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IMPLEMENTATION OF MANAGEMENT ACCOUNTING TOOLS IN BUSINESS MANAGEMENT

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Purpose: The purpose of this article is to evaluate the application of management accounting tools in the execution of enterprise management functions. Management accounting, using information from the financial accounting subsystem supported by ERP class financial and accounting information systems, and leveraging process automation, for example in the form of RPA - Robotic Process Automation, constitutes one of the cornerstones of the information system of an economic entity.
Methodology/approach: Using PAPI (Paper and Pencil Interview) and CAWI (Computer-Assisted Web Interview) methods through the 'webankieta.pl' online survey service, an empirical study was conducted among two groups of respondents. Firstly, managers using information from the management accounting subsystem for operational and strategic decision-making were surveyed. Secondly, information was obtained from accountants who prepare and provide necessary information to managers. A purposive sampling was used, based on knowledge and professional experience in managerial positions and accounting. The study involved 107 owners/managers – representatives of small, medium, and large enterprises, as well as 144 accountants participating in qualification courses organized by the Accountants Association in Poland, District Branch in Bydgoszcz.
Findings: In entities from the SME sector, basic managerial accounting tools are used to support operational decision-making. Advanced managerial accounting tools were applied to a low and very low extent in small and medium-sized enterprises. In large entities, the range of use of the advanced management accounting tools, supporting the performance of management functions at both the operational and, primarily, strategic levels, increased.
Research limitations/implications: The study conducted may form the basis for further considerations in the direction of integration of management accounting tools and accounting IT systems supported by modern technologies.
Practical implications: Development of management accounting tools and their use in the management process at operational and strategic levels.
Originality/value: The results of the study provide new insights into the application of management accounting tools in business management in the context of modern technological developments.
Keywords: accounting, management, subsystem of management accounting.
Category of the paper: research paper.

1. Introduction

Management accounting is a process of providing managers with financial and non-financial information (Otley, 2016). Managers need information for conducting the management functions of business, systematically making short-term and long-term decisions. Contemporary management accounting, along with the financial accounting subsystem and systematic cost accounting, forms the key foundation of a company's information system (Duci, 2021; Gonçalves, Gaio, 2021). Dynamic changes of business environment and the uncertainty associated with conducting business activities have increased the importance of information in business management. There is an observed implementation of new practices in the field of management accounting (Bedford, 2015).

Changes in production technologies, the growing importance of environmental protection, the development of information technologies, and new communication channels, influenced by the pandemic, provide management accounting tools with broad application possibilities in business management. Information systems in financial and accounting of the ERP class, supported by RPA - Robotic Process Automation, and in the future by elements of artificial intelligence such as ML - Machine Learning and NLP - Natural Language Processing, allow for real-time data processing (Ruivo et al., 2014; Ribeiro et al., 2021). Equipping financial and accounting software programs with a BI - Business Intelligence module enables the preparation of advanced reports, analyses, summaries, and their clear graphical presentation (Appelbaum et al., 2017; Ahmed et al., 2023).

Management accounting practices are evolving in an interdisciplinary direction, encompassing management, intellectual capital management, energy management, environmental management, finance, asset management, information management, and strategic management. According to the authors, there is an emerging **research gap** concerning the updating of research results on management accounting tools applied in enterprise management under conditions of intense change and the emergence of context variables that previously did not occur with such intensity. **The aim of the paper** is to evaluate the application of management accounting tools in the execution of business management functions. The article focuses on small, medium, and large manufacturing, trading, and service entities, where management accounting tools were used at various levels of advancement. Firstly, the empirical study was conducted among enterprise managers responsible for current operational and strategic management. Secondly, data were collected from accountants employed in financial and accounting departments or accounting offices. During the research work, literature studies were conducted, which allowed for the formulation of the following research questions:

- Is the management accounting subsystem adapted to the needs of managing small, medium, and large enterprises?
- To what extent are the tools of operational and strategic management accounting used in managing small, medium, and large enterprises?
- Does the extent of management accounting tools depend on the size of the entity?
- Which management accounting tools require changes?

