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**ORGANIZING RESPONSIBILITY ACCOUNTING IN
AFFILIATED UNITS OF THE SAIGON BEER - ALCOHOL -
BEVERAGE JOINT STOCK CORPORATION**

Major: Accounting

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**SUMMARY OF DOCTORAL THESIS
IN ECONOMICS**

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PREFACE

1. Urgency of the thesis topic

In recent years, management accounting (MA) in general and management accounting tools in particular have become a subject of interest and study of scholars in many countries around the world. MA is studied both in theory and practice in enterprises, especially in developing countries and countries with transition economies where there are considerable differences in the development level of the economy and corporate governance competency. However, the study and application of MA in these countries, including Vietnam, are still quite limited because academic studies in this field are still limited and have not meet requirements of business executives. Therefore, systematic and scientific studies on MA organization in enterprises are required.

In a market economy, competition among enterprises is becoming more and more fierce. Under the strong impact of the digital age, many opportunities and challenges are posing for Vietnamese enterprises. In order to survive and develop sustainably, in addition to the support from the government and social agencies, enterprises need to change and improve their own internal strengths. It is necessary to build a system of effective management tools to make business decisions quickly, accurately and flexibly. One of the current effective management tools in the process of managing, operating and controlling business activities of business executives is the MA system, in which responsibility accounting is an important content. Responsibility accounting aims to create a relevant financial and non-financial information system for practical and planned activities, which helps executives control and evaluate the performance of units within the enterprise and assess the management responsibilities at all levels. Responsibility accounting plays an important role in corporate management but it is still a relatively new content not only in practice but also in research for Vietnam, although MA in general and responsibility accounting in particular have been mentioned and developed by countries around the world for decades.

The Saigon Beer - Alcohol - Beverage Joint Stock Corporation (Sabeco) is a corporation with many member companies, a wide range of operations and diverse

financial management mechanisms for member companies. Therefore, there still exists limitations in controlling and evaluating the management results of each unit, department and individual in the companies and the whole Corporation; they need to be improved to meet the management requirements in the current period. For many years, despite many failed brands, foreign beer companies have continued to enter Vietnam. Therefore, the market for the beverage industry seems to be most directly affected by market opening policies. Up to now, the market of beer, beer and beverage in Vietnam has the participation of many foreign beverage companies, making the competition for market share quite fierce. To survive and grow requires, SABECO need to have the right policies at the right time. In fact, the competitiveness of products depends on many factors such as price, quality, marketing policies, etc. Besides strategies to improve production capacity and product quality, it is necessary for SABECO to effectively exploit important management economic management tools; one of it is the responsibility accounting system. It can be said that the organization of systematic and scientific responsibility accounting and the study of factors affecting the organization of accounting responsibility at SABECO's affiliated units are necessary.

In order to systematize the theoretical basis of organizing responsibility accounting in enterprises and in combination with practical issues related to the characteristics of management, production and business in the affiliated units of SABECO, the author has chosen the following topic as the study topic to improve the organization of responsibility accounting at these businesses: **"Organizing responsibility accounting in affiliated units of the Saigon Beer - Alcohol - Beverage Joint Stock Corporation"**

2. Overview of study

2.1. Studies on the contents of organizing responsibility accounting in enterprises

2.2. Studies on identifying and classifying responsibility centers in enterprises

2.3. Studies on building estimates according to responsibility centers in enterprises

2.5 Some studies on organizing the reward system according to management responsibilities

2.6. Several studies on influencing factors of organizing responsibility accounting in enterprises

Research gap:

Firstly, There are many domestic and international studies on the content and organization of responsibility accounting; each study has a different perspective. There can be both similar and different contents in these studies. Some studies presented three contents of responsibility accounting while another study showed four contents. The thesis will continue to study and synthesize the contents and organization of responsibility accounting in a systematic way to further clarify the theory of organizing accounting responsibility.

Secondly, published research results regarding the identification and classification of responsibility centers based on the above overview indicate differences in the approach of this content. In particular, there are studies stating that there are three types of responsibility centers: investment centers, profit centers, cost centers. On the other hand, some studies point out that there are four types of responsibility centers: investment centers, profit centers, revenue centers, and cost centers which include the main cost center and the secondary cost center. This thesis analyzes and chooses the method of identifying and classifying responsibilities centers in accordance with the characteristics of operation and management requirements in Vietnamese enterprises in the current conditions.

Thirdly, as indicated in the above overview, previous studies have yet clarified the following issues in details: content and method of estimate, the collection, processing and provision of information according to responsibility centers, and especially the reward system according to the responsibility centers. This is the research gap for the thesis to explore and solve.

