can explore effective ways to solve the difficulties in time to improve the business performance of companies.

Motivate employees with reasonable and fair evaluation and compensation. Performance evaluation can make employees understand what they are doing well and not doing enough and urge them to improve. Fair and reasonable performance evaluation is very important for company employees. Remuneration includes job promotion, salary, employee benefits, and skills training.

Enhance the competence of man-

agers and employees through performance evaluation. Performance evaluation mainly affects the psychological state of employees by evaluating their performance. It enables leaders to know the working conditions of employees at any time and improve the inconsistent behaviors and methods of original employees, especially for those things that are often not actively done. In this process, managers can improve their management skills, such as communication, planning, and supervision. At the same time, employees will continue to improve their working methods and relevant abilities to pursue higher performance.

The application of performance evaluation in Huawei.

Huawei uses a reasonable performance appraisal system to set performance goals for each employee so that supervisors can guide and adjust employees from time to time according to the goals. At the same time, the management analyzes and compares the assessment results in various aspects at the end of the year. They are constantly revised through communication with multiple subjects to maximize the fairness and objectivity of the assessment results

and combine them with the goals of implementing the incentive mechanism to motivate employees to exceed the target efficiently and strive to contribute to the company's development. Pay special attention to balancing short-term and long-term performance to prevent employees from giving up long-term development to obtain higher performance evaluations.

Work backward from salary. Most companies use conventional methods such as position and performance to determine their salaries when making budgets. However, Huawei takes the opposite approach. When making the budget, it mainly adopts the method of defining tasks according to the salary of employees. In terms of the work arrangement and salary payment of employees, employees can choose the salary according to their situation and then assign the tasks they should undertake according to the selected salary to motivate employees.

Adhere to the performance principles of fairness and efficiency. Huawei regards employee performance appraisal as a management process and realizes the integration of economic business and performance appraisal through the planning, implementation, inspection, and

action cycle. Moreover, shift the focus of performance, employee attitude, and ability assessment to focus on performance improvement and future performance.

Employee stock ownership. Huawei has completely broken the imprisonment of employees, thinking they have nothing to do with themselves. After careful consideration, the company has decided to allocate shares to employees at the price of 1 yuan per share in a certain way. That is, employees can use annual bonuses to buy company shares. This program can improve employees' enthusiasm to contribute and help the company improve.

Practice the core values of the company. Stimulating employees' enthusiasm, in addition to material encouragement, also needs spiritual encouragement. Huawei's values are as follows: Customer-centric: the company should meet customer needs as its goal. Striver-based: only employees' struggle is the basis for companies' long-term development. Long-term hard struggle: both the material level of unremitting struggle, including the spiritual level of the pursuit of self-transcendence. Adhere to self-criticism: starting from oneself, self-criticism, self-reflection, cannot

shirk responsibility.

*Improve Business Operations Through
Risk Management*

Definition and Role of Risk Management.

Risk management is generally the process of minimizing the adverse effects of company risks as much as possible (Islam, 2023). Modern company management attaches great importance to medium-risk management. According to their business conditions, companies analyze the risks and causes of occurrence to put forward effective solutions.

When companies face the lifting of regulations and the opening of the market, the stability of financial operating leverage may be affected, and the financial and operating risks will be greatly increased. Improving the standardization of risk management can help reduce the loss of companies, reduce the probability of decision-making errors, and improve the risk-coping ability of companies (Lucht, 2023; Ren et al., 2023). Risk management can effectively manage various risks. Enable companies to make reasonable decisions and develop stably; Protect the safety and damage of important assets related to the company;

Ensure that companies can successfully achieve their business objectives and play a huge role in the development of companies.

Application of risk management in Huawei.

Based on the COSO model and the ISO 31000 risk management standard, Huawei has designed and improved the risk management system and promulgated the company management process and risk management policy in combination with its own organizational structure and operation mode to improve the operation mechanism and organizational form of company risk management and make the risk management assessment more accurate. The main roles of the system are as follows: Board members are responsible for approving major risks and crisis management plans concerning the company and taking measures for major emergencies. As the primary person responsible for risk management in the business area of the department, each department head must be able to identify and manage risks in a timely and effective manner and reduce company risks as much as possible.