In their literature research, the authors used the methods of induction and deduction. Then, in the empirical study, they employed synthesis and analysis methods, using questionnaires as a research tool. The paper provides an update of the research results conducted for the purpose of preparing a doctoral dissertation on the topic *Accounting Information System in the Management of Small and Medium Enterprises*.

2. The essence of management accounting

Accounting has evolved into a future-oriented information system that aids in enterprise management, rather than a mechanism based on historical data for maintaining accounting records. The role of management accounting in the enterprise information system has been emphasized by several authors. For instance, Nowak noted, "The essence of management accounting lies in providing information that supports the management process" (Nowak, 2003). Similarly, Belkaoui stated, "Management accounting is a subsystem of the contemporary accounting information system" (Belkoui, 2002). These changes lead to the increase in the volume of data required by enterprises for decision making and development planning. The subsystem of management accounting within the enterprise information system creates a bridge between the past and the future through its methods and techniques (Uyar, 2019; Papazov, Mihaylova, 2015). Nowadays, the management accounting subsystem provides information that assists managers in controlling the organization (Kaplan, Atkinson, 1998). Management accounting integrates into the enterprise control process, and employees of financial and accounting departments are active participants in every stage of the decision-making process in the entity (Lew et al., 2019; Chang et al., 2023).

The orientation of management accounting towards supporting managers in the process of creating value and achieving strategic objectives has been emphasized in definitions by international professional organizations. CIMA (Chartered Institute of Management Accountants) in collaboration with AICPA (American Institute of Certified Public Accountants) highlighted that in their document "Global Management Accounting Principles" (CIMA, 2025). According to the IMA (Institute of Management Accountants) in their publication "Definition of Management Accounting", management accounting is a system of identifying, measuring, accumulating, analysing, preparing, interpreting, and communicating

financial information used by management. It aids in planning, evaluating, and controlling the organization and ensures the appropriate use and accountability for the resources utilized by the business entity (IMA, 2008).

The significance of cost accounting and management accounting as a tool supporting managerial decisions was emphasized by Winiarska (Winiarska, 2009). Sadowska viewed management accounting as an element of an integrated information system of a business entity (Sadowska, 2018a) and analysed its importance in the enterprise's information system (Sadowska, 2018b). The evolution of management accounting definitions was presented by Szychta (Szychta, 2018). She also conducted research on the use of management accounting tools from the perspective of enterprise size (Szychta, 2019a) and the qualifications of management accounting specialists (Szychta, 2019b). The organisation of the management accounting system and the role of accountants and organisational culture were highlighted by Carlsson-Wall et al, and Hadid and Al-Sayed (Carlsson-Wall et al., 2014, Hadid, Al-Sayed, 2021). The use of management accounting tools to support decision-making processes that depend on the size of the business entity was studied by Cescon et al., Azudin, Mansor, Armitage et al. (Cescon et al., 2019, Azudin, Mansor, 2018, Armitage et al., 2016).

The application of modern technologies and automation in management accounting processes was described by Łada and Burnet-Wyrwa (Łada, Burnet-Wyrwa, 2015; Łada, 2016). The significance of digitalization in the development of management accounting tools was also studied by Pavlatos, Kostakis (Pavlatos, Kostakis, 2018) and Möller, Schäffer, Verbeeten (Möller et al., 2020). Research results on the benefits and obstacles of using automation and robotics in the management accounting system and business intelligence tools were described in publications by e.g. Januszewski et al., Kokina, Blanchette, Rikhardsson, Yigitbasioglu (Januszewski et al., 2021; Kokina, Blanchette, 2019; Rikhardsson, Yigitbasioglu, 2018).

Such a perception of the management accounting subsystem aligns with the concept of accounting as a fundamental element of the business entity's information system that supports the management process.

Tools of operational management accounting

Business management refers to the effective process of formulating and achieving set objectives through the use of existing resources based on available information. Effective management of a modern enterprise depends on the processing, presentation and ability to use information from the management accounting system (Ax, Greve, 2017). This information, thanks to the use of modern technologies, is reported in real time (Trigo et al., 2014; Quattrone, 2016; Güney, 2014).

