

Problems and Countermeasures of Financial Enterprise Management Accounting

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Abstract

Under the circumstance that interest rate liberalization has been implemented for many years, the narrowing of interest spreads, the slowdown of profit growth and the decline of scale growth rate of commercial banks have become the new normal. Assets and liabilities, operating income structure and business development model may all affect the future of the financial industry. Huge impact, the large-scale expansion of high capital consumption is no longer a smooth road. Faced with the new competitive environment, how to meet the challenges and how to improve management efficiency and profitability is a major problem for enterprises. Strengthening cost management and attaching importance to management accounting will become an important strategy for the healthy and sustainable development of the company. This paper analyzes the current problems of financial enterprises, especially small and medium-sized banks, in the application of management accounting, and puts forward some solutions.

Keywords

Management Accounting; Financial Enterprises; Problems and Countermeasures.

1. Introduction

Management accounting mainly originated from the use of internal measurement by some cutting-edge manufacturing enterprises in the early 19th century, mainly for the purpose of reflecting cost management and related information more accurately and reasonably. The development of management accounting to this day has become a management method that integrates data analysis, process control and strategic planning, and penetrates into all aspects of the enterprise. A series of theoretical concepts such as responsibility center, quality performance, and operation cost method have been derived, as well as technical methods such as cost management control and performance evaluation system. In the current era of big data and information technology, management accounting will, on the basis of improving the efficiency of data collection and processing, further enhance the ability to guide the development direction of enterprises, effectively promote the improvement of enterprise quality and efficiency, ensure forward-looking decision-making, and enhance the competitiveness of enterprises. This change also poses a challenge to the business level of management and accounting personnel, and only complex talents with perfect knowledge structure and good understanding of all aspects of enterprise operations can be competent for their work [2].

It is very necessary for financial enterprises to implement management accounting. First, there is no living space for extensive operation mode, so fine management is the only way. At present, financial market competition is fierce and interest rate liberalization has become mature. Financial enterprises generally face the unprofitable situation of narrowing interest margin and increasing costs. Traditional extensive management lacks core competitiveness, and refined management is the inevitable choice for enterprises to improve operating efficiency and

establish sustainable development strategy. Strengthening financial cost accounting is imperative and imminent. Only by giving full play to the role of management accounting, correctly understanding the deficiencies, actively adjusting the strategic objectives, striving to adapt to the changing environment, making full use of analytical tools, broadening the source of income, controlling costs and expenses, scientific pricing and strengthening financial cost management, can enterprises be promoted to take the road of healthy, stable and scientific development.

Second, capital constraints force financial enterprises to control scale and improve management. The capital constraint of commercial banks is intended to improve the anti-risk ability and fluidity of the banking industry. However, from the perspective of financial enterprises, especially small and medium-sized banks, the increase of capital adequacy ratio brings the pressure of insufficient capital which needs to be greatly supplemented. However, no matter the core tier 1 capital or tier 2 capital instruments, all of them have the problem of high issuance threshold and cost to varying degrees, which has a great restriction on scale expansion and a great influence on the improvement of profitability. In the case of limited scale, it is particularly important to tap the potential from inside, to inward profit and efficiency [2].

2. Problems Existing in Financial Enterprise Management Accounting

2.1. More Theoretical, Difficult to Combine with the Actual Management

At present, China's management accounting is still in the early stage of development, most of the relevant theories come from abroad, and there are incompatibilities with the actual situation of China. Academic circles also have different views on the functions and development direction of management accounting, leading to some fuzzy and incomplete problems in the theory itself. At the same time, in practice, some mature western work processes and methods are difficult to change according to the industry and demand of the enterprise, and it is difficult to really implement them. As a result, the system and model established by some enterprises are superficial, unable to play their due role, but increase the cost.

2.2. Lack of Specific Guidelines, Norms, Cases and Systematic Methods for Financial Enterprises

The financial industry has many types of business, complex data management and a wide range of assessment and evaluation, so it has higher requirements for management accounting. But specifically for current financial management of enterprise accounting guidelines and related specification is almost blank, the financial department to write fewer management accounting cases involving financial companies or only large and medium-sized Banks, small and medium-sized Banks management accounting at the exploration stage for the most part, there is no effective, can draw lessons from real application of systematic method, The guidance for optimizing operation and management is not strong.

2.3. The Application Cost is High, and the Supporting Facilities are More Complicated

If management accounting wants to really play a role, it needs to establish a management system and learn from advanced experience, which means a large amount of investment in human, material and financial resources. Especially, if the existing financial and business management system of the enterprise has a single function or is not compatible, it needs to lay the foundation again, and it needs greater capital investment. For small and medium-sized financial enterprises, they may be discouraged by the fear of large investment, difficult to quantify the returns and unpredictable effects, and may also be opposed by internal departments or external shareholders.