Fourthly, although there are many foreign studies about influencing factors or organizing responsibility accounting based on the regression model, studies in Vietnam have not applied this method. Such method has high reliability and can clearly assess the influence level of each factor; based on that, it is possible to find solutions and determine conditions for implementing each solution in a more scientific way. Different research environments may produce different results, so the published results cannot be applied directly to Vietnamese enterprises in general and beer and beverage enterprises in particular. Moreover, there has been no research in

Vietnam on organizing responsibility accounting in this direction. The thesis will study the model of influencing factors of organizing responsibility accounting in affiliated units of SABECO.

Fifthly, in addition, affiliated units of SABECO have distinctive characteristics of production and business management. Basically, these enterprises have established accounting responsibility but not in a systematic, scientific and comprehensive way. Meanwhile, according to the author's research, up to now, there has been no published research on organizing responsibility accounting or improving responsibility accounting organization at affiliated units of SABECO. Therefore, this thesis studies the theoretical basis of organizing responsibility accounting in enterprises, then assesses the reality and provides solutions and recommendations to improve responsibility accounting organization at affiliated units of SABECO.

3. Research objectives

In terms of theory:

+ Systematize and clarify basic theoretical issues about responsibility accounting in general and organizing accounting responsibility in enterprises in particular.

+ Study influencing factors of organizing responsibility accounting in enterprises.

In terms of practice:

Carry out surveys, studies and analysis of the reality of organizing responsibility accounting in affiliated units of SABECO, thereby evaluating and pointing out the advantages and limitations as well as proposing solutions for improvement.

4. Research questions

1. What is the theoretical basis of organizing responsibility accounting in enterprises?

2. What are influencing factors of organizing responsibility accounting in enterprises?

3. What is the reality of organizing responsibility accounting in affiliated units of SABECO?

4. What are limitations and causes of such limitations in organizing responsibility accounting in affiliated units of SABECO?

5. How to improve responsibility accounting organization in affiliated units of SABECO?

5. Research objects and scopes

5.1 Research objects:

- + Theoretical framework of organizing responsibility accounting in enterprises
- + Reality of organizing responsibility accounting in SABECO's affiliated units

5.2 Research scope

Space: the thesis studies 21 affiliated units of SABECO, in which 10 units are manufacturing enterprises and 11 units are trading enterprises.

Time: the thesis studies accounting periods from 2017 to 2019.

Content:

The thesis studies organizing responsibility accounting for business management, not the social aspect. The thesis provides an in-depth research on contents of organizing responsibility accounting content; it also studies the personnel apparatus and means for implementing responsibility accounting.

- General theoretical basis of organizing responsibility accounting in enterprises
- Reality of organizing responsibility accounting in affiliated units of SABECO
- Improving the organization of responsibility accounting in affiliated units of SABECO

6. Scientific and practical meanings

Scientific meaning

The thesis systematizes the general theoretical basis and clarifies the contents and influencing factors of organizing responsibility accounting in enterprises; based on that the thesis assesses the reality of organizing responsibility accounting in surveyed enterprises. In addition, the thesis contributes to supplementing research and teaching materials about accounting.

Practical meaning

+ The thesis studies the reality of organizing responsibility accounting in affiliated units of SABECO; at the same time, the thesis analyzes and evaluates the achieved results, limitations and the underlying causes of such limitations in the responsibility accounting system in affiliated units of SABECO. Based on that, the

thesis helps these enterprises have a complete picture of their reality of organizing accounting responsibility.

+ The thesis proposes solutions to improve the model of organizing responsibility accounting in affiliated units of SABECO which helps to enhance their management and business performances.

7. Research methodologies

During the research, the author used a combination of scientific research methods including general and specific methods as follows:

➤ Research methodology

The research thesis is based on dialectical materialism and historical materialism to select specific research methods that meet the research requirements of the thesis and research objectives.

➤ Specific research methods

The thesis combines qualitative and quantitative research methods to ensure comprehensive, objective, systematic, logical and practical characteristics of proposed solutions.

➤ Data collection method:

Secondary data collection:

-- The thesis collects published research results of domestic and foreign authors to synthesize and form the theoretical basis for the research issues. Data are collected from a number of sources such as: books, statistical yearbooks, specialized journals, related scientific research and theses by domestic and foreign authors, and some university websites and document portals such as <https://scholar.google.com/>, <https://www.proquest.com/>, <http://nlv.gov.vn/>...

In addition, the thesis studies the actual documents of enterprises such as vouchers, accounting books, information on websites, published financial statements and annual reports of affiliated units of SABECO. The documents used to understand the characteristics of production and business activities of these units.

- Primary data collection:

Primary data are collected from surveys and interviews at enterprises to assess the reality of organizing responsibility accounting based on the contents studied from secondary data.

