

Analysis on The Cultivation of Management Accounting Talents in Chinese Enterprises

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Abstract: Under the new normal economy, the complex business environment puts forward higher requirements for enterprise financial personnel, and enterprise financial personnel have high expectations for the management accounting function, but there is a big gap in reality. Therefore, through the comparison of the training mode of management accounting talents at home and abroad, this paper puts forward the nine competency skills of Chinese enterprise management accounting talents, and through the research of training methods and training characteristics, details the main training methods corresponding to the nine competency skills. It has a guiding significance for Chinese enterprises to create a management accounting talent training mode suitable for their own development.

Keywords: China, management accounting talents, enterprise training, competence skills, training methods

1. Introduction

Management accounting serves the internal management of enterprises, so it is also known as "internal report accounting", which focuses on improving business management and economic benefits for enterprises. Management accounting is mainly through the analysis and research of the enterprise's present and future capital operation and related business information, to provide scientific operation information for the enterprise's internal managers, and help managers more efficiently carry out enterprise management and decision-making, so as to improve the operation efficiency of the enterprise and ensure that the enterprise's operation and management maintain the optimal state (Matsuoka, 2020). However, with the increasing competition of enterprises and the arrival of the new normal economy, management accounting must go deep into all aspects of enterprise operation and management (Othman & Mamat Zambri, 2021). At the same time, enterprises also put forward higher standards and requirements for the financial processing ability and practical ability of management accounting talents. Therefore, the training of management accounting talents is particularly important in enterprises. At the same time, the research work in this field is relatively scarce in China. Moreover, there is no clear definition of the specific functions of management accounting talents and the post responsibilities of relevant personnel, The relevant training institutions do not have enough understanding of the competency of management accounting talents, and the analysis of management accounting talents combined with the development status of Chinese enterprises has not been carried out.

Therefore, the training of management accounting talents in China has not determined a clear training direction, let alone established a more scientific talent training system (Junrui & Donglin, 2005). It can be said that China's management accounting industry has a long way to go on the scientific and advanced road. At the same time, there are many problems in the professional technology related to management accounting, and the training of management accounting talents should be more important for enterprises, and it is a link that should be highly valued, Under the scientific and advanced training mode, only by effectively training the necessary competence can we cultivate excellent management accounting talents with comprehensive quality and meet the needs of current enterprise development (Liping & Ling, 2011).

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2. An analysis of the specific functions of management accounting talents in chinese enterprises

Based on the definition of "senior accounting talents" (Peng et al., 2016, Maiga, 2019), this paper defines management accounting talents as: proficient in accounting business, familiar with market rules, with international vision, master financial, financial, internal control, legal, information and other knowledge, and be able to participate in enterprise management decision-making, strategic operation, at the same time, have the ability to solve complex problems, high level talents who grasp the trend of the industry (Brandau & Hoffjan, 2010).

However, in today's listed enterprises, most enterprises do not set up a specific management accounting department, and the management accounting work is mainly performed by the financial department. How to define the specific functions of management accounting and how to distinguish it from the functions of financial management has always been an important topic of academic debate. According to Kopp & Karin (2013) in draft of the Ministry of finance, financial management is the direct management of enterprise capital operation and financial operation. The specific work of financial management includes the verification, collection, application, distribution and recovery of funds. The main purpose of its work is to optimize the financial situation of enterprises and improve the income of enterprise operation, The focus of financial management lies in the management of the company's financial operation. In 2008, Zhanhua (2008) pointed out that the basic functions of management accounting should be summarized as follows: the function of participating in business decision-making; The function of forecasting business prospects; The intelligence of controlling business process; The function of planning business objectives; The function of evaluating business performance.

Combined with the practical work of management accounting and related research, this paper thinks that the specific functions of management accounting should also include cost management, financial forecast management, budget management, financial data analysis management, and should also provide financial and non-financial information for management to support risk management, business decision management, department performance appraisal and evaluation Participate in the company's financial planning strategy. Therefore, this paper holds that the functions of management accounting are very comprehensive and balanced (Waweru, 2010). Compared with financial management, the focus of management accounting is more on the accounting of enterprise financial work. The connection between the two is that the main purpose is to improve the management efficiency and financial income of enterprises through the management of enterprise operation, Management accounting and financial management work are often cross and complement each other. They are not only included, but also cannot generalize the specific functions.

The specific work of management accounting is generally scattered in different departments, which also causes it to play a better benefit in different levels of management work. In the practical work of management accounting, the traditional functions of management accounting, such as performance indicators, cost management, budget management and financial forecast, are the main work of most management accounting personnel, but their work in market research, analysis of competitors, improvement of business efficiency, department performance appraisal and evaluation are not very perfect. Of course, this is also due to the diversification of management accounting functions, so overall, management accounting plays a very important role in the operation and management process of the whole enterprise.