2.4. Insufficient Understanding, it is Difficult to Establish a Cross-departmental Coordination Mechanism

Under the framework of management accounting, the responsibility of financial accounting department needs to be repositioned. At present, in the eyes of senior management and business departments of many enterprises, the concept that financial accounting can only provide original records and reflect the role is still deeply rooted, and little is known about management accounting.

Therefore, the establishment of the new mechanism requires a unified understanding at the enterprise level and the establishment of a coordination mechanism. However, as the new mechanism needs to break the existing operation mode, and in the view of other departments, the financial and accounting department has the meaning of "competing for power and profit" or trying to surpass other departments, there are some difficulties and obstacles in its implementation.

2.5. The Professional Quality of Personnel is Difficult to Meet the Requirements

The necessary management height and strategic vision of management accounting determines that industry personnel need to have the ability of information collection, analysis and reporting, and need to have a comprehensive understanding of financial information and business management information. But from the current domestic current situation of management accounting personnel, professional, systemic, sustained highlighted the problem of insufficient training, main performance in the professional qualification for failing to keep up with, related cases of actual combat is not strong, the good and bad are intermingled of social training institution, cause financial personnel is lack of practical ability, wide range of knowledge is not, the problem of inaccurate information mining and so on, Unable to reach the management height. However, it is difficult for a single financial enterprise or even an industry to cultivate a large number of compound talents, so it is necessary to pay more attention to it at a higher level, broaden the source of talents and improve the professional quality.

3. Countermeasures to Improve the Existing Problems of Management Accounting in Financial Enterprises

3.1. Accelerate the Standardization of Management Accounting Discipline Construction Process

Management accounting is a discipline, and the construction of theoretical framework and system is the most important foundation. The first is to learn and understand foreign advanced management accounting concepts thoroughly, find out the core application value, discard some inapplicable content, and gradually establish a theoretical system suitable for our country. The second is to combine my country's market economic system and the actual situation of enterprises, through in-depth research and exploration, organically combine practical needs with existing theories, strive to solve existing problems, enrich the theoretical system, expand the scope of coverage, and establish a relatively standardized system of standards. The third is to study a more practical and operational management plan based on the theoretical basis, combined with multidisciplinary knowledge and new technologies. The fourth is to establish a more standardized higher education system. Compilation of complete and standardized higher education textbooks, wide-ranging disciplines, and training of professional talents.

3.2. Strengthen Theoretical Research and Combine Exploration with Practice

For financial enterprises, the management accounting is more important to solve the problem of management practice, finance, management association of colleges and universities, financial

industry, regulators, and large financial enterprises shall improve the importance, play together, through the communication methods such as seminars, experts, studies a more practical case of management accounting. Promote the advanced experience from large financial enterprises to small and medium-sized enterprises, put the theory into practice, develop scientific and reasonable management system and operation procedures according to the requirements of management accounting refinement, establish effective collection, analysis, report, assessment system, better service for enterprises.

3.3. Combined with Information Construction, Reduce the Cost of Management Accounting Information Application

In the era of big data, the construction of the management system should first solve the problem of information source, storage and processing. Enterprises should take into account the needs of management accounting at the bottom of data construction, break the departmental restrictions, and establish different demand models such as business layer, data layer, and decision-making layer. It is necessary to establish a company data management system and data warehouse, and form a set of its own data analysis process, as shown in Figure 1. Relying on cloud computing platforms and establishing ERP systems to improve the level of automated processing, ensure the standardization and drilling efficiency of data sources, avoid duplicate development, reduce acquisition costs, help enterprises obtain more high-quality information, and combine the needs of enterprises and management tendencies, continuously optimize data, and effectively improve work efficiency [5].