+ In-depth interview:

The author conducts in-depth interviews with members of the board of directors, accountants and chief accountants at affiliated units of SABECO about the contents of organizing responsibility accounting in the units through direct interviews and telephone interviews. The questionnaires are designed based on the contents of organizing responsibility accounting and are completed through the trial survey in two affiliated units of SABECO. Subjects selected for in-depth interviews are those who have a certain level of understanding of responsibility accounting. During in-depth interviews, in addition to the designed questions, the author suggests issues related to the content accounting responsibility that enterprises are applying, the directions and requirements of enterprises for organizing responsibility accounting. The questionnaires are designed in two forms: the in-depth questionnaire for managers at all levels in enterprises (*Appendix 2.3a*) which does not include questions about accounting specialty and the in-depth questionnaire for chief accountants/accountants in enterprises (*Appendix 2.3b*).

+ Methods of survey and investigation:

The author sends survey questionnaires to the subjects who are accountants, chief accountants and managers at all levels of enterprises. The questionnaires are designed in two forms according to the level of understanding about responsibility accounting of the surveyed subjects to ensure the usefulness of collected information.

- The first questionnaire (*Annex 2.4a*): The survey on the reality of organizing responsibility accounting in enterprises (*for objects who are managers at all levels in enterprises*) consists of three parts. The first part includes questions about general information of surveyed objects. The second part has 18 questions on the implementation level of two contents of organizing responsibility accounting; these contents do not go into details of accounting speciality but focus on: organizing identification and classification of responsibility centers and setting up a reward system according to management responsibilities. The third part examines influencing factors of the application of responsibility accounting in enterprises, including 31 questions about the influence level of six independent variables.

- The second questionnaire (*Annex 2.4b*): The survey about the reality of organizing responsibility accounting in enterprises (*for objects who are chief accountants and accountant in enterprises*) includes three parts. The first part includes questions about general information of surveyed objects. The second parts

includes 41 questions on the implementation level of contents of responsibility accounting; they go into details of accounting specialty: identifying and classifying responsibility centers; collecting, handling and evaluating management responsibilities; providing information according to responsibility centers; building estimates according to responsibility centers; creating the reward system according to management responsibilities. The third part examines influencing factors of the application of responsibility accounting in enterprises, including 31 questions about the influence level of six independent variables which are influencing factors of organizing responsibility accounting and 01 dependent variable which is the contents of organizing responsibility accounting.

- Scope of the survey: The first chose sampling method is the stratified sampling method in which the affiliated units are divided into two groups: the group of manufacturing enterprises and the group of local trading enterprises. From these two lists, the author conducts random sampling. The list of enterprises which responded (*Annex 2.5*) includes 21 enterprises, 11 of which are trading enterprises and 10 of which are manufacturing enterprises.

Before conducting the survey, the questionnaires have been tested by 05 accountants and managers of 05 enterprises who are selected objectively. After being checked and adjusted, the questionnaires are sent via post or email. The author sends 110 survey questionnaires for managers at all levels (the first questionnaire) and 110 questionnaires for chief accountants/ accountants (the second questionnaire). 104 questionnaires of form 1 and 107 questionnaires of form 2 are collected. However, to ensure the usefulness of data, the author eliminates results of respondents who have a certain level of knowledge about responsibility accounting. As a result, the remaining 99 questionnaires of form 1 and 80 questionnaires of form 2 are used.

➤ **Method of synthesizing, handling and analyzing information**

- After being collected, data are checked and synthesized according to the objectives and contents of the topic. To analyze data related to the reality of organizing responsibility accounting in enterprises, the author uses the method of synthesizing and classifying opinions combined with descriptive statistical methods through the study of minimum, maximum and mean values as well as standard deviation. Based on that, relevant observations and assessments are drawn

- For the survey content on the influencing factors of organizing responsibility accounting in enterprises, the survey questionnaire uses the Likert scale with a scale of 1 to 5 to analyze, quantify and evaluate data. The author then uses SPSS 21 software to test the reliability of the scale, perform exploratory factor analysis (EFA) and multivariate regression analysis to test the research model and accompanying hypotheses.

8. New contributions of the thesis

Firstly, the thesis has systematized the theoretical basis of responsibility accounting and organizing responsibility accounting in enterprises.

Secondly, the thesis has presented an overview of affiliated units of SABECO, carried out surveys, studies and analyses of the reality of organizing as well as influencing factors. Based on that, thesis assesses the organization of responsibility accounting in enterprises.

Thirdly, the thesis has presented some solutions to improve the organization of responsibility accounting in affiliated units of SABECO.

