

COMPLETION REPORT

The Diffusion of Japanese Management Accounting Innovations in Malaysia: A Comparative Case Study Approach

Dr. Zubir Azhar
Senior Lecturer
School of Management, Universiti Sains Malaysia

THE RESULTS OF THE RESEARCH

This study found that the Japanese culture and practices, which are often associated with Japanese organisations to sustain long-term performance of business organisations, appear to have been adopted in rather different ways in the different context outside Japan. Nevertheless, the Japanese management accounting innovations remain to be useful regardless of the context in improving business performance and in responding to changes in business environment. Generally, Japanese management accounting innovations concern the integration between the strategy and value creation and have given much emphasis on feed-forward control which is consistent with the studies and framework proposed by Nishimura (2003; 2016). We are particularly intrigued by the implementation of amoeba management in a Japanese subsidiary in Malaysia which happened to be visible at every level of the production and managerial divisions (called amoebas) despite the fact that these are not in line with its Japanese parent company's philosophy which advocates decentralised organisational structure. While this has resulted in much emphasis on formalisation of planning to achieve desired performance targets, the interplay between power and responsibility appears to be dominated by amoeba managers and leaders, which diverts from amoeba management's original philosophy that is rooted in Japanese parent company's practice. Another set of findings derived from another paper have highlighted that as much as accounting has influenced supply chain management (SCM) practices in a Japanese subsidiary in Malaysia, SCM also influences the accounting practices to a great extent. Interestingly, accounting appears to have reinforced its role in integrating various supply chain activities and relationships through the information that it provides. Such findings are important in shedding light on the interactions between accounting and SCM as they provide practical contributions that have important implications on SCM practices, particularly in terms of their mutual roles in relation to the supply chain setting of a Japanese subsidiary company immersing in a business that concerns the distribution and sales of electrical and electronic products. Overall, we believe that this research project has offered and promoted some best Japanese management accounting practices for other organisations to emulate and learn from so as to improve their day-to-day operations and ultimately improve their business results.

Publication of the Results of Research Project:

<p>Verbal Presentation (Date, Venue, Name of Conference, Title of Presentation, Presenter, etc.)</p> <ol style="list-style-type: none">1. October 2018, Tokyo, Japan, Asia-Pacific Management Accounting Association (APMAA) (14th) Annual Conference, Amoeba management and power-responsibility interplay: A qualitative insight of a Malaysian ICT company, Zubir Azhar.2. October 2018, Tokyo, Japan, Asia-Pacific Management Accounting Association (APMAA) (14th) Annual Conference, Accounting information and SCM: A case of a Japanese subsidiary in Malaysia, Zubir Azhar.3. August 2017, Osaka, Japan, Annual Conference on Management and Social Science (ACMASS) 2017, Amoeba Management Outside Japan: The Case of a Japanese Corporation Operating in Malaysia, Zubir Azhar.
<p>Thesis (Name of Journal and its Date, Title and Author of Thesis, etc.)</p> <ol style="list-style-type: none">1. Asia-Pacific Management Accounting Journal (forthcoming – in progress), The role of accounting information in SCM: A case of a Japanese subsidiary in Malaysia, Azhar, Z. and Pitchay, A. A.
<p>Book (Publisher and Date of the Book, Title and Author of the Book, etc.)</p> <p>Nil</p>