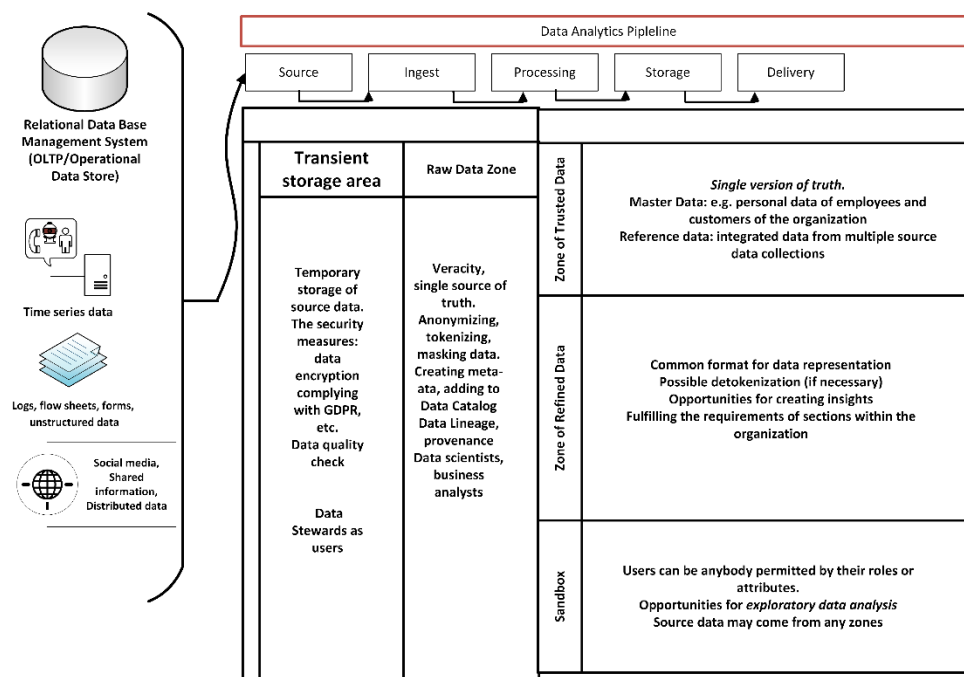


Figure 1. Database reference architecture and data analysis pipeline adopted by corporate management

3.4. Financial Companies should Raise Awareness

3.4.1. Financial Enterprises should Improve the Cost Management System and Optimize the Top-level Design

First, we should reposition the responsibilities of the financial accounting department, improve the status of management accounting within the enterprise, change the inherent understanding or bias of senior management on management accounting, unify ideas and vigorously promote it, so as to obtain the recognition and attention of all internal business departments, facilitate the acquisition of data and resources and promote the smooth and efficient operation of

relevant work. The management of an enterprise shall take the lead in actively learning management accounting theory and mastering basic methods.

The second is to establish the cost accounting management system, strengthen the accounting consciousness, set up a unified cost management accounting concept, through the implementation of the responsibility system, make the enterprise all consciously budget carefully, improve efficiency.

The third is to set up an input-output system. Establish a comprehensive cost management accounting model, change from the traditional static control mode to the dynamic control mode, and advance cost management from post-event accounting to pre-planning and in-process control. Through input-output analysis, scientific input and maximum output are realized, so as to guide internal cost and expenditure decisions. The fourth is to improve the cost accounting supervision system. From the perspective of functional departments, responsibility centers at all levels can be established, controllable costs can be distributed step by step, and cost management control of each link can be more effectively supervised.

3.4.2. Improve the Asset-liability Structure and Improve the Quality and Efficiency of Management

Financial enterprises should profoundly understand the forward-looking advantages of asset and liability management, integrate the corporate governance system, gradually establish a refined asset and liability management structure, establish management accounting concepts such as economic added value and balanced scorecard, and improve management efficiency. On this basis, it is necessary to clearly define investment and financing strategies, policies, plans, etc., rationally allocate manpower, expenses, economic capital, and other resources, make full use of management tools and channels, do a good job of analyzing, monitoring, and correcting liquidity, interest rates, interest rate differentials, FTP, and other aspects, improve the scientific nature and enforceability of calculations, track the deviation of scale, returns, and budgets in the actual business environment, timely adjust products and market strategies, and achieve a balance between risks and returns.

3.5. Accelerate the Construction of Management Accounting Team

Financial enterprises should cooperate with colleges and universities to cultivate management and accounting professionals in accordance with the actual needs of enterprises. In the process of teaching, it is necessary to break the fixed model, through practical learning and other ways, enhance the ability to apply professional knowledge, ensure that it can be quickly integrated into the work, and provide effective analysis and suggestions for the development of enterprises. At the same time, enterprises should increase the intensity of training through internal potential mining and external recruitment, ensure that managers can discover their own problems by inviting them in and going out, change the backward concepts of accounting personnel such as "emphasizing business, light finance, and light management," and so on; from the angle of building the management accounting framework and applying practice, innovate training content, enhance the level of enterprise management and accounting personnel, and earnestly improve their ability to analyze and plan.

4. Conclusion

The application level of management accounting in financial enterprises will directly affect the efficiency and efficiency of management. In the face of the fierce competition in the financial industry at home and abroad, financial enterprises should speed up the construction of management accounting system, increase the training and introduction of talents, effectively enhance the ability to cope with the changes in the economic and financial environment, and enhance the competitiveness and adaptability of enterprises.

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