9. Structure of the thesis

In addition to the introduction, conclusion, list of references and appendices, the content of the thesis consists of 3 chapters:

Chapter 1: Theoretical basis of organizing responsibility accounting in enterprises

Chapter 2: Reality of organizing accounting responsibility accounting in affiliated units of SABECO

Chapter 3: Improving the organization of responsibility accounting at affiliated units of SABECO.

CHAPTER 1

THEORETICAL BASIS OF ORGANIZING RESPONSIBILITY

ACCOUNTING IN ENTERPRISES

1.1. GENERAL ISSUES OF RESPONSIBILITY ACCOUNTING IN ENTERPRISES

1.1.1. The establishment and development of responsibility accounting

1.1.2. Roles and information users of responsibility accounting

1.1.2.1. Roles of responsibility accounting

1.1.2.2. Information users of responsibility accounting

1.1.3. Corporate management and its relation with responsibility accounting.

1.1.3.1. Corporate governance structure

1.1.3.2. Decentralization and authorization in corporate management

1.1.3.3. Relation between corporate management and responsibility accounting

1.2. ORGANIZING RESPONSIBILITY ACCOUNTING IN ENTERPRISES

1.2.1. Concept and contents of organizing responsibility accounting

1.2.1.1. Concept of organizing responsibility accounting

From viewpoints of responsibility accounting combined with viewpoints of organizing management accounting, it can be said that: *“Organizing responsibility accounting is the organization of the process of collecting, processing, analyzing and providing controllable financial and non-financial information according to responsibility centers to assess management responsibilities at all levels in order to implement the overall corporate goals.”*

1.2.1.2 Contents of organizing responsibility accounting

1.2.2. Contents of organizing responsibility accounting

1.2.2.1. Identifying and classifying responsibility centers

1.2.2.2. Building estimates according to responsibility centers

1.2.2.3. Collecting, processing data; evaluating management responsibilities; providing information according to responsibility centers.

1.2.2.4. Creating the reward system according to management responsibilities

1.3. INFLUENCING FACTORS OF ORGANIZING RESPONSIBILITY ACCOUNTING IN ENTERPRISES

1.3.1. Fundamental theories related to influencing factors of organizing responsibility accounting

1.3.2. Hypotheses and research models of influencing factors of organizing responsibility accounting in enterprises.

1.3.2.1. Impact of competition in the business environment on organizing responsibility accounting

1.3.2.2. Impact of decentralized management on organizing responsibility accounting

1.3.2.3. Impact of enterprise size on organizing responsibility accounting

1.3.2.4. Impact of the awareness of business executives about responsibility accounting on organizing responsibility accounting

1.3.2.5. Impact of cost for organizing responsibility accounting on organizing responsibility accounting

1.3.2.6. Impact of business strategies on organizing responsibility accounting

1.3.2.7. Research model

1.3.2.8. Research scale

CONCLUSION OF CHAPTER 1

CHAPTER 2

REALITY OF ORGANIZING RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

2.1. OVERVIEW OF SABECO AND ITS AFFILIATED UNITS

2.1.1. History of establishment and development of SABECO

2.1.2. Characteristic of corporate management in affiliated units of SABECO

❖ Organizational model at manufacturing enterprises

❖ Organizational model at trading enterprises

2.1.3. Characteristics of business and production organization in affiliated units of SABECO

2.2. REALITY OF ORGANIZING RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

2.2.1. Surveyed objects

2.2.2. Reality of organizing responsibility accounting in affiliated units of SABECO

2.2.2.1. Reality of identifying and classifying responsibility centers

2.2.2.2 Reality of building estimates according to responsibility centers

2.2.2.3 Reality of collecting, processing data; evaluating management responsibilities; providing information according to responsibility centers

2.2.2.4 Reality of creating the reward system according to management responsibilities

2.3. INFLUENCING FACTORS OF ORGANIZING RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

The suitable regression model with 5% significance level is as follows:

$$TC = 0.346 + 0.105CT + 0.090PC + 0,277QM + 0.353 NT -0.189CP +0.246CL$$

2.3.4. Discussion of research results

In this study, the organization of responsibility accounting at affiliated units of SABECO is significantly influenced by the awareness factors of business executives about responsibility accounting with a coefficient of 0.353, followed by the factors of enterprises size (0,277), business strategy (0,246), competition of the business environment (0,105) and management decentralization (0.090). And the cost of organizing accounting has a negative relationship with organizing responsibility

accounting with a coefficient of 0.189. According to this result, the assumptions in the research model are accepted and consistent with the results of previous studies.

2.4 ASSESSMENT OF THE REALITY OF ORGANIZING RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

2.4.1 Achieved results in organizing responsibility accounting in affiliated units of SABECO

There are certain achieved results in organizing responsibility accounting in affiliated units of SABECO, especially regarding decentralized management the foundation of the accounting system. This serves as an important stepping stone in improving the organization of responsibility accounting in these enterprises.