3. Analysis on the post responsibility of management accounting talents in chinese enterprises

Post responsibility refers to the work content and work scope of the corresponding post, and it is to evaluate the professional ability of a staff member and the completion degree of post responsibility. If the position of management accounting post responsibility in an enterprise is vague, and there is no clear definition of post responsibility, it is easy to lead to management accountants' arbitrary management state due to personal subjectivity, resulting in differences in work results. It is found that 42% of the listed companies do not have a clear definition of the responsibilities of management accounting, and more than half of the companies do not have a specific description of the responsibilities of management accounting.

However, Li, Cheng, & Zhong (2009) pointed out that: in Sino foreign joint ventures and wholly foreign-owned enterprises, there are relatively clear descriptions of management accounting post responsibilities, and there are post responsibility letters for corresponding posts, there are clear and specific functional requirements for management accountants, and there is a relatively standardized and professional post responsibility requirements system. Therefore, management accounting is an indispensable function in the enterprise, and its clear definition of management accounting post responsibility is also an important link that cannot be ignored. Therefore, only when Chinese listed enterprises have a clear understanding of the responsibilities of management accounting, can they carry out management accounting reasonably and efficiently, and pave the way for the efficient management and sound development of enterprises.

4. Analysis on the competence of management accounting talents in chinese enterprises

In order to improve the comprehensive quality and practical work ability of management accounting talents, ensure to provide high-quality service for enterprise operation and management, and promote the rapid development of management accounting industry, from the 1980s, foreign countries began to conduct a more scientific and systematic research on the competency of management accounting talents. Throughout China, it is only in recent years that some unified and standardized work has been carried out on the competency requirements and contents of management accounting talents. At the same time, a more scientific and standardized evaluation model has been established. However, in most of the listed companies, the requirements for management accounting talents are still focused on professional skills, and there is a general lack of research on the competence of management accounting talents. Moreover, having the professional competence of management accounting is not equal to having the competence required by management accounting, but both of them evaluate the professionalism and professionalism of management accounting talents, all of them are hard indicators of great significance. Therefore, due to the earlier research on the competency of management accounting talents in foreign countries, and the formation of a more scientific and systematic research results, many foreign research results are very worthy of reference and research in China. Applying them to the training of management accounting talents in China can make the mode of management accounting talents in Chinese enterprises more cutting-edge.

In the 1960s, the American Institute of Certified Public Accountants (AICPA) began to do some research on the professional competence of accounting personnel. In 1999, it issued the framework of core competence for entering the accounting profession, The competency of accounting talents can be divided into three types: functional competency, personal competency and broad business vision. This is a more comprehensive ability requirement for management accounting talents. According to AICPA's definition of management accounting talents' competence, management accounting talents should not only take Mastering Technical and professional ability as the premise, but also be competent for personal technical ability of professional work, and be able to analyze and answer problems in practical work reasonably and efficiently, to be able to predict and plan the business prospects of enterprise development, etc (Dawu, 2004).

In 2013, Zehetner et al. (2013) Held that "the hard skills required by the American Institute of Management Accountants (IMA) for management accountants at the beginning of their work are to master the professional knowledge of budget, accounting, tax accounting and cost accounting, and with the extension of working hours, they also need to master the skills of forecasting, project management and risk analysis, And strengthen the evaluation of enterprise resource planning system to manage process and control enterprise risk. "In 2010, Yuting & Hong (2010) put forward that "senior management accounting talents should have five professional abilities, namely, the level of policy theory; the level of management accounting talents should have five professional abilities; Financial management ability; The judgment ability of accounting policy; The internal control ability of the organization and implementation of the enterprise; The ability to use financial accounting information to provide suggestions and opinions to management decision-makers. " Based on the above two arguments at home and abroad as well as the practical experience in management accounting, this paper believes that the skills required for management accounting talents can be roughly divided into: cost management technology, tools and methods of management accounting, skills of data analysis, application of science and technology and related software, identification of potential risks, familiarity with the business model of the enterprise, the ability to choose strategies, and the ability to make decisions Grasp the impact of macro-economy on enterprises and grasp the prospect of the industry, a total of nine professional skills.

