گـۆڤـاری زانـکۆی ڕاپـەڕیـن
Journal of University of Raparin.
مجلة جامعة رابرين
E-ISSN: 2522 – 7130 P-ISSN: 2410 – 1036

DOI:10.26750/Vol(11).No(5).Paper40
Date Received: 05/01/2024
Date Accepted: 03/03/2024
Date Published: 29/10/2024

The Impact of Managerial Accounting Techniques on Short-term Decisions (A Case Study of SMEs in Sulaimani Governorate)

Chnar Abdullah Rashid[1] - Salam Mahmood Hamad[2]

chnar.rashid@spu.edu.iq - salam.Mahmood@uor.edu.krd

[1]Department of Accounting Technique, Technical College of Administration, Sulaimani Polytechnic University, Sulaimani, Kurdistan Region, Iraq.

[2]Department of business management, College of Humanities, University of Raparin, Rania, Kurdistan Region, Iraq.

Abstract

This study aims to determine the importance of managerial accounting in the process of short-term decision-making. Since managerial accounting is a crucial component of the financial information system and is crucial in making decisions in big companies or SMEs, while managerial accounting is only briefly discussed in the majority of economic units, there are some organizations where certified public accountants view managerial accounting as an optional component of the business.

Financial data was collected from one of the SME companies in KRG/Sulaimani governorate, which is Mariwan Gallery, located in Bazian. The results indicate that managerial accounting has a significant effect on the process of short-term decision-making. This study recommends that all businesses, including small shops, hire accountants in order to make critical financial decisions. This helps businesses perform better, and it also provides more job opportunities for society.

Keywords: Managerial Accounting (MA), Short-term Decision making, and SMEs.

1.Introduction

In the modeling and management analysis disciplines, the terms "information" and "information system" are having a growing impact on businesses. The economic information system includes news and information from several disciplines, just like any other information system, although the majority of them come from the economic database (Rashid, 2018).

Obviously, 70% of the information in the economic information system is provided by economic evidence, which confirms that most of the companies' information is accounting information. Since the accounting information system comprises elements and components of a company that offers information for users through economic activities, Accordingly, information will be provided for decision-making, which is divided into internal and external information functions. The first refers to the company's management, and the other belongs to third parties (Rashid, 2017). Very specialized models and accounting data may be needed for decision-making internally and the examination of cause-and-effect linkages. Decision-making both inside and outside the organization is supported by management accounting information, which is viewed as high-quality and appropriate information that managers should get through official and informal channels (Sabir et al., 2011).

Companies are permitted through managerial accounting to convert financial data into financial reports, which can be utilized for making strategic decisions. Among the significant business choices that require management accounting are those mentioned above. Budgeting expenses, predicting sales and variable costs, establishing goals for the company, certain teams and departments, and even particular individuals, and estimating the value of a firm or a particular asset are a few examples (Noori & Rashid, 2017). However, there are many SME companies that do not have managerial accountant, and their financial issues are handled by themselves or their relatives. As a result, the role of managerial accounting will be overlooked, despite the fact that it may play a significant role in the overall management of financial issues. Thus, this purpose attempts to highlight the role of managerial accounting in the companies' financial environment.

Financial statements must be prepared accurately and comprehensively in order to be useful for companies' strategies for a long time. Thus, managerial accounting is essential. Without appropriate managerial accounting, decision makers might not be able to make wise decisions or might not be aware of the company's right market position. This can be interpreted as a significant contribution to this research.

The study initially explains short-term decisions and managerial accounting. As a result, it provides recommendations to the selected company after comparing the study's findings with relevant literature. It briefly evaluates the findings from a theoretical and practical perspective, taking into account the constraints of the current study and plans for future research. A summary of the primary findings of this study will be provided in the conclusion.

2. Theoretical Background

Managerial accounting is the branch of accounting that provides businesses with all the necessary documents, statements, and reports in order to assist management in the process of decision-making. This means the information provided by managerial accounting is mostly used internally. By determining what information, they need to make a decision and how to analyze and display that information, managerial accounting enables decision-makers to set and evaluate organizational objectives. The ones who receive and use managerial accounting information for a more focused purpose are internal users, who manage the business interests of the company and make decisions inside the company. These internal users could include owners, other employees, and management at all levels and units (Jaf et al., 2015).

In managerial accounting, future projections for various company units are frequently emphasized. For instance, while creating a budget, a company like Tesla may try to forecast the costs of producing a new line of cars. After the manufacturing process has started, the managing accountants can measure the actual costs to see if they are above or under their budgeted amounts. The managerial accountants could set a budget to estimate the expenses, such as parts and labor (Jaf et al., 2012).

Management takes both regular and strategic decisions with the aid of information. In reality, management accounting functions in two ways: first, the management is capable of knowing everything about its organization, identifying its strong and weak points, and taking decisions accordingly for seizing opportunities and overcoming challenges in the external environment; second, the performance of the management can also be assessed by various stakeholders during a specific time period by looking at the financial data (Abdullah et al., 2021; Para et al., 2022).

2.1 Financial decisions: definitions and types

The decisions that industries must make about the proportion of equity and debt capital in their capital structure are referred to as financing decisions. This is crucial for funding the company's assets, selecting investments, and maximizing shareholder value. Financial decisions are ones that directors make based on the business’s finances. There are some choices that are essential for companies’ financial health, which include asset purchases, boosting cash, and organizing revenue and expenses daily. Thus, the assets and liabilities of the company can be influenced by financial choices. These choices are significant in improving finance, increasing income, and achieving resources for the company. On the other hand, debt accumulations, expense involvements, and capital withdrawals from a business can relate to financial choices as well (Ghafar et al., 2021).

