

Projects awarded grants in 2013

Building Talent for Finance and Accounting Shared Services Industry: Associate Professor Dr. Aini Aman, (principal researcher) and Dr Rozita Amiruddin, Universiti Kebangsaan Malaysia

Talent development has been widely studied in previous literatures (Vaiman and Collings 2013; Lewis and Heckman 2006). Yet, little efforts have been done to understand talent development in specific organizational and industrial contexts (Vaiman and Collings 2013) especially in Finance and Accounting Shared Service Centre (SSC).

The objective of this study is to understand the development of talent in Finance and Accounting SSC. Specifically, this study attempt to answer the following research questions:

- a) What are the required talents needed for graduates to be employed in Finance and Accounting SSC?
- b) How can universities support the development of talent in Finance and Accounting SSC?

The benefits will enable professional bodies to identify qualification and training needs for the future, and at a community and individual level to protect, jobs, careers and livelihoods. Specifically, for:

- CIMA – as a guide for future training development programme.
- Professional accountants / Students – as a guide for applying job in SSC.
- Managers in shared services – as inputs to attract, develop and retain talent.
- Policy makers in government sectors –guideline for formulating economic strategy for talent development especially for shared service industry.

Environmental Management Accounting and Sustainability In Sensitive Industries: A Qualitative Approach: Associate Professor Dr. Ruzita Jusoh (principal researcher), Dr Norhayah Zulkifli, Dr Dalilawati Zainal, and Norsyahida Mokhtar, University of Malaya

The study focuses on companies from environmentally sensitive industries classified by Bursa Malaysia. This research will adopt a multiple case study approach since EMA as well as sustainability are relatively new and emerging area in accounting particularly with regards to Malaysia. Two environmentally sensitive companies will be identified and selected based on the criteria of the companies and in particular the willingness of the companies to participate in the case study. As many data from various sources of information will be gathered such as among others, interviews with key personnel of the companies, examination of annual reports and other documentation, and direct as well as participant observation.

Findings of the study would help the environmentally sensitive companies in implementing EMA by managing the environmental costs and benefits effectively and efficiently. Implementation of EMA would give positive impacts on the companies' economic and environmental performance which in turn would encourage companywide compliance of environmental laws and regulations. This study would open up the possibility that besides environmentally sensitive industries, EMA is also suitable for the wider industries and economy with sustainability agenda.

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Performance Management Of Local Government: A Comparative Study Of Malaysia And Indonesia: Associate Professor Dr. Siti Nabiha Abdul Khalid, (principal researcher), Teddy Jurnal, and Meiliana Suparman, Universiti Sains Malaysia

The research will shed lights on the way that a specific management accounting tool, i.e., the performance management system, can be used to improve service delivery and enhances accountability. The comparative study of the four local authorities in different context (Malaysia and Indonesia) and with different levels of performance could provide the evidence of both the advantages and disadvantages of the different variants of Performance Management (i.e, in terms of the design, implementation, usage and transparency of information).

The objectives of the research will enable us:

1. To determine the system used to manage performance of local government in Indonesia and Malaysia.
2. To analyse how the system were designed by the local government to gain a more efficient and effective service delivery.
3. To analyse the differences in the way the performance management system is used between the higher and lower ranked local government in Malaysia and Indonesia
4. To compare the usage of performance information between higher and lower ranked local government in Indonesia and Malaysia.

The output of this research would be helpful for CIMA in designing their training materials specifically on the module on Managing of Enterprise Performance. This is also helpful for management accountants and other professional accountants in providing their services to the public organisations. This research could also lead to input to governmental policy with regard to improvement in the governmental guidelines for practice of performance management system in local government.

Achieving Competitive Advantage Through Knowledge Management: Evidence from Malaysian SMEs: Lee Voon Hsien, (principal researcher), Alex Foo Tun Lee, Leong Lai Ying, and Professor Ooi Keng Boon, Universiti Tunku Abdul Rahman

KM is becoming popular among organizations in recent years, as companies possessing the ability to create, manage and apply the knowledge at hand have an edge over the rest. It has been concluded that an organization that learns is an organization that innovates. Innovation, considered as an intangible asset that is close to impossible to imitate, is recognized as an organizational capital that holds the key to securing a sustainable competitive advantage in the marketplace. Companies, in particularly those that depend strongly on complicated technologies and are competing globally, are more exposed to the many challenges faced due to the rapid changes in technology. As such, it is vital for both practitioners and managers alike to conduct a research on the topic of KM and innovation, to ensure the sustainability of firms.