Proper implementation of tools within the management accounting subsystem requires systematic cost accounting for products or services rendered (Drobyazko et al., 2019). Cost accounting, on one hand, accumulates and organizes costs for the preparation of financial statements in accordance with legal regulations – the Accounting Act; on the other hand,

it provides detailed information necessary for enterprise management. Full cost accounting, conducted in accordance with legal regulations and based on simple cost accumulation and their allocation to produced goods or provided services, can be used for decision-making over a longer period (Chatterjee et al., 2016). To obtain complete information about the points of cost origin, it is necessary to conduct *variable costing*, which allows for detailed control over the size and structure of costs (Wierzbiński, 2019). Variable costing provides reliable data for cost control and reflects the short-term financial result. A more advanced form of cost accounting is *Activity-Based Costing (ABC)*, which offers more precise information about production, auxiliary costs, and product costs (Quesado et al., 2021; Tran et al., 2022). Its key objective is to provide management with accurate cost information and business process execution (Pietrzak et al., 2020; Lu et al., 2017). *ABC* has become an innovative method supporting the management process, eliminating gaps inherent in traditional cost accounting (Park et al., 2019). The information generated in activity-based costing can be used for order management, in marketing decisions regarding product mix, product positioning, labour productivity, customer profitability, customer service, utilization of production capacities, process improvement, supplier relationship management, and marketing and advertising (Pashkevich, 2023).

In making short-term operational decisions, entrepreneurs utilize *methods of operational and financial budgeting* as the fundamental technique for cost control and management. Budgeting is a central element of the management system supporting key operational decisions related to the coordination of activities, allocation of resources, financing, measurement of work performance, and employee motivation (Sponem, Lambert, 2016; Becker et al., 2016). The decentralization of the management process means that budgeting aids in dividing responsibility for the execution of assigned tasks. Depending on the type of organizational structure, we can distinguish departments/teams/positions responsible for implementing approved budgets and controlling costs incurred in various segments of operations (Libby, Lindsay, 2010; Arnold, Artz, 2019). Budgeting allows for the identification of deviations from preliminary assumptions and the rapid implementation of corrective actions (Hansen, Mowens, 2009).

In corporate management, budgeting supports the planning of annual activities, setting goals, determining ways to achieve them, responsibility for their implementation, and overseeing any arising deviations. It allows for the evaluation of work and serves as a motivating factor.

Tools of strategic management accounting

Strategic management is subject to a process of change (Krzakiewicz, Cyfer, 2018). Strategic management accounting supports long-term management by providing information about the engagement of assets and capital in implementing the adopted business strategy (Tappura et al., 2015). In the literature, strategic management accounting was defined in 1981

by Simmonds as "the analysis of information provided by management accounting tools related to the entity, its competitive position, for the purpose of developing a business strategy" (Simmonds, 1981). In 1990, Bromwich added that "strategic management accounting extends beyond the scope of information about the enterprise and its market position but responds to questions about what advantages and factors influence the building and maintaining competitive advantage" (Bromwich, 1990).

In the long-term perspective, for making strategic decisions, advanced management accounting tools are recommended, such as the balanced scorecard, target costing, cost of quality and life cycle costing.

The Balanced Scorecard (BSC), developed by Kaplan and Norton in the 1990s, is one of the most frequently chosen management accounting tools supporting the management process in large entities (Kaplan, Norton, 2021). According to the principles set by Kaplan and Norton, the tool comprises four business perspectives: processes, finance, customers, and research and development. For each of these perspectives, it is necessary to establish a measure of goal achievement, which ultimately translates into the realization of the entity's adopted strategy (Cooper et al., 2017; Quesado et al., 2018).

Target costing is a tool of strategic management accounting, through which a company plans the prices, margins, and production costs. Target cost calculation provides managers with a tool for continuous monitoring of product costs from the design phase through the entire product life cycle. This enables achieving a stable level of profitability in the production environment (Horngren et al., 2012). The design of products is influenced by market needs, and the set cost objectives ensure management dynamism.