Huawei develops risk management elements in formulating strategic and

business plans. Enable each domain and regional system to identify and assess its risks. In the annual business plan, all areas and regions shall develop risk response plans, manage risk monitoring in the company's daily operation through key management work, and report promptly. Identify the main risk factors in strategic decision-making, plan and

control the risks in business planning and implementation, and effectively guarantee Huawei's sustainable operation. Based on the company's external environment, Huawei constantly improves its risk management policies and processes to enhance its ability to resist risks and promote the healthy development of its business.

Table 1. Cash Statement

(RMB million)	2021	2020	2019
Cash flow from operating activities	59,670	35,218	91384
Cash and short-term investments	416,334	357,366	371040
Long and short-term borrowing	175,100	141,811	112162

Through the analysis of Table 1, it can be concluded that Huawei's operating cash flow, cash, and short-term investment have relatively low growth, while long-term and short-term loans have relatively significant growth. In general, the three are in a growing trend. Liquidity risk is reduced, and effective and reasonable investment can be made while ensuring the capital needs of the company's business development.

We Will Strengthen Cybersecurity and Information Protection

The rapid development of digital information technology brings opportunities to countries, companies, and individuals. However, many network security challenges and problems are also followed, such as the disclosure of personal privacy and the internal information websites of companies being invaded by viruses, which seriously threaten users' information security.

In order to protect consumers' privacy and avoid disclosing confidential corporate information, Huawei has made great efforts in information construction. Through continuous technology research and development, Huawei has built a relatively complete security system. The software engineering that Huawei has invested heavily in research and development has created more secure, reliable, high-quality products. Technology engineering has used the most advanced AI technology in recent years, creating security products and proposing more perfect solutions, further strengthening the supply chain's network security risk management and capacity building (Cadden et al., 2022). Although Huawei's network security technology is far ahead of its peers, it is still striving for excellence and still spends much energy to explore AI network security and enhance privacy protection and governance, and integrates this spirit into the organizational culture, forming a good atmosphere in the company, continuously improving the relevant awareness and ability of employees, and creating more high-quality and secure products for consumers.

Sound Internal Management System

A sound and perfect internal management system is important in promoting the effective operation of companies. The reasonable, effective, and sound internal management system embodies the development prospects and vitalizes. After long-term efforts, Huawei's organizational structure has finally shifted from centralized to decentralized management.

Huawei has formed an internal management system with a matrix organizational structure, which can quickly and comprehensively transfer company information. The matrix is divided into horizontal and vertical directions, with regional organizations being horizontal and the four business units being vertical. Regional organizations are mainly responsible for assisting and monitoring each business center's activities to protect each center's economic business activities. Under the business group, special management personnel take customer needs as the starting point, determine the law, clarify their improvement goals, and establish a perfect company management and operation system.

This kind of organizational structure, layers of nesting, and mutual influence can cope with the complex ex-

ternal competitive environment, better meet the differentiated needs of customers for products, promote the evolution of product characteristics, create characteristic products, constantly promote the development of companies, improve the overall competitiveness of companies.

Problems Existing in the Application of Management Accounting in Company

The management of companies lacks sufficient understanding of management accounting

Management accounting has been effectively applied mainly in the eastern coastal areas. On the contrary, it is rarely applied in the inland. This is because the popularization of management accounting education is lagging, and many small and micro companies do not pay too much attention to optimizing management. The leaders of many companies do not know how to use management accounting, let alone find the important position of management accounting in companies. At the present stage, especially in some small and medium-sized companies, applying management accounting theory does not pay enough attention. This phenomenon is very

common. The leadership of companies did not pay attention to the role of management accounting and did not realize its importance. The leaders of most companies use their own experience instead of theory to guide the economic activities of companies, so management accounting cannot be fully used.