The expected outcome of this study will create awareness and present empirical evidence supporting the perception of KM being an effective coordinating mechanism and help the Malaysian SMEs to realise the importance of KM in improving their ability to innovate, which in turn may bring about competitive advantage to the firms. In other words, CIMA proposals of such research themes will have helped the sustainability and growth of the Malaysian SMEs.

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The Ecoefficiency Cost Management of a Coal Mining Company: Dr. Ancella Anitawati Hermawan (principal researcher), Assistant Professor Dr. Dewi Fitriasari and Dr. Ali Djamhuri (mentor), University of Indonesia

Ecoefficiency in the proposed research refers to the environmental performance of the company and the productivity of the company resulting from the ecoefficiency. The cost and financial parts of the efficiency are rarely analysed at the academic level. Furthermore, how the cost and financial parts are actually managed is barely known. The proposed research will bring about rare knowledge about ecoefficiency cost management in a company that operates under high environmental risk.

The proposed research project is a case study in a large coal mining company in Indonesia. The research will include costs and income statement-related data from before and after sustainability reporting become obligatory in Indonesia. The before and after data are expected to provide information about changes in environmental costs and company's productivity before and after sustainability reporting becomes obligatory in Indonesia. The research will cover cost management standard operational procedures before and after the obligatory sustainability reporting.

The cost management and ecoefficiency performance data will clarify whether the efficiency will lead to improved productivity and, therefore, potentially lead to better national economic contribution or will restrict productivity and, therefore, potentially lead to limited national economic contribution.

Managing Performance of Intellectual Property: Dr. Corazon Gaanan Anzano (principal researcher), Challoner Matero, Melanie B. De Ocampo, Gerard L. Go and Marites A. Khanser, University of San Carlos, Cebu City, Philippines

This proposed research is a case study on how a Philippine manufacturing company with a global reach manages its intellectual properties and measure their impact on company's business performance. It will conduct an intellectual property (IP) performance audit in order to ascertain the extent of IP management and arrive at an effective IP valuation. This is needed to support management decision in the allocation of investment into developing and acquiring more knowledge. It will likewise look into management accounting and control of the company's intellectual property assets so as to maximize their value.

The study will provide CIMA with an intellectual property valuation method which its clients can use in measuring intellectual property assets and in managing their performance. The Intellectual Property Performance Audit methodology will equip CIMA members with a management tool to identify which IPs are contributing significantly to business performance.

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Best practices of a social enterprise in the Philippines: Dr. Lauro Cipriano R Silapan Jr. (principal researcher), Marites A. Khanser, Lolita V. Velita and Atty. Christopher C. Malaya, University of San Carlos, Cebu City, Philippines

This proposed research is an attempt to explain how and why social enterprises in the Philippines with high level of achievement of its social mission and other objectives successfully manage to stay sustainable. This proposed study aims to describe the nature and characteristics of the selected social enterprises (SE). The study also aims to determine the best practices of social enterprises that contributed to a high level of performance in achieving their social mission as well as the other objectives in the social enterprise balanced scorecard (SEBSC). The study also intends to determine leadership challenges in managing the SE. Lastly, the study aims to present an alternate model of social entrepreneurship in the Southeast Asian context particularly in the Philippine setting.

The proposed model can serve as a guide in the development of a system of social accounting that captures transactions related to the key perspectives of the SEBSC. The model may be used by CIMA and other development organizations in assessing the sustainability of existing social enterprises in Southeast Asia particularly in the Philippines.

Measuring Carbon Trading and Footprints of Companies in Southeast Asia: Dr. Marites A. Khanser (principal researcher), Adrian Galido and Concepcion Racaza, University of San Carlos, Cebu City, Philippines

This research will develop four case studies of Asian companies that implemented carbon emission reduction initiatives. The study will investigate how these firms measure the carbon trading and footprints from the management accounting and control perspective in order to recommend policies on carbon management accounting and control and to propose a strategic roadmap. The study will likewise investigate the practices of these companies in managing their carbon trading and footprints and the incentives and rewards for those who succeed in reducing their carbon emissions and their impact on the firm's stakeholders.

The outcomes of this research will benefit CIMA along best practices of companies implementing carbon trading and footprint as well as have a strategic roadmap that will provide direction on carbon trading and footprint management accounting and control for the ASEAN Region. The identification of policy implications will lead to policy research and advocacy that CIMA members and researchers may undertake.