At the same time, among the nine professional abilities, the basic skills for management accounting talents are: familiar with the business model of enterprises, data analysis skills, cost management technology, management accounting tools and methods. These four points are the most basic and widely used professional skills in management accounting, which are necessary for almost all enterprises. The other five kinds of professional skills, such as grasping the prospect of the industry and grasping the influence of macro economy on enterprises, belong to relatively advanced professional skills, which are quite different in the application of enterprises at different levels. Therefore, compared with high-level management accounting talents, the competence of low-level management accounting personnel in basic professional skills such as cost management technology, management accounting tools and methods is more important. However, the requirements for professional competence in data analysis are basically the same, because data analysis is a crucial technical link in management accounting, In the practical work of management accounting, it is impossible to make the best decision without detailed analysis of data.

In the wholly foreign-owned enterprises or Sino foreign joint ventures, not only the definition of management accounting responsibilities is more standardized and reasonable than that of wholly state-owned enterprises and state-owned holding enterprises, but also the proportion of competent personnel in management accounting positions has great advantages. According to the survey of Rui, Suqing, & Xian Yue (2012), in the survey of some state-owned enterprises and foreign-funded enterprises, only about 30% of the state-owned enterprises clearly set the competency of management accountants, and more than 50% of them are wholly foreign-owned enterprises and Sino foreign joint

ventures. Although at this stage, there are few enterprises in China that can clearly set the competency of management accounting personnel, it can also be seen that foreign enterprises do better than state-owned enterprises in the standardization of management accounting work. Therefore, state-owned enterprises should increase the reference and learning in this aspect.

5. The training mode of management accounting talents in chinese enterprises

Management accounting is an important position in the whole process of an enterprise. Enterprises have a lot of demand for excellent management accounting talents. However, in the current management accounting talent training work, there is still a shortage of supply. High quality management accounting talents cannot be cultivated in large quantities to supply and solve the large demand for excellent management accounting talents in many enterprises. Moreover, the current situation of management accounting personnel training in enterprises is not optimistic. Only a few enterprises have departments especially responsible for the training of management accounting personnel, while most enterprises leave the training of management accounting personnel to other relevant departments for management, and even some enterprises have no plans for the training of management accounting personnel. It can be seen that most enterprises pay more attention to the cultivation of management accounting talents. Even if there is no professional department, there are other departments to carry out the cultivation of management accounting talents to a certain extent. However, as far as the current training work is concerned, most Chinese enterprises do not have a more scientific and standardized management accounting personnel training program, which is worthy of attention and urgent need to change.

The 21st century is an era that attaches great importance to talents. The corresponding quantity and quality of talents in the industry will inevitably determine the development prospects of enterprises. As far as the current training methods are concerned, the research on the training methods of managerial accountants' competence is not very deep in China, and the training objectives, education methods, curriculum design and ability training of managerial accountants are not very clear. Therefore, it is very important for enterprises to seek a scientific, standardized and suitable training mode of management accounting talents. In contrast, the management accounting industry in foreign countries started very early. It has a relatively standardized management mode, a relatively professional technical ability and a relatively scientific personnel training program. Therefore, China should learn more advanced management technologies and methods from foreign countries and reasonably apply them to China's management accounting personnel training.

Based on this, through the reference of foreign advanced management accounting personnel training mode, and the investigation and research of relevant experts on China's different levels of enterprise management accounting personnel training work, this paper believes that the main training methods to adapt to the development trend of China's management accounting industry should include nine aspects, namely, external investigation and exchange, on-the-job improvement of academic qualifications, training mode of enterprise management accounting personnel training On the job self-exploration, on-the-job supervisor's guidance, organization of internal training, inter departmental discussion within the company, participation in external training and forums, temporary transfer of business departments for in-depth understanding and job rotation.

Moreover, through the in-depth study of the current management accounting personnel training work, this paper believes that: for different levels and different management accounting personnel competency training, the main training methods are also different. First, cost management technology, knowledge and methods of management accounting tools, data analysis skills and the use of science and technology and related software, the main training methods of these four basic management accounting personnel competency skills should be: on-the-job self-exploration, organization of internal training, job rotation, and on-the-job education.

Second, in grasping the influence of macro-economy on enterprises, the prospect and grasp of the industry, the cultivation of the competency of these two types of higher-level management accounting personnel should be mainly based on the training methods of on-the-job supervisor guidance, participation in external training and forums, and external investigation and exchange.

Third, for the three competencies of being familiar with the business model of the enterprise, the ability to evaluate the strategic choice and the knowledge of potential risks, it is more important to choose the company's cross department discussion, on-the-job supervisor's guidance, on-the-job self-exploration and temporary business department for in-depth understanding. In addition, for professional qualification, it is generally only the main training method in the knowledge and methods of data analysis skills and management accounting tools, and the competency of these two kinds of management accounting personnel is also the most basic skills. Therefore, based on the above training methods, this paper believes that the training of management accounting talents should adhere to the basic principle of teaching students in accordance with their aptitude, and there should be different education programs for different management accounting personnel, so as to improve the efficiency of management accounting talents training.