The cost of quality (COQ) accounting is another tool that supports the strategic management process. The cost of quality is associated with preventing, detecting, and correcting problems related to the quality of products or services provided. COQ allows determining to what extent resources are used for activities preventing the low quality of products or services, influenced by internal and external factors (Shah et al., 2011; Ross, 2017). In the literature, studies on the application of quality cost accounting include works such as Sadkowski's 2017 "Quality Cost Accounting in Enterprises - Evolution, Implementation, Tasks" or in 2020 "Quality Cost Accounting in a Selected Service Enterprise" (Sadkowski, 2017; Sadkowski, 2020).

The life cycle costing (LCC) involves summing up all costs that a company must incur throughout the entire life cycle of a product (Pasch, 2019). These costs include initial investments related to research and development, launching the product/service into the market, investments in product improvement extending its market life, as well as operational costs incurred each year (Spickova, Myskova, 2015; Bierer et al., 2015). This calculation enables the identification of potential cost-generating factors and the introduction of savings for products/services throughout their entire life cycle (Martinez-Sanchez et al., 2015; Mitakea et al., 2021).

3. Methodology of the study

The authors identified their research problem as the question: to what extent do the applied management accounting tools support the management of enterprises? This problem refers to the research gap related to updating research findings on management accounting tools used in enterprise management amidst intense changes and the emergence of context variables, which previously did not occur with such intensity. In the secondary research, literature concerning the management accounting subsystem in the management area was analysed. Basing on that, research questions were formulated and respondents for primary research were selected, including managers holding executive positions in companies, and accountants participating in courses conducted by the Accountants Association in Poland, District Branch in Bydgoszcz. Purposive sampling was applied and detailed criteria for participation in the study were defined. The research was conducted in two stages: the first from June to October 2020, and the second from July to September 2021.

Enterprise research methodology

In the case of enterprises, the main criterion for selecting participants for the study was the obligation to maintain full accounting records and their job position:

- owner/manager of the enterprise,
- strategy manager position,
- middle management,
- operational management.

The research tool used was a CAWI (Computer-Assisted Web Interview) questionnaire, which was sent via the webankieta.pl service to 474 entities cooperating with the Technology Transfer Centre of the Bydgoszcz University of Science and Technology. For in-depth analysis, 107 correctly completed questionnaires were accepted.

Accountants' research methodology

In the group of accountants, the main criterion was the knowledge and skills possessed, therefore it was established as a classification criterion that the respondent participates in the 2nd, 3rd, and 4th degree qualification courses conducted by the Accountants Association in Poland, District Branch in Bydgoszcz. The research tool again was a questionnaire prepared both in paper form – PAPI (Paper and Pencil Interview) and CAWI (Computer-Assisted Web Interview). The research was addressed to 164 accountants. A total amount of 144 correctly completed questionnaires were obtained. The data were analysed using a matrix in the form of an Excel file, into which data were incorporated from the electronic webankieta.pl platform.

The questionnaire used semi-open questions with an 'other (what?)' response option, as well as closed questions. The Likert scale was used as the measurement scale. The size of the enterprise was adopted as the comparative criterion for both groups, relating to the set goal of the study and the posed research questions. Examining both groups allowed for a broader analysis of the research problem, ensuring a comprehensive view of the selected issue.

4. Results of the study

The study involved 144 accountants participating in qualification courses conducted by the Accountants Association in Poland, District Branch in Bydgoszcz. The largest group consisted of accountants employed in small entities (76 individuals), followed by medium-sized entities (52 individuals), and large entities (16 respondents). The study included 43 chief accountants, 11 financial directors, 22 employees of accounting offices, 41 finance and accountancy professionals from small entities, 18 finance and accountancy professionals employed in medium-sized entities, and 9 from large entities. Among entrepreneurs, the largest group was made up of entrepreneurs/owners of small entities (62 individuals), followed by medium-sized entities (39 respondents), and large entities (6 managers). In the entrepreneurs' group, there were 44 owners/managers, 32 strategic managers, 23 middle-level managers, and 8 respondents employed at the operational level.

In the main part of the study, respondents first evaluated the extent to which various management accounting tools are used in making current operational and strategic decisions. The results, considering the criteria for dividing respondents and the size of the entities studied, are presented in Table 1.

