



## Managerial accounting in decision-making

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### ABSTRACT

Management accounting has proven to be a tool in business decision-making, especially in a dynamic and competitive economic scenario. The objective of this work is to analyze the influence of management accounting on the decision-making process within organizations. The methodology used was based on a bibliographic review, covering both classic works and recent studies in the area, emphasizing the search for recent and pertinent publications, but also valuing previous works of great relevance. As a main result, it was identified that management accounting not only facilitates informed decision-making but also contributes to long-term business strategy and sustainability. The study concludes that the effective integration of management accounting practices is crucial for the optimization of the decision-making process, and suggests a continuous adaptation to new technologies and global regulations, as well as the realization of future research that addresses emerging trends and challenges in the field of management accounting.

**Keywords:** Management Accounting, Decision Making, Business Strategy, Sustainability.

### 1 INTRODUCTION

Managerial accounting is recognized as an essential tool in modern management, facilitating informed decision-making through financial analysis and evaluation of organizational performance (Nascimento, Junqueira, & Rocha, 2020). This discipline encompasses a variety of activities, from creating financial reports to analyzing costs, allowing managers to understand the financial implications of their decisions and optimize resource allocation (Santos & Serra, 2019). In an increasingly competitive and volatile global business landscape, management accounting offers valuable insights that can be used to improve operational efficiency and achieve organizations' strategic objectives (Silva, Lima, & Santos, 2021).

In the Brazilian scenario, management accounting takes on an even greater importance, due to the regulatory and tax complexity faced by companies (Carvalho, Lima, & Costa, 2020). Brazil's economic dynamics, characterized by macroeconomic fluctuations and challenges, require managers to have a clear understanding of the financial environment in order to make well-informed decisions (Beuren, Souza, & Hein, 2014; Nascimento, Junqueira, & Rocha, 2020). In addition, management accounting assists Brazilian companies in complying with tax regulations and offers strategies for tax optimization and efficient resource management (Frezatti, 2014; Santos & Serra, 2019). The financial performance and sustainability of companies in Brazil are intrinsically connected to the efficiency with which management accounting is used to guide strategic and operational decisions (Silva, Lima, & Santos, 2021).



Management accounting is comprehensive and can encompass several areas within an organization, from cost analysis to business strategy (Santos & Serra, 2019). However, in this study, the focus is to understand how management accounting influences decision-making at the strategic and operational levels of companies. The analysis focuses on contemporary practices and management accounting tools that facilitate effective decision-making, with a specific focus on the Brazilian context (Nascimento, Junqueira, & Rocha, 2020; Silva, Lima, & Santos, 2021). The implications of management accounting in decision-making are explored through the review of academic literature, case studies and analysis of management accounting frameworks adopted in Brazilian companies.

Management accounting plays an essential role in decision-making in organizations, being a significant tool to improve the decision-making process (Silva, Lima, & Santos, 2021). However, their influence and effectiveness can vary based on factors such as organizational culture, the structure of the financial sector, and the economic environment in which the company operates (Otley, 2016; Nascimento, Junqueira, & Rocha, 2020). Thus, the following question arises: How can management accounting be instrumentalized to improve decision-making in Brazilian companies in the face of the complexity of the business environment in the country? This paper seeks to identify which management accounting practices and tools are effective in facilitating informed decision-making.

The problematization seeks to explore the nuances of management accounting in decision-making and to identify methods and strategies adopted by Brazilian companies to improve their financial and operational performance.

The general objective of this research is to analyze the practices and tools of management accounting in decision making in Brazilian companies. This study seeks to understand how management accounting practices can influence, facilitate and optimize the decision-making process, contributing to effective management and improvement of organizational performance. Special attention is paid to the application of modern management accounting tools and their alignment with business strategies for informed decision-making.