About identifying and classifying responsibility centers

According to the results of interviews and surveys, there are differences in the identification and classification of responsibility centers between manufacturing enterprises and trading enterprises. This is due to the differences between the types of enterprises and the characteristics of organization, management, decentralization and authorization in these enterprises.

At manufacturing enterprises, there is a clear hierarchy; rights and responsibilities are decentralized to management levels. Although it is not the same in all enterprises, it can be said that they have formed a preliminary system of responsibility centers with three basic forms: cost, revenue, and profit centers.

The system of responsibility centers have been formed in trading enterprises and can be identified in three basic forms, namely cost center, revenue center, profit center. Cost estimate is the main type organized in the cost center.

About building estimate according to responsibility centers

Through the results of the survey and interview, it can be seen that the content of building estimate in enterprises has been organized in a relatively basic and scientific way. Enterprises have been interested in building estimate for specific units and projects and also according to time periods that are periods in line with specific characteristics of business and production in the beverage industry.

About collecting, processing data; evaluating management responsibilities; providing information according to responsibility centers

Affiliated units of SABECO have implemented legal provisions on accounting well. The financial accounting system has been organized in a scientific and effective way. The information collection and processing system at enterprises has ensured the ability to record and process detailed and aggregated information in order to gather costs, calculate product price, and report sales by commodity groups.

About creating the reward system according to management responsibilities

Enterprises have built reward / discipline systems which are evaluated as objective and are reviewed periodically. These systems are supposed to enhance the performance of department managers and they are relatively satisfied with the reward system at enterprises.

2.4.2 Limitations in organizing responsibility accounting in affiliated units of SABECO

About identifying and classifying responsibility centers

- It can be said that the biggest limitations related to the identification and classification of responsibility centers in affiliated units of SABECO lie in trading companies. Decentralization and authorization in these enterprises have not been clear; some tasks are overlapping. The main decision-making rights are from senior management, the system of responsibility centers is not synchronized. In manufacturing enterprises, the decentralization and authorization are clearer but the identification and classification of responsibility centers have not also been done in a systematic and synchronized way. The system of responsibility centers in affiliate units of SABECO has been formed but there is an overlap between the revenue and profit centers.

- The criteria system for evaluating management responsibilities in affiliated units of SABECO has only been implemented at a basic level in some types of responsibility centers. The standard cost center is assessed through recovery efficiency and extraction efficiency. The revenue center is through quantity and revenue of sales. The profit center only cares about the number of products that are produced and sold. There have been no criteria to evaluate management responsibilities for the remaining types of responsibility centers. Therefore, the criteria system for evaluating management responsibilities is still incomplete and not

associated with the characteristics of each type of responsibility centers; the available criteria are not systematic and uniform.

About building estimate according to responsibility centers

Enterprises in the survey have not applied modern tools like softwares in the process of estimation. The estimation systems at these enterprises are all aimed at providing cost plans that have not been utilized in evaluating management responsibilities. Criteria used in estimation are limited and do not show the distinctive characteristics of different types of responsibility centers in enterprises.

About collecting, processing data; evaluating management responsibilities; providing information according to responsibility centers

- About collecting and processing data according to responsibility centers

- + The information acquisition systems at affiliated units of SABECO have not been designed to be able to record information collection according to responsibility centers. This will be a huge limitation in obtaining the operational information to assess management responsibilities according to the responsibility centers in these enterprises.

- + In surveyed companies, revenues and expenses have been classified, however, for the purpose of implementing financial accounting contents, in particular, expenses are classified by functions and revenues are classified into two categories: revenue from business activities and revenue from financial activities. Enterprises have not classified costs and revenue according to cost classification by activity level; especially, the method of classifying costs according to management's ability to control costs has not been implemented.

- + The system of accounts and accounting books at affiliated units of SABECO are designed in detail according to regulations of the current accounting regime; however; they are not designed in detail according to responsibility centers for data processing that can help evaluating management responsibilities at levels..

- About evaluating management responsibilities and providing information according to responsibility centers

- + At manufacturing companies, management responsibilities of a few department managers have been evaluated; however evaluation has not been diverse

or done in a synchronized way. The reporting system for evaluating the management responsibilities has been simple; there is no aggregated report on costs incurred by cost centers and no report of revenue, profit or business results of the revenue center or profit center. The process of analyzing and evaluating management efficiency has not been attached to the the planned estimate.

+ In trading enterprises, in general, management efficiencies at levels have not been analyzed, evaluated and reported.

- About personal apparatus and tools

In order to collect and process accounting data, in general, all affiliated units of SABECO have used accounting softwares integrated with financial accounting and management accounting as well as excel softwares. However, the management accounting roles have not been effectively utilized.