Table 1.
The extent of use of management accounting tools in making operational and strategic decisions in the opinion of entrepreneurs and accountants

Tools of the management accounting subsystem	Entrepreneurs' opinion			Accountants' opinion		
	Small entities	Medium -sized entities	Large entities	Small entities	Medium -sized entities	Large entities
Making operational decisions - short period of time						
Variable costing	56.2%	54.5%	33%	42.1%	42.3%	60%
Activity-based costing	19.6%	60.6%	50%	31.6%	46.2%	64%
Financial budgeting	66.4%	69.7%	67%	34.2%	48.1%	73%
Operational budgeting	38.2%	69.7%	83%	34.2%	48.1%	73%
Making strategic decisions - extended period						
Target costing	27.2%	53.6%	67%	34.2%	34.6%	50%
The life cycle costing	17.3%	36.4%	50%	22.4%	19.2%	64%
Cost of quality	10.2%	27.3%	50%	27.6%	34.6%	63%
Balanced Scorecard	15.1%	60.6%	50%	22.37%	26.9%	79%
Variable costing	42.3%	72.7%	50%	44.7%	40.4%	63%
Activity-based costing	17%	51.5%	83%	34.2%	44.2%	60%

Cont. table 1.

Financial budgeting	55.9%	84.8%	83%	42.11%	55.8%	67%
Operational budgeting	41.1%	81.8%	67%	39.5%	48.1%	73%

*Results represent the sum of the 'large' and 'very large' categories.

Source: own study.

According to managers, budgeting tools are primarily used in current operational management. In small entities, financial budgeting is the main tool (66.4% of responses), in medium-sized entities, it's equally used with operational budgeting (69.7% of responses), and in large entities, operational budgeting (83% of responses) and financial budgeting (67% of responses) are prevalent. Similar opinion was expressed by accountants employed in medium and large entities. Financial budgeting and operational budgeting were specified by 48.1% of respondents from medium-sized entities and 73% from the large entities. However, accountants employed in small entities had a different view; 42.1% of these respondents emphasized the extensive use of variable costing, while only 34.2% mentioned the use of both operational and financial budgeting.

Making strategic decisions, managers of small entities to a large and very large extent relied on the variable costing (42.3% of responses) and financial budgeting (55.9%), and on operational budgeting (41.1%). Managers of medium-sized entities in strategic management mainly used budgeting. Compared to small entities, these methods were nearly twice as prevalent: financial budgeting (84.8% of responses) and operational budgeting (81.8% of responses). Medium-sized business managers utilized also variable costing (72.7% of responses) and, among more advanced management accounting tools, mentioned the balanced scorecard (60.6% of responses) and activity-based costing (51.5% of responses). Managers of large entities, compared to the small and medium-sized ones, applied more advanced tools of management accounting: activity-based costing (83% of responses) and target costing (67 %). Operational and financial budgeting were also used extensively (83% for financial budgeting and 67% for operational budgeting). Accountants employed in small entities indicated the use of variable costing (44.7% of responses) and financial budgeting (42.1% of responses) in strategic management. On the other hand, accountants from medium-sized entities most often specified financial budgeting (55.8% of responses) and operational budgeting (48.1%). Accountants working in large entities, referring to more advanced management accounting tools, highlighted the balanced scorecard (79% of responses) and, again, operational budgeting (73%).

In a subsequent question, respondents identified elements of the management accounting subsystem that, in their opinion, required improvement. The results, considering the size of the entity surveyed, were presented in Table 2.