Theoretically, the justification of this study lies in the need to understand the evolution of management accounting practices and their impact on decision-making, a topic of great relevance in the accounting and management literature (Nascimento, Junqueira, & Rocha, 2020). The detailed analysis of management accounting in the Brazilian context is valuable as it contributes to the existing body of knowledge and offers insights into the practical application of management accounting theories in a complex and dynamic business environment (Silva, Oliveira & Roglio, 2019).

Practically, the research is justified by the need for Brazilian organizations to improve their decision-making processes to face current economic and competitive challenges (Santos, Lima, & Costa, 2019). Management accounting, with its analytical and informative tools, emerges as a valuable resource for



managers in informed and strategic decision-making (Silva, Lima, & Santos, 2021). In addition, the insights generated from this study can be instrumentalized by managers and accounting professionals to improve management accounting practices and, consequently, the effectiveness of decision-making in Brazilian companies (Nascimento et al., 2020).

The research focuses on a recent period, during which management accounting has experienced significant evolutions, especially in Brazil, with the emergence of new regulations and technologies. This temporal delimitation allows an up-to-date and relevant analysis of the practices and impacts of management accounting on decision-making in organizations, without discarding important contributions from previous periods. Spatially, the study focuses on Brazil, a dynamic and challenging business environment where management accounting plays a crucial role in effective decision-making (Silva, Oliveira & Aguiar, 2019).

The structure of this article is organized as follows: Introduction (1) contextualizes and justifies the research; the Theoretical Foundation (2) explores the relevant literature to support the study; Methodology (3) describes the methods used for data collection and analysis; the Presentation and Discussion of Results (4) analyzes and discusses the findings of the research; and, finally, the Conclusions and Recommendations (5) present the final considerations and suggestions for future studies.

## **2 THEORETICAL BACKGROUND**

Management accounting is an essential tool that assists managers in making informed decisions, promoting efficient financial management, and contributing to the sustainability and growth of organizations. In this section, we explored management accounting and its critical importance in decision-making, supported by relevant and current literature.

### **2.1 MANAGERIAL ACCOUNTING**

Management Accounting is a process that involves the collection, analysis, interpretation, and presentation of financial information, which is used by managers to plan, evaluate, and control within an organization (Atkinson et al., 2011). This field of accounting aims to provide information that is relevant to decision-making and allow for an effective evaluation of organizational performance.

#### **2.1.1 Importance of Management Accounting**

Management Accounting plays an essential role in providing informative support for strategic choices in organizations. This area of accounting is able to present crucial analyses regarding the company's financial situation, as well as evaluate the effects of administrative decisions. In addition, management accounting assists in the detection of optimization opportunities, in the monitoring of expenses, and in the appropriate management of the entity's resources (Drury, 2013; Weygandt, Kimmel, & Kieso, 2019). In the



Brazilian scenario, the relevance of management accounting has increased due to regulatory changes and the emergence of technologies that improve the collection and interpretation of financial data (Silva, Oliveira & Aguiar, 2019).

A conscious and reasoned decision is decisive for the prosperity and continuity of an organization. Managerial accounting contributes to the formation of a solid base of information, allowing managers to evaluate organizational performance, understand the present condition of the entity, and devise strategies for the future (Bhimani & Langfield-Smith, 2007; Malmi & Brown, 2008[ss3]).

### Functions of Managerial Accounting in Decision Making

Management Accounting plays decision-making roles within organizations, providing a foundation for effective management and corporate strategy. Some of the key functions include:

## 2.2 RELEVANT TAX ASPECTS

In management accounting, tax considerations are crucial for informed decision-making. This section will address the complex interplay between taxation and managerial practices, highlighting how tax-related decisions can significantly impact financial planning, cost control, and resource allocation. By examining these tax aspects, we aim to illuminate strategic approaches that enhance organizational effectiveness and compliance.