About creating the reward system according to management responsibilities

- The reward systems according to management responsibilities in affiliated units of SABECO are designed in the form of rewards and disciplines; they are not diverse and have not yet associated with the performance of units and unit managers. Therefore, it cannot stimulate the maximum performance of managers at levels. The main form of reward in these companies is to reward with money based on the salary of employees who are working. The reward is given different according to the hierarchy in the organization due to different salaries, whereby the higher the management level, the higher the level of reward is.

- A number of disciplinary measures have been introduced; however, depending on the level of violations in each situation, the reward / disciplinary council can have different proposals accordingly. Therefore, it can be seen that the discipline measure have not been associated with the management results; at the same time, the discipline measures have not been diverse or implemented in a synchronized way.

Through assessing the reality of organizing responsibility accounting at affiliated units of SABECO, it can be seen that, in general, a model for organizing responsibility accounting has been formed in some large manufacturing enterprises

such as the Saigon - Hanoi Beer Corporation, Saigon - Mien Trung Beer Joint Stock Company, Saigon - Song Lam Beer Joint Stock Company.... Despite being incomplete, such system has basically classified and identified responsibility centers. These companies have set up procedures and a system of cost estimate according to units. However, criteria included in the estimation are not distinctive according to responsibility centers and not diverse. The system of acquisition, processing, analyzing and providing information according to responsibility centers and the reward system has not been associated with management efficiency. The organizational model at these units needs to be improved in order to maximize the effectiveness of the responsibility accounting system, thereby drawing lessons from the process of organizing responsibility accounting for other enterprises.

2.4.3 Causes of limitations in organizing responsibility accounting in affiliated units of SABECO

Subjective causes

Objective causes

CONCLUSION OF CHAPTER 2

CHAPTER 3: IMPROVING THE ORGANIZATION OF RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

3.1. DEVELOPMENT ORIENTATIONS OF SABECO

3.2. PRINCIPLES OF ORGANIZING RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

3.3. SOLUTIONS TO IMPROVE THE ORGANIZATION OF RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

3.3.1. Improving the identification and classification of responsibility centers

- Identifying and classifying responsibility centers in manufacturing enterprises
- Identifying and classifying responsibility centers in trading enterprises

3.3.2. Improving the creation of estimate according to responsibility centers

The estimate system for annual business and production activities must be planned in detail of each responsibility centers to form the overall estimate enterprises. Depending on characteristics of business and the classification of responsibility centers, each enterprise can build appropriate estimation process like as follows:

The estimate system

To develop the overall estimate, it is necessary to present criteria that are appropriate for characteristics of different types of responsibility centers.

In specific estimates at the responsibility centers, appropriate criteria should be shown according to the characteristics of each type of responsibility centers. Specifically:

Estimates related to cost center (standard cost center, budget cost center) should show the plan of total expenses in detail by each type of expense, quantitative norms, estimated cost and volume.

Estimates related to the revenue center need to show the volume of goods sold, the selling price of each type of goods according to each consumption area, and costs incurred in the sales process of the sales center.

Estimates related to the profit center need to show in detail by revenue, cost by each item, profit-to-revenue ratio...

Estimates related to the investment center need to show details of invested capital, profit-to-capital ratio, retained earnings, added economic value, etc...

The estimate system should be designed to be able to both provide plans and assign responsibilities to responsible centers while ensuring that management responsibilities at levels can be analyzed and assessed.

Basis and method of estimate

3.3.3. Improving data collection and processing, evaluation of management responsibilities and information provision according to responsibility centers

3.3.3.1. Improving data collection and processing according to responsibility centers

Improving data collection according to responsibility centers

- collection of implementation information of responsibility accounting
- collection of data related to responsibility accounting

Improving data processing according to responsibility centers

- Improving the classification and identification of cost, revenue and profit
- + Improving the classification and identification of cost

(i) Improving cost classification

In trading enterprises of SABECO, the author proposes to classify cost into three main categories: variable costs which are cost usually directly related to the sales volume (support costs for distributors according to output), mixed costs (salaries of sales staff, ...), fixed costs which are usually related to the management unit (salaries of office workers, advertising and promotion expenses...). Cost classification is shown in Table 3.8.

In addition to classifying costs by activity level, the author also proposes cost / revenue classification according to the control ability of the management levels in enterprises.

(ii) Improving cost identification: The system is designed according to the activity-based costing (ABC) method.