The theory of management accounting is out of line with the reality of company

Although the research progress of management accounting theory in our country is relatively fast, the introduction of management accounting theory into companies often fails to achieve the expected results, and the theoretical research is inconsistent with practice. In the new era, China's economic situation is seeking stability, facing unprecedented opportunities, and developing and progressing rapidly (Ma et al., 2022). However, the theoretical research of management accounting cannot meet the needs of rapid economic development, mainly in the following aspects: there are no clear standards and norms in the basic education of management accounting. China's research direction of management accounting is relatively outdated. The theory is not connected with practice, and the practical experi-

ence is not summarized and popularized promptly.

Since the introduction of management accounting to our country, decades of the application process, there is no data to sort out the problems and experience in the application process, and the successful experience of some small number of companies has not been systematically analyzed and summarized promptly, resulting in the current management accounting has not been well developed.

Company accounting talents are out of touch with The Times

Although the financial accounting personnel's scale is huge, the quality is uneven, many undergraduates may not be accounting majors, and the professional foundation may not be solid (Brockbank et al., 2023). Therefore, for most accounting practitioners, there may be deficiencies such as imperfect knowledge systems, weak professional knowledge base, large differences in professional and technical abilities, and lack of continuing education. Traditional financial personnel are busy with work, and most of their energy focuses on making accounts. As a result, they have less energy to participate in business de-

cision-making and cannot provide accounting information for companies' economic decision-making.

The security of management accounting information is low in the information age

With the development of information technology, the information age is prominent, and information is everywhere in the society. However, while network technology brings high efficiency and convenience, it also causes new problems. For example, network information is stolen, and network information has security risks. With the development of information technology, if companies are not aware of network risk, it is easy to cause the leakage of corporate information and then cause a huge negative impact on companies.

Company financial information system is backward

Management accounting needs to be based on certain accounting information data through the analysis of accounting information data to manage (Dai & Vasarhelyi, 2023). Simple labor cannot meet the needs of management accounting. Most of our companies have realized accounting computerization, but

management accounting financial information system is not popular, and the cost of investing in a financial information system is high, so most companies are discouraged.

The internal management system of the company is not sound

Applying management accounting methods requires companies to have a sound internal management system, while most private companies have certain problems in the internal management system. For example, sole proprietorship companies are generally managed directly by investors, which easily causes arbitrary decision-making and makes errors in companies' decision-making, affecting the healthy development of companies.

Theory cannot be linked to practice

The theoretical application of company management accounting cannot be well connected with practice. First, the market environment, company conditions, and economic conditions faced by each company are different, so the theory cannot be copied. Secondly, because there is no systematic case for reference, it cannot provide experience learning for management accounting

personnel, cannot make theory guide practice, and provide mature experience reference for the application of management accounting.

The Countermeasures of Perfecting Management Accounting in Company

Strengthen leaders' awareness of management accounting

First of all, company decision-makers should pay enough attention to management accounting, participate in relevant professional training, and deepen their understanding of management accounting in order to speed up the internal reform of companies, establish relevant company management accounting systems so that companies can have the application of management accounting theory to practice the environment, to improve and perfect company management continuously. Secondly, business leaders should have a long-term vision, a big-picture view, decisiveness, and be able to pay more attention to the value that financial personnel bring to the company. Company managers should pay great attention to management accounting and take corresponding supporting methods and measures to ensure the smooth implementation of

management accounting in companies. In order to implement management accounting in companies, it is necessary to stimulate the enthusiasm of the members of each department through the performance evaluation mechanism and urge them to strive to complete the company's objectives.

Strengthen the research and development of management accounting

The research and application of the theory of management accounting in China started relatively late, and the main direction of the research is the theory and practice of company management accounting. In the current situation, we should enhance the theory and practice research of management accounting in our country and strengthen the guidance for implementing and constructing management accounting in companies and institutions by strengthening the theory and practice research of management accounting in foreign countries. At the same time, relevant departments must also escort and provide more resource support for management accounting research.