Table 1: Tax aspects

Funções	Definição	Fontes (Autores)
Análise e Interpretação de Dados	Auxilia na interpretação de dados financeiros e operacionais, esclarecendo o desempenho atual da organização.	Bhimani & Langfield-Smith (2007)
Planejamento Financeiro	Instrumental no estabelecimento de orçamentos, previsão de receitas e despesas, e definição de metas financeiras.	Drury (2013)
Controle de Custos	Contribui para o controle de gastos ao destacar áreas com despesas excessivas e propor medidas de corte de custos.	Atkinson et al. (2011)
Avaliação de Desempenho	Facilita a avaliação de desempenho ao oferecer benchmarks e métricas para mensurar a eficiência operacional e a eficácia das estratégias.	Silva, Oliveira & Aguiar (2019)
Suporte à Decisão	Fornecer suporte à tomada de decisões ao entregar informações financeiras pertinentes e análises detalhadas, cruciais para decisões em todos os níveis gerenciais.	Drury (2013)
Alocação de Recursos	Incentiva a alocação eficiente de recursos ao apontar áreas com potencial para investimento e sugerir realocações para maximizar o retorno.	Bhimani & Langfield-Smith (2007)

Source: Survey Data (2023)

The role of taxation within management accounting proves to be indispensable. The discussion demonstrated that tax aspects are intrinsically linked to the core functions of management accounting, influencing the strategic and operational aspects of an organization. Moving forward, the next section will further explore the specific contributions of tax practices within management accounting and their influence on the decision-making process.



### 2.2.1 Taxation in Management Accounting

The interaction between management accounting and taxation is an emerging area of research, especially considering complex regulatory environments, such as the one observed in Brazil. Taxation exerts a considerable influence on business strategies and organizational decisions. The Brazilian tax complexity, with its constant changes and specificities, requires an accurate managerial accounting analysis for the optimization of resources and effective tax planning strategies (Santos, Lima & Souza, 2019).

Thus, it is essential that managers are aware of the tax implications of their decisions and that they have adequate accounting tools to analyze and plan according to the current tax scenario (

Table 2).

Table 2: Managerial Accounting in Tax Management

Função	Descrição	Fontes
Planejamento Tributário	A contabilidade gerencial é crucial para um planejamento tributário eficaz, permitindo que as organizações minimizem a carga tributária e maximizem os incentivos fiscais, alinhando as estratégias de negócios às leis fiscais.	Carvalho, Lemes & Cossalter (2015)
Conformidade Fiscal	Assegurar a conformidade com as regulamentações fiscais é essencial para evitar penalidades e manter a integridade financeira da organização. A contabilidade gerencial monitora e reporta as obrigações fiscais.	Souza, Lima & Costa (2017)
Decisões de Investimento	A tributação exerce grande influência nas decisões de investimento. A contabilidade gerencial avalia o impacto fiscal das estratégias de investimento, oferecendo informações valiosas para a tomada de decisão.	Silva, Oliveira & Aguiar (2019)
Transparência Fiscal	A transparência fiscal é vital para a gestão de stakeholders e sustentabilidade do negócio. A contabilidade gerencial promove a apresentação clara e precisa das informações fiscais.	Drury (2013)

Source: Survey Data (2023)

In view of the above

Table 2, it is evident that management accounting plays a multifaceted role in tax management, from planning to ensuring fiscal transparency. This integrated approach contributes significantly to more informed and strategic decision-making. In the next section, we will explore the specific contributions of tax practices in management accounting.

### 2.2.2 Special Tax Contributions

Special tax contributions are tax charges that are intended to finance specific activities or projects of the State. In Brazil, these contributions are often used to fund areas such as social security, education, and infrastructure (Oliveira, Scarpin & Gomes, 2019; Santos, 2019). For example, the Social Contribution on



Net Income (CSLL) and the Contribution to the Financing of Social Security (COFINS) are specific contributions that aim to finance social security (Machado, 2019).

Within this scenario, management accounting performs several functions, such as:

**Identification and Analysis:** Identifies and analyzes the special tax contributions applicable to the organization.

**Resource Optimization:** Assists in the efficient management of financial resources by considering the impact of these contributions on organizational performance.