+ Improving revenue identification and classification

+ Improving profit identification and classification

- Improving the application of the account and bookkeeping methods to systematize responsibility accounting information

+ The account method

+ The bookkeeping method

3.3.3.2. Improving the evaluation of management responsibilities and information provision according to responsibility centers

Improving the evaluation of management responsibilities according to responsibility centers

- Cost center

The management results of managers in cost centers must be assessed through comparing actual and estimated data gathered by each separate cost center. However, the collection of costs according to responsibility centers must clearly separate controllable costs and uncontrolled costs in order to accurately assess the responsibilities of managers at levels. Besides, in order to properly evaluate the management responsibilities of managers at levels, it is necessary to identify the right cause of the discrepancies between actual results and cost estimates, thereby providing solutions to improve and enhance management performance.

+ Standard cost center

The manager of the standard cost center is responsible for running the operations at the center so that the assigned production plan is reached, while ensuring that the actual costs incurred do not exceed the standard costs. Therefore, when evaluating the results of the standard cost center, management accounting will look at two contents: Has the assigned task in terms of production output been achieved? Are actual costs incurred in excess of the standard cost?

+ Budget cost center

The cost estimate centers at affiliated units of SABECO are usually assigned to service departments such as accounting department, office for organization - administration, technical department... Similar to the standard cost center managers, the budget cost center managers are responsible for running the work of the center under his/her charge.

In order to evaluate the management performance at budget cost centers, it is necessary to base on the amount of work performed in the period, evaluate the actual performance level against the plan and ensure the cost incurred not exceeding the estimated cost. In order for the evaluation process to be meaningful, management accountants should assess the fluctuation of cost items according to the planned cost adjusted to the actual workload. However, attention should be paid to eliminating uncontrolled costs for each management level during the evaluation process..

In addition to financial indicators, affiliated units of SABECO should consider and include a number of non-financial indicators in the aspect of learning and development such as: number of new initiatives ...

- Revenue center

The revenue centers at affiliate units of SABECO are attached to the sales department or the branches of trading enterprises. These sales centers are characterized by having no right to set the selling price, the managers are only responsible for the quantity and structure of sales. Therefore, in accordance with the goal of providing information to managers to assess the responsibilities and performance results of the revenue plan during the period, revenue centers of SABECO's affiliated units can be evaluated by using the criteria analysis method. The applied criteria show the financial performance of the revenue center such as: total actual revenue, revenue of each product, cost to revenue ratio. In addition to the above financial indicators, the revenue center can be assessed through a number of non-financial indicators such as: the average time starting when the distributor contacts to take the goods to the time of response and supply, satisfaction of the system of distributors and customers (survey); number of customer complaints and return rate due to quality, market share of the product (product coverage)...

- Profit center

Regarding criteria for evaluating the management performance of the profit center managers, it is necessary to pay attention to the information included in the report. The reported profit indicators show the management responsibilities of the profit center manager; it is the controllable profit by profit center manager only. Therefore, only controllable revenue and controllable costs are included in the report to assess the management responsibilities of the profit center manager. As a result, in SABECO's affiliated units, it is necessary to exclude uncontrolled factors in the report. The indicator or comparison method can be used to evaluate management results at the profit center. Some criteria can be used are: total profit, return on revenue. In addition to financial indicators, SABECO's affiliated units may use a number of other non-financial indicators in terms of learning and development, customer or internal business aspect of a balanced scorecard such as: achievements in improving businesses; output growth, customer satisfaction ...

- Investment center

The investment center represents the highest level of management in enterprises; this is the center where the manager is responsible for revenue, costs, and the determination of working capital and investment decisions. Assessment of management performance at investment centers includes: comparing revenue and controllable costs between reality and cost estimates, using performance measures for invested capital under the control of the center's manager. SABECO's affiliated units can apply basic criteria that are commonly used to evaluate the performance of the investment center: return on investment (ROI); remaining profit (RI) or added economic value (EVA).

Information provision according to responsibility centers

Responsibility accounting reports are products of responsibility accounting. These are reports about performance results of each level of responsibility according to the organizational management system of enterprises. The reporting system records the implementation of the target and compares with the assigned goal of each unit in the enterprise. The difference between the performance information and the estimated goal will help managers evaluate the results and performance of managers at levels.

- Report of responsibility accounting in the cost center
- + Report of responsibility accounting in the standard cost center
- + Report of responsibility accounting in the budget cost center
- Report of responsibility accounting in the revenue center
- Report of responsibility accounting in the profit center
- Report of responsibility accounting in the investment center

3.3.4. Improving the organization of the reward system according to management responsibilities

Reward

The reward system in general and the regular management reward is an extremely important factor in promoting management efficiency. Reality shows that the reward / discipline system in SABECO's affiliated units has not been associated with actual results and management efficiency of managers at all levels in enterprises. Therefore, it is necessary to build the reward / discipline system which is attached to the results of implementation. Such system can encourage managers to act

in the best interests of enterprises and encourage them to work towards the plans to achieve the overall corporate goal.