Improve the professional quality of accounting personnel

First, the government needs to strengthen the follow-up career continuing education of the existing accounting practitioners, timely enrich their knowledge structure, and lay a solid professional foundation. At the same time, it encourages accounting practitioners to learn management accounting, constantly deepen the management thinking ability of accounting personnel, and effectively improve the professional quality of accounting practitioners. Secondly, the curriculum design of universities needs to pay more attention to the professional basic education and training of accounting majors so that students can grow into management talents. Colleges and universities should set up special management accounting majors and actively introduce relevant management accounting case teaching so that business management and accounting can be truly integrated together and strengthen the cultivation of students' practical ability. So that future accounting practitioners not only have the basic professional knowledge of financial accounting but also can participate in the management and decision-making of the company.

Ensure the security of management ac-

counting information

The rapid development of network technology has also brought many hidden information dangers to company information security. Network information security has become the top priority of company development, and it is necessary to have a high degree of awareness of information security to prevent the loss of important information. From the technical aspect, we should strengthen the protection of information, and from the personnel aspect, we should improve the awareness and ability of employees' confidentiality.

Introducing advanced information systems

If management accounting wants to be used in companies, it must be supported by an information system to build a company information management platform. The introduction of advanced information systems facilitates the efficient operation of all company departments. Choose systematic and effective information system office software to assist company management, improve office efficiency, optimize management, and create good prospects for the development of companies. At the same time, the theory and method of management

accounting are studied deeply, and the management accounting method is applied flexibly according to its situation.

Improve the internal management system of companies

Improving the internal management system of companies is conducive to their healthy growth and can provide a good internal environment for applying management accounting theory and methods. Company, through the establishment and improvement of corporate rules and regulations and ensuring the implementation of the force, clear the responsibilities of each department, according to the characteristics of the company itself, reasonable set of departmental responsibilities, at the same time to achieve the separation of ownership and management power, do not engage in one word, receive good advice, reward and punishment clearly, improve the personnel management system.

Attach importance to the combination of theory and practice

In order to realize the combination of theory and practice in management accounting, it is necessary to strengthen the construction of management accounting theory and the study of man-

agement accounting application cases to achieve a close combination between theory and practice. First, the relevant institutions should actively engage in constructing management accounting theory. At the same time, we should carefully analyze the application cases of management accounting, grasp the universality of the connection, find the commonality, and provide a basis for the theoretical application of each company. Finally, companies should also actively use theoretical knowledge and actively practice to combine it with practice.

Conclusion

Through in-depth analysis, we can see that management accounting has played a positive role in Huawei's operation that cannot be ignored. In order to give full play to the effectiveness of management accounting, enterprises need to make continuous efforts to improve the theoretical system of management accounting and strengthen the professional training and continuing education of management accounting personnel to improve their professional quality and comprehensive ability. In addition, it is necessary to establish a scientific and reasonable performance

evaluation mechanism to stimulate the enthusiasm and motivation of employees to participate actively in management accounting work.

In addition, enterprises also need to actively explore and innovate the application of management accounting according to their actual situation to improve enterprise management and market competitiveness. Looking forward to the future, with the continuous development of the global economy and knowledge economy, the position of management accounting in enterprises will become more central. Therefore, we need to continue to pay attention to the development trends and changes in management accounting, strengthen academic research and exchanges, promote the innovation and development of management accounting theory, and provide more comprehensive and efficient help and support for the development of enterprises in the era of global competition and knowledge economy.

Future Outlook of Business Management Accounting

The purpose of management accounting is to help the managers of companies make better economic deci-

sions and operation management. With time, management accounting theory is constantly deepened and expanded, and the application of management accounting by companies will become more and more standardized and can create more value. With the change of the epidemic situation, it has gradually shifted to strategic management accounting to adapt to the change in the global economic situation.

In the new era, China has entered a modern society characterized by globalization, collectivization, financialization, modernization, and informatization. The competition China will face will be the

global competition. Under such a fierce competition environment, the evolution of management accounting to strategic management accounting has become inevitable. In our country, strategic management accounting will develop rapidly under the continuous efforts of people from all walks of life. At the same time, as a branch of management accounting, strategic management accounting will further promote the development of management accounting. It will create more and even incalculable value for the development of modern Chinese society shortly.

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