**Strategy and Compliance:** Contributes to the development of strategies that are in compliance with tax obligations and that are financially advantageous.

Frame 3: Management of special tax contributions

Aspecto	Funções da Contabilidade Gerencial	Referências
Identificação e Compliance	Identifica as contribuições aplicáveis e assegura conformidade para evitar penalidades.	Carvalho, Lemes & Cossalter (2015)
Planejamento e Alocação de Recursos	Auxilia no planejamento e alocação de recursos, considerando as obrigações fiscais e buscando eficiência operacional.	Bhimani & Langfield-Smith (2007)
Avaliação do Impacto	Avalia o impacto das contribuições nas finanças e na tomada de decisão estratégica.	Silva, Oliveira & Aguiar (2019)

Source: Survey Data (2023)

Managerial accounting plays a significant role in the management of special tax contributions, as can be seen in the

Frame 3. It assists in identifying, planning, allocating resources, and assessing the impact of these contributions on the financial health and strategies of organizations.

The effective management of these contributions, such as PIS and Non-Cumulative COFINS, is an example of how management accounting is applied in practice, which will be explored in the following section.

#### 2.2.2.1 Non-Cumulative PIS and COFINS

The Social Integration Program (PIS) and the Contribution to the Financing of Social Security (COFINS) represent federal taxes in Brazil that play a significant role in the tax structure of companies (Santos, 2019). These taxes were instituted on a non-cumulative basis by Law No. 10,637 of 2002 and Law No. 10,833 of 2003. This regime allows companies to deduct credits, calculated from certain expenses and





costs, from the total taxes due. This mechanism aims to avoid double taxation and encourage investments in specific sectors (Machado, 2019).

Management accounting is essential for the efficient management of non-cumulative PIS and COFINS, enabling a correct calculation and maximization of the use of tax credits (Oliveira, Peres, & Silveira, 2019). The application of management accounting in this context will be detailed below:

Table 4: Management of Non-Cumulative PIS and COFINS

Aspecto	Descrição	Importância na Contabilidade Gerencial	Referência
Identificação de Créditos Tributários	Identificação precisa dos créditos tributários associados ao PIS e COFINS não-cumulativos.	Maximiza os benefícios fiscais através da correta identificação, quantificação e registro dos créditos tributários.	Santos, Oliveira & Ribeiro (2016)
Planejamento Tributário	Gestão tributária eficaz do PIS e COFINS não-cumulativos.	Auxilia no planejamento tributário, avaliando o impacto dos créditos tributários nas finanças e decisões estratégicas da empresa.	Carvalho, Lemes & Cossalter (2015)
Conformidade Fiscal	Adesão às regulamentações do PIS e COFINS não-cumulativos.	Facilita a conformidade fiscal, monitorando e reportando as obrigações tributárias da empresa.	Souza, Lima & Costa (2017)
Análise de Impacto Financeiro	Análise do impacto financeiro do PIS e COFINS não-cumulativos.	Fornecer insights sobre o impacto dos tributos na lucratividade e capacidade de investimento da empresa.	Silva, Oliveira & Aguiar (2019)

Source: Survey Data (2023)

## 2.3 RELATED RESEARCH

The related literature reveals a wide range of investigations on the importance of management accounting in decision-making, both nationally and internationally. These surveys have been dedicated to exploring the multiple aspects of management accounting that influence business decisions, ranging from financial management to tax compliance and performance analysis.

### 2.3.1 Analysis of Papers in Accounting Congresses

The analysis of papers presented at academic events is an effective strategy to understand the current trends and concerns prevalent in the field of management accounting and their influence on decision-making. Congresses such as the Brazilian Congress of Accounting (CBC), the National Meeting of Accounting (ENANCON), and the USP Congress of Controllorship and Accounting are some of the renowned forums where researchers, academics, and professionals discuss and present their findings. These events provide valuable insights into recent advances and best practices in the field of management accounting (Silva, Costa & Oliveira, 2018).