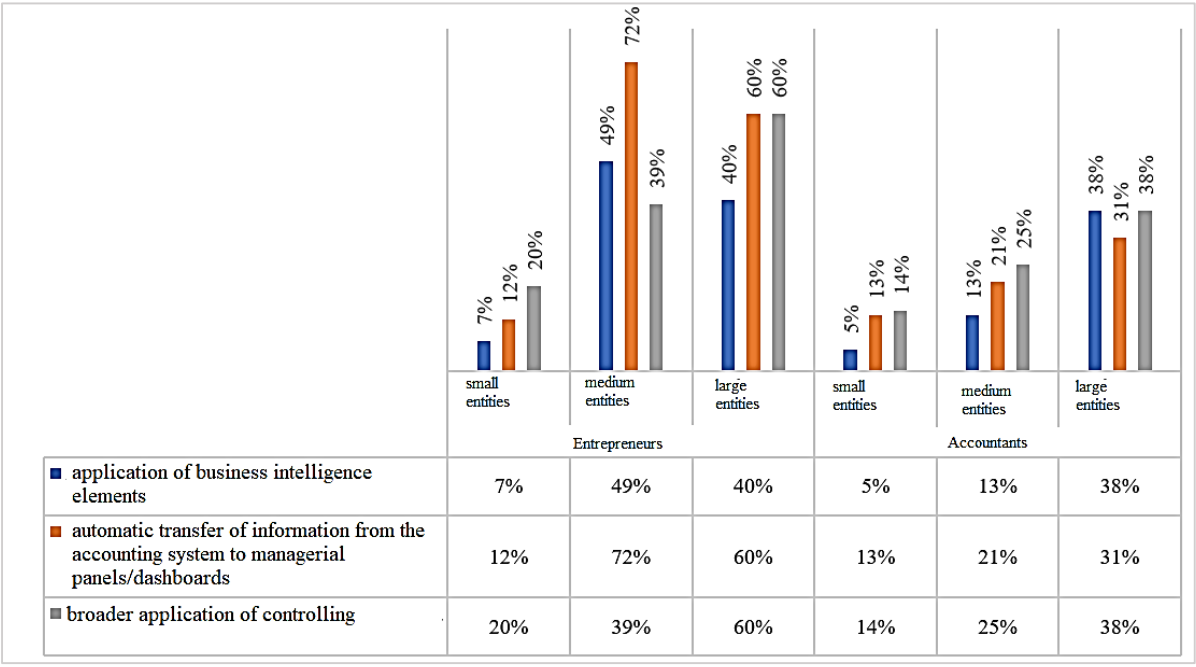
Table 2.
Elements of the management accounting subsystem requiring improvement, according to entrepreneurs and accountants

Tools of the management accounting subsystem	Entrepreneurs' opinion			Accountants' opinion		
	Small entities	Medium -sized entities	Large entities	Small entities	Medium -sized entities	Large entities
Variable costing	50.4%	22.9%	25%	32.6%	28.4%	25%
Activity-based costing	33.3%	11.4%	25%	10.2%	14.9%	18.75%
The life cycle costing	3.3%	28.6%	25%	7.3%	3.0%	6.25%
Target costing	15.8%	45.7%	0%	10.2%	11.9%	0%
Cost of quality	2.1%	8.6%	0%	7.3%	9.0%	37.5%
Operational budgeting	40.0%	71.4%	75%	11.8%	10.4%	0%
Financial budgeting	48.3%	48.6%	50%	17.5%	13.4%	0%
Balanced Scorecard	20.4%	28.6%	25%	3.0%	9.0%	18.75%

Source: own study.

According to the representatives of small entities there are two areas requiring improvements: Variable costing (50.4% of responses) and financial budgeting (48.3%). Managers of medium and large entities expected changes in the use of operational budgeting (medium entities - 71.4% of responses, large entities - 75% of responses) and financial budgeting (medium entities - 48.6% of responses). Accountants, however, had a different view, expecting changes of Variable costing - in small entities 32.6% of responses, and in medium entities 28.4%. Accountants employed in large entities expected a change in target costing (37.5% of responses).

In the next question, respondents provided answers regarding the directions of changes in the management accounting subsystem. The results are presented in Figure 1.



	Entrepreneurs			Accountants		
application of business intelligence elements	7%	49%	40%	5%	13%	38%
automatic transfer of information from the accounting system to managerial panels/dashboards	12%	72%	60%	13%	21%	31%
broader application of controlling	20%	39%	60%	14%	25%	38%

Figure 1. Directions of change in the management accounting subsystem improving management processes, according to the opinions of entrepreneurs and accountants.

Source: own study.

Managers of small entities expected a wider use of controlling (20% of responses), while those of medium and large entities suggested the automatic transfer of information from the accounting system to managerial panels/dashboards (medium entities - 72% of responses, large entities - 60% of responses). Besides, managers of large entities indicated a preference for the broader application of controlling (60% of responses). The development of the management accounting subsystem was most expected by accountants employed in large entities - with the application of business intelligence elements (38% of responses) and a wider use of controlling (38% of responses). The wider use of controlling was specified by accountants from medium (25% of responses) and small entities (20%), whilst 21% of accountants employed in medium entities identified the direction of development as the automatic transmission of information from the accounting subsystem to managerial panels/dashboards, which would allow for real-time data processing and utilization.