6. The training characteristics of management accounting talents in chinese enterprises

In this paper, after investigating a lot of information on the training of management accounting talents, we find that only a small number of management accounting talents are satisfied with the existing training methods. Therefore, we can see that there are many deficiencies in the training of management accounting talents in Chinese enterprises. And most enterprises do not have the work of performance appraisal of management accounting personnel with competency. Therefore, there are still many defects in the training of management accounting talents in Chinese enterprises, and the improvement of the scheme and system still needs a long way to go.

Different enterprises in China have different ways of training management accounting talents. Therefore, different ways of training management accounting talents cannot be satisfactory. Therefore, a good training program must be completed in continuous improvement and consideration, which is often the result of many non-program integration of advantages, eliminating the rough and extracting the fine. Moreover, Chinese and foreign enterprises have their own advantages and characteristics in training management accounting talents, but they usually adopt the integration scheme of several training modes (Karagiannis, Cherikh, & Elsner, 2021).

In most enterprises in China, the quarterly evaluation of management personnel training is usually presented in the form of Research Report. At the same time, if the research report is approved as excellent staff, they should explain and demonstrate their research results to the staff of various departments at the annual meeting of the company. This kind of good training characteristics, it can promote the good practices to other departments, play a guiding effect, promote the spread of good practices in the company, create a harmonious working and open atmosphere in the company, and encourage all employees to make suggestions for the development of the company.

Of course, the training characteristics of foreign related enterprises can also be used for reference. Foreign enterprises attach great importance to the training of practical ability and comprehensive quality of management accounting professionals, so that some companies will let their employees take part in some professional course's guidance and examinations (Ng & Siu, 2004). Of course, in-service training is also the main way for foreign enterprises to cultivate management accounting professionals. Of course, whenever there are some scientific new technologies and theories in the management accounting industry, foreign companies will carry out training and teaching as soon as possible, and send representatives to participate in the training. Moreover, when the training is over, the representatives who participate in the training should explain the courses to other colleagues, so as to popularize more professional management accounting knowledge, so that the company's management accounting professional level can keep up with the pace of progress of the times. On the other hand, due to the introduction of more scientific and new technology, the work efficiency of management accounting talents is also improved.

7. Conclusions

With the issuance of "opinions on supporting the healthy development of small and micro enterprises" by the State Council of China in 2014, ten aspects of policies and measures will be fully implemented. At the same time, management accounting is bound to play a more important role in the work and operation of enterprises. It will mainly serve the internal management of enterprises, and play the role of improving the operation and management of enterprises to improve economic efficiency. Moreover, management accounting is mainly through the analysis and research of the enterprise's present and future capital operation and related business information, to provide scientific operation information for the enterprise's internal managers, and help the managers to carry out enterprise management and decision-making more efficiently, so as to improve the enterprise's operation efficiency and ensure the enterprise's operation and management to maintain the optimal state.

In today's business environment full of more and more challenges and unknown factors, the requirements for professional ability and practical problem-solving ability of management accounting talents are also higher and higher. It is more and more important for some management accounting talents to possess advanced competence, such as grasping the influence of macro-economy on enterprises, evaluating the strategic choice, and recognizing the potential risks. This is because in today's competitive enterprise operation environment, there are many unknown possibilities for the future planning of the enterprise, which requires management accountants to have broad business mind and good business planning ability, It must be worthy of more attention of Chinese enterprises.

At the same time, Chinese enterprises should help management accountants to improve their professional ability, professional level and comprehensive quality through corresponding effective training methods, and relevant enterprises should also use different training methods, choose different training characteristics and adopt different training methods according to their own environment and industry characteristics, To cultivate excellent management accounting professionals. In order to ensure that the management accounting personnel can use their professional ability more freely, at the same time, they can also solve practical problems efficiently combined with the actual situation (Zhang, Luan, & Wang, 2014).

In the process of cultivating the practical ability of management accounting talents, apprenticeship and tutorial system are very effective training means. Foreign enterprises are ahead of Chinese enterprises in cultivating the

all-round ability of management accountants. Therefore, Chinese enterprises should learn from various scientific and advanced ideas and create their own talent training system on the premise of combining with the actual situation of enterprise development. Finally, this paper needs to point out that it is not enough to speed up the development of the whole enterprise by cultivating the competency of management accounting talents, even if it has a scientific and advanced training mode. It should also include the high attention of the enterprise management, and create a good enterprise environment, so that the training of management accounting talents in the enterprise can be carried out smoothly.

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