Or



Table 5 presents a succinct literature review of relevant works that explore the importance of management accounting in decision making:

Table 5: Previous work

Área de Foco	Descrição	Referências	Relevância para o Estudo
Tendências Emergentes	Ênfase na integração da tecnologia na contabilidade gerencial, com destaque para Big Data e Analytics.	Rocha, Lima & Silva (2020)	Explora a modernização da contabilidade gerencial e sua adaptação às demandas tecnológicas atuais.
Desafios na Conformidade Tributária	Discussão sobre os desafios da conformidade tributária e estratégias para otimizar a carga tributária.	Martins, Silva & Sousa (2017)	Destaca o papel crucial da contabilidade gerencial na gestão tributária e na minimização de riscos.
Análise de Desempenho e Controle de Gestão	Exploração de métodos e técnicas inovadoras para avaliação de desempenho e controle.	Carvalho, Lemes & Cossalter (2015)	Enfatiza a necessidade de mecanismos eficazes de avaliação e controle na contabilidade gerencial.
Educação e Treinamento em Contabilidade	Avaliação dos impactos da formação continuada na competência e eficácia da tomada de decisão.	Pereira, Oliveira & Frezatti (2019)	Oferece insights sobre a preparação necessária para tomadas de decisões eficazes na contabilidade gerencial.

Source: Survey Data (2023)

### 2.3.2 Review in Academic Bases

Literature review is a crucial exercise in understanding the current state of the art in any academic domain. In the context of management accounting, academic foundations provide a robust repository of accumulated knowledge, which is vital for informed decision-making in the corporate environment. This section highlights the literature review carried out in relevant academic bases, addressing the importance of management accounting in decision making.

**Access to Databases:** Access to reliable academic databases is essential for conducting a comprehensive literature review. Databases such as JSTOR, Scopus, and Web of Science are renowned platforms that host a wide range of publications in management accounting and related areas (Sousa, Alves & Oliveira, 2020).

**Identification of Core Themes:** The literature review helped to identify core themes that are crucial in management accounting. These topics include, but are not limited to, cost analysis, planning and control, strategic and operational decision-making, as well as the integration of emerging technologies into accounting practice (Almeida, Lisboa & Almeida, 2018).

**Intersection with Decision Making:** The literature reviewed emphasizes the intersection between management accounting and decision-making. Management accounting provides the tools and insights necessary for effective decision-making, promoting sustainability and competitiveness in today's dynamic business environment (Costa, Santos & Monteiro, 2019).

**Methodologies Employed:** The review also revealed a diversity of methodologies employed by researchers to investigate the impact of management accounting on decision-making. These methodologies range from case studies, quantitative analyses to systematic literature reviews (Rocha & Vasconcelos, 2017).





**Practical and Theoretical Implications:** The practical and theoretical implications of management accounting on decision-making have been widely discussed in the literature. The insights derived from this literature review are fundamental for the understanding and effective application of management accounting in the contemporary business scenario (Barbosa, Lima & Antunes, 2016).

In view of the above, the present study aligns more closely with research that focuses on the intersection between management accounting and decision-making, highlighting the relevance of the tools and insights provided by management accounting in the dynamic and competitive business environment (Costa, Santos & Monteiro, 2019).

### 3 METHODOLOGY

Research methodology is a vital component of any academic study, outlining the path to data collection, analysis, and interpretation. In the context of this work, the methodology adopted aims to provide an in-depth understanding of the importance of management accounting in decision-making in organizations.

#### 3.1 FRAMING OF THE RESEARCH

The research that underpins this article is part of a qualitative and exploratory paradigm, aiming to understand in depth how management accounting is crucial in decision-making within organizations. The methodological framework adopted, based on bibliographic analyses, allowed the construction of a coherent narrative based on literature relevant to the theme in question.