5. Discussion and implications

The environment in which businesses operate has become very dynamic and complex. Pandemics as well as security concerns have also contributed to this situation. To react quickly and correctly to emerging risks, businesses need fast, simple, and graphical information from a management accounting system. This improves the company's internal decision-making process, efficiency, and effectiveness (Drury, 2021; Fielder et al., 2016). A survey of managers and accountants confirmed that the management accounting system is not adapted to the needs of business management, especially in the SME sector. The use of management accounting tools in decision-making is most often largely limited to variable cost accounting and financial and operational budgeting. The extent of use of advanced management accounting tools in strategic and operational decision-making is at a low level. Again, much lower in the SME sector. Advanced management accounting tools enable forward-looking, forecasting, substantive programming, ensuring visualisation of the information presented and use in strategic management (Alsalmi et al., 2023). The implementation of these methods provides managers with a complete analysis of data to assist in planning, organising, motivating, and controlling the implementation of the strategy adopted. The use of innovative management accounting tools, advanced applications, helps accountants to collect, evaluate and analyse the available information and develop scenarios to forecast alternatives that can be used in the future (Moll, Yigitbasioglu, 2019). The results of the study confirmed the need to develop the management accounting system using advanced technology and process automation. The use of management accounting tools to support decision-making is still little recognised empirically and is an interesting line of research, particularly in the SME sector (Kanodia, Sapra, 2016; Leone et al., 2029).

6. Conclusions

The aim of the study was to assess the application of management accounting tools in managing enterprises. The acquired results proved that in the examined economic entities, the extent of the use of individual management accounting tools varied and depended on the size of the entity. Both managers and accountants heavily utilized financial and operational budgeting, at both the operational and strategic levels. In the SME sector entities, the more advanced management accounting tools mentioned were the activity-based costing – in operational management, and the balanced scorecard – in strategic management.

Strategic management accounting tools, such as target costing, cost of quality, and the life cycle costing were indicated as being used to a low and very low extent in SME sector entities. In large entities, half of the respondents indicated the use of these tools, with the most mentioned being activity-based costing and target costing. Thus, it can be inferred from the results that management accounting subsystem was not adapted to the management needs of SME sector entities. In large entities, however, the scope of application of management accounting tools supporting management functions was significantly higher. Large entities made greater use of advanced management accounting tools, mainly in strategic management. Due to the lower extent of use of management accounting tools in SME sector entities. Table 3 presents a recommendation for their expansion.

Table 3.
Application and recommendations for implementation of management accounting tools in operational and strategic management of SME sector

Tools of the management accounting subsystem	Small entities		Medium-sized entities	
	Applied tools	Recommended tools	Applied tools	Recommended tools
Making operational decisions - short period of time				
Variable costing	□	V	□	V
Activity-based costing		V	□	V
Financial budgeting	□	V	□	V
Operational budgeting		V	□	V
Making strategic decisions - extended period				
Target costing		V		V
The life cycle costing		V		V
Cost of quality		V		V
Balanced Scorecard		V	□	
Variable costing	□		□	
Activity-based costing		V	□	
Financial budgeting	□		□	
Operational budgeting		V	□	

□ - tool used in large and very large extent, based on the study.
V - tool recommended for future use.

Source: own study.

Most respondents in the group of surveyed entrepreneurs and accountants saw the need to develop the management accounting subsystem, pointing to opportunities in the application of modern technologies and process automation, which allows for data processing and obtaining real-time information.

The considerations and the research results presented herein, regarding the management accounting subsystem in enterprise management, can form the basis for further scientific research in the areas of:

- assessment of reasons for the little application of advanced management accounting tools in SMEs,
- application of modern technologies supporting the use of management accounting tools,
- development of financial and accounting IT systems integrated with the management accounting tools.

The above areas are insufficiently explored and constitute interesting research directions.

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