Management awards include salary increases, bonuses based on reported income, stock options and non-cash rewards. Appropriate forms of rewards can be selected for different management levels in SABECO's affiliated units:

For investment center managers, to increase accountability as well as management efficiency, the chosen form of reward can be bonus based on the reported income and stock bonus.

Profit and revenue center managers can be rewarded based on reported income combined with non-cash reward. There are many forms of non-monetary rewards, such as: giving managers autonomy in conducting daily business, giving effective tools and assistants to support solving problems ...

Cost center managers can be rewarded in cash based on responsibility accounting reports and percentage of cost savings...

Discipline

In addition to the reward system, SABECO's affiliated units should set up a discipline system attached to the performance of managers at all levels in order to enhance responsibility in performing the assigned tasks. Selected discipline methods should enable managers at all levels to work with co-operative spirit and on a regular norms; through that they can understand the enterprise's expectations and requirements for them. They can then have directins in working effectively from the start of work with collaborative and cheerful spirit. This is called positive discipline. Positive discipline means that individuals are self-aware and adhere to the rules and regulations of an enterprise. This is entirely possible when applying the principles of positive motivation in management along with appropriate leadership. Positive discipline is closely related to creating a corporate culture in which employees can set rules for themselves.

In essence, positive discipline emphasizes the concept of self-discipline or self-control. It helps enterprises form an environment of mutual trust and all employees strive for common goals. In such environment, all employees and managers at all levels understand the corporate rules and goals through estimates and operation plans provided by responsibility accounting and try to achieve them. This means that they understand policies of enterprises, what are expected from them and what they need to do. When developed internally, self-discipline will form individual and teamwork

spirits; this becomes an active corporate culture. It is also what business leaders hope to achieve in running a successful enterprise.

When developing a discipline system, SABECO's associated units should note that if the responsibility accounting system emphasizes assessment of management responsibility too much; instead of trying to accomplish the common corporate goals, the managers at levels will find a way to deal with and doubt the evaluation system and seek to sabotage it. On the contrary, if the responsibility accounting system emphasizes the information aspect, the managers at level will explain the causes that affect the results of their units, thereby overcoming limitations, improving and increasing efficiency. and performance results. Therefore, when organizing the reward / discipline system in SABECO's affiliated units, attention should be paid to the balance between information and responsibility without too much emphasis on laying the blame.

3.3.5 Improving the organization of responsibility accounting in order to enhance management efficiency in enterprises.

Firstly: Improving awareness about responsibility accounting of managers in enterprises

Secondly: Improving management decentralization

Thirdly: Organizing responsibility accounting in enterprises effective at reasonable cost

Fourthly: Creating flexible business strategies in the context of changing business environment

3.4. MAIN CONDITIONS TO ORGANIZE RESPONSIBILITY ACCOUNTING IN AFFILIATED UNITS OF SABECO

From the government

From affiliated units of SABECO

3.5. LIMITATIONS AND DIRECTIONS FOR FURTHER STUDIES

Limitations of the topic

Recommendations for further studies

CONCLUSIONS OF CHAPTER 3

CONCLUSIONS.

LIST OF THE AUTHOR'S PUBLISHED SCIENTIFIC WORKS

No	Name of work	Published year	Journal name
1	Applying strategic management accounting (SMA) and the balanced scorecard in the context of Vietnam's TTP entry	2016	Asia-Pacific Economic Review, final issue of June /2016, page 23-24
2	Costs and benefits of applying the model of activity-based costing for small and medium-sized enterprise	2016	Vietnam Trade and Industry Review, Jan issue/2017, page 94-99
3	Intention to use responsibility accounting in Vietnamese enterprises	2018	The 5th IBSM International Conference on Business, Management and Accounting
4	Students' perceptions of accounting and auditing human resources for in Industry 4.0: Data from Hanoi University of Technology	2018	National scientific conference, Quy Nhon University, Nov/2017, Q2 page 132-141.
5	Factors affecting the intention to apply environmental management accounting in manufacturing enterprises in Vietnam	2019	National scientific conference, Hanoi University of Industry, Sept/2018, page 223-239.
6	Orientations for applying responsibility accounting in Vietnamese enterprises	2019	Journal of Accounting and Auditing, Nov issue/2019, page 28-32.
7	A study of influencing factors of organizing responsibility accounting in enterprises: data from affiliated units of the Saigon Beer - Alcohol - Beverage Joint Stock Corporation	2019	Journal of Science and Technology, Dec issue /2019.
8	Responsibility accounting in Vietnamese enterprises in the economic integration period	2020	Journal of Finance & Accounting Research, issue 02 (199), page 40