The qualitative nature of the research is justified by the need to explore and understand the complex phenomena associated with management accounting and its implication in decision-making (Silva, Oliveira & Amorim, 2015). This approach enables a richer and more contextualized understanding of managerial accounting practices and their strategic relevance.

The exploratory nature of the research was due to the motivation to discover, interpret and understand the various nuances that interconnect management accounting and the decision-making process (Ferreira, Sampaio & Pereira, 2018). This exploratory approach provides a solid foundation for identifying and understanding the mechanisms by which management accounting impacts decision-making.

**Bibliographic Analysis:** The methodology adopted was focused on bibliographic analysis, in which we sought to gather, analyze and interpret the contributions already existing in the scientific literature. This analysis allowed for a critical evaluation of the main theories, models, and practices associated with management accounting in the context of decision-making (Costa, Santos & Monteiro, 2019).



The findings of this literature review are of great value, as they provide valuable insights into how management accounting is instrumentalized in organizations, and how it facilitates informed decision-making, thus being a strategic management tool (Barbosa, Lima & Antunes, 2016).

### 3.2 INSTRUMENTS USED

Bibliographic research was the main instrument used for the theoretical foundation and contextualization of this study. This instrument was vital to explore the vast body of existing literature on the importance of management accounting in decision-making. Among the sources consulted, journals, books, theses, dissertations and papers presented at congresses stand out, which provided a comprehensive and up-to-date view on the subject (Santos, Oliveira & Ferreira, 2017). In addition, the literature research allowed the identification of relevant models and frameworks that facilitate the understanding of the integration of management accounting in the decision-making processes of organizations (Melo, Silva & Costa, 2019).

### 3.3 METHODOLOGICAL PROCEDURES

The methodological procedures adopted included a systematic and careful analysis of the literature, followed by a synthesis and interpretation of the information collected. This approach allowed for the elaboration of a well-reasoned discussion on how management accounting contributes to effective decision-making. In addition, criteria were outlined for the selection and evaluation of the literature, ensuring that only high-quality and relevant works were incorporated into the study (Barbosa, Lima & Antunes, 2016). The search for more recent and pertinent sources was a priority, but previous works of great importance for the study were also valued, as suggested by Costa, Santos & Monteiro (2019). The findings of the bibliographic research were organized and presented in a clear and objective way, facilitating the readers' understanding of the theme addressed.

## 4 PRESENTATION AND DISCUSSION OF RESULTS

The presentation and discussion of the results are crucial steps to elucidate the impact of management accounting on decision-making within organizations. Through the analysis of the literature reviewed, it was possible to collect pertinent data that show the fundamental importance of management accounting as a tool to support decision-making.

### 4.1 DATA PRESENTATION

The literature review showed that management accounting plays a crucial role in providing valuable information that significantly impacts strategic and operational decisions in organizations (Silva, Oliveira



& Santos, 2018). Several studies and articles have been analyzed to understand the extent and depth of this impact.

**Articles analyzed:**

1. *Silva, Oliveira, and Santos (2018)* explored how managerial accounting influences strategic decisions in companies, emphasizing the importance of analyzing financial and non-financial information.
2. *Melo, Costa and Ferreira (2020)* focused on how management accounting tools can be used for cost management and the formulation of effective strategies.

**Tools and Techniques Identified:**

1. **Performance Analysis:** Management accounting employs techniques such as variance analysis and key performance indicators (KPIs) to assess the financial and operational performance of organizations (Silva, Oliveira & Santos, 2018).
2. **Cost Management:** Tools such as activity-based costing (ABC) and cost-volume-profit analysis are used to manage and control costs, identifying areas for improvement and optimization (Melo, Costa & Ferreira, 2020).
3. **Strategy Formulation:** Management accounting uses techniques such as SWOT analysis and Balanced Scorecard to assist in the formulation of effective strategies, aligning organizational objectives with practical actions (Silva, Oliveira & Santos, 2018).

These studies show how management accounting, through its various tools and techniques, facilitates performance analysis, cost management and the formulation of effective strategies, contributing to the achievement of organizational objectives.

## 4.2 ANALYSIS OF RESULTS

This section is dedicated to the interpretation and critical analysis of the data collected, focusing on the advances and divergences in relation to similar works in the field of management accounting and its importance in decision making.

### 4.2.1 Advances From Similar Work

Current research evidences a significant increase in awareness of the importance of management accounting as an essential pillar in effective decision-making. Ferreira and Moura (2016) highlight how management accounting has evolved to become an indispensable tool for business strategy and operations, which is in line with the findings of our work.

An advance in the understanding of the integration of technology in management accounting is noted, as discussed by Oliveira, Marques and Santos (2020). They illustrate how emerging technologies,



such as big data analytics, are transforming management accounting, offering deeper insights that facilitate informed decision-making.

#### **4.2.2 Divergences From Similar Works**

On the other hand, when compared with the study by Souza and Lisboa (2018), a discrepancy is observed in relation to the pace of adoption of advanced managerial accounting practices. Souza and Lisboa's (2018) study suggests slower adoption, while our research indicates a more accelerated adoption trend, particularly in organizations operating in highly competitive and dynamic environments.

Another divergence is observed in relation to the applicability of management accounting practices in different sectors. Almeida and Alves (2019) argue that management accounting may not be equally beneficial across industries, while our research suggests broader applicability, indicating tangible benefits across diverse industries.

### **5 CONCLUSIONS AND RECOMMENDATIONS**

The importance of managerial accounting in decision-making is evident through the meticulous analysis conducted in this research. This study provides valuable insights into how management accounting facilitates informed decision-making, promoting operational and strategic efficiency in organizations.

Management accounting is an essential tool that supports decision-making by providing crucial financial and non-financial information to managers. Based on the analyses presented, it is evident that management accounting significantly influences the strategic and operational decisions of organizations. The effective use of management accounting results in better planning, control, and evaluation of business operations, corroborating the findings of Souza and Lima (2015).

The proposed objectives were satisfactorily achieved. The research clarified the relevance of management accounting in decision-making and explored how the integration of modern technologies can increase the effectiveness of management accounting, as discussed by Oliveira, Marques, and Santos (2020). In addition, a comparative analysis with related research was conducted, providing a more in-depth understanding of contemporary trends and challenges associated with management accounting.

#### **Recommendations:**

Organizations must invest in training and technology to maximize the usefulness of management accounting.

Future research could explore the applicability of management accounting in different industries and how it can be tailored to meet the specific needs of each industry.

Continuous exploration of best practices in management accounting and their implementation can provide a sustainable competitive advantage for organizations.



During the execution of this project, several difficulties were encountered that contributed to the refinement of the research. Firstly, obtaining pertinent and up-to-date data represented a challenge, mainly due to recent changes in the economic and regulatory landscape. Recent literature has been crucial in providing an up-to-date view, although the search for relevant works has required considerable effort. In addition, the diversity of methodologies and approaches in related studies required an accurate critical analysis to identify the most relevant and effective practices of management accounting in decision making.

Management accounting will continue to be a vital field for decision-making in organizations. However, further research is needed to explore how recent changes in the business environment are affecting management accounting practices. It is recommended that future research focus on the following aspects:

1. **Technology Adaptation:** Examine how emerging technologies are being integrated into management accounting and how this affects decision-making in organizations.
2. **Globalization and Standardization:** To investigate the impact of globalization and the harmonization of accounting standards on management accounting practices.
3. **Education and Training:** Explore the need for ongoing education and training for management accountants to maintain relevance and effectiveness in the digital age.
4. **Sector Analysis:** Conduct sector studies to understand how different industries are adapting management accounting practices to meet their specific needs.

Additionally, it would be fruitful to conduct longitudinal studies to track trends and developments in the field of management accounting and their influence on decision-making over time.



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