Naturally, all of these financial choices can have both long-term and short-term consequences. Financial decisions that are made over a longer time frame, such as a year or more, are considered long-term. These decisions could relate to capital spending plans, investment choices, and the acquisition of long-term capital and loans that could have a five to ten-year maturity. Financial decisions that are made on a short-term basis, typically less than a year, are referred to as short-term financial decisions. These choices relate to managing working capital, setting up short-term funds and credits, paying dividends, etc. (Para et al., 2022). Because a developing business's needs never stop, they instead continuously rising to keep up with the expansion. To create a proper capital structure, financial managers must make crucial choices. (Ghafar et al., 2021).

On the other side, debt consists of debentures, loans from banks and other financial organizations, etc. The capital structure becomes riskier as debt levels rise and the cost of interest rises. Additionally, the business cannot rely on this form of funding indefinitely because lenders may at any time demand their money back. Any performance slump can be a disaster for the business and put it under a lot of pressure. Financial managers must determine the ideal ratio of debt to equity. They must consider a number of things while doing this, including the financing cost, the related risks, the variable cost when issuing equity, the company's near-term cash flow position, the status of the economy, the debt and equity markets, etc. (Para et al., 2022).

2.2 Types of Managerial Accounting

Product costing and valuation: This is the process of calculating all expenses incurred in the process of making goods or providing services. Variable costs, fixed costs, direct costs, and indirect costs are subcategories of costs that are measured and identified through cost accounting. Accounting for management distributes and computes overhead charges to ascertain the overall cost of producing a good. In order to appropriately assess inventories that may be at different stages of production and the cost of goods sold, managerial accountants use direct costs in addition to overhead costs (Sdiq & Abdullah, 2022; Rashid, 2023).

Cash Flow Analysis: A cash flow analysis is performed by a managerial accountant in order to assess the financial effect of the company’s decision. Most of the companies record financial information on an accrual basis. Although this basis offers more accurate information regarding a company’s financial position, it is difficult to show the real cash impact of an individual financial deal. Once completing a cash flow analysis, managerial accountants will consider the cash inflow or outflow caused by a specific company action (Abdullah et al., 2021).

Analysis of Inventory Turnover: "Inventory turnover" refers to the frequency with which a business sells and replaces inventory over a specific time. inventory turnover calculation helps businesses make well choices regarding pricing, production, marketing, and the purchase of new inventory. The cost incurred by a company to keep unsold products in storage is referred to as the "carrying cost of inventory," and it can be calculated by a managerial accountant (Rashid, 2019; Budur et al., 2023).

Analysis of Production-Line or Sales-Process Restrictions: this is another component of managerial accounting to the analysis of these restrictions. Finding and determining how these restrictions effect revenue, profit, and cash flow are tasks that managerial accountants help with. Managers can then make modifications and increase efficiency in the production or sales process using this insight (Rashid, 2018).

Planning, forecasting, and trend analysis: this analysis is used to assess the company’s operational plans. Performance reports are used by the managerial accountant to determine the differences between actual and planned results. In this regard, managerial accountants review proposals, evaluate the necessity of requested tools or services, and choose the best economic option. Furthermore, it includes repayment schedules so management can anticipate future financial expansions. In managerial accounting, the trendline for specific expenses is also analyzed, and any deviations are investigated. Since external financial audits frequently raise concerns about spending that differs considerably from what is typically anticipated, it is imperative to regularly check this information (Jaf et al., 2015).

2.3 Difference Between Management and Financial Accounting

Accounting for finances involves keeping track of a company's financial transactions and creating summaries of its financial activity and condition of affairs. The majority of small firms employ this technique to keep track of their transactions and compile data into consolidated statements that present their financial situation (Muhammad & Ahmed, 2020; Jaf & Rashid, 2023).

Businesses may determine their entire firm value, track their cash flow, and analyze their revenue and expenses with the help of financial accounting. These tasks can help with tax planning and decision-making, but they are typically less complex and easier to complete than management accounting analysis—the majority of forms are simple to create with even the most basic business accounting software. For more in-depth planning, directing, and management of business activities, managerial accounting uses these statements (Rashid, 2023).

In other words, management accounting requires more in-depth study and is applied less frequently than financial accounting. Business owners and managers utilize it when they need to make critical business decisions, like whether to buy or sell a company, launch a new operation, or spin off a new product line. With commercial accounting software, this style of accounting may also need additional work to put up forms for analysis, although it's still pretty simple to execute (Rashid & Jaf, 2023).

2.4 Managerial Accountant

The top executive of an organization known as the management accountant, management controller, or comptroller is in charge of the management accounting department. He is in charge of gathering data from within and outside the company, which is then further examined, and concrete results are shared with management to help them make quick decisions for the organization's growth and development (Sdiq & Abdullah, 2022).

Managerial Accountants: Their Roles and Skills

They must be knowledgeable about the field in which they work. Commercial awareness includes understanding how a business is run, how the external environment impacts it, as well as being aware of and understanding the broad industry in which the business operates. Additionally, collaboration—which comprises working in cross-functional teams and earning the respect and trust of colleagues to complete a task—is necessary for the development of managerial accounting abilities. They have to work together as "team players." Additionally, management accountants must be effective communicators who can convey accounting information in both written and oral form in a manner that is understandable to the intended audience. It's crucial to be able to swiftly and precisely collect the data. But if the information is not presented in a clear manner that the audience can grasp, it is pointless. Hence, strong technological aptitudes are also crucial (Ghafar et al., 2021). These skills apply to apps that help automate processes, boost efficiency, and add value to the organization in addition to accounting and reporting software. For many businesses, both their managerial and financial accounting functions frequently require additional software and supporting technologies. Also, managerial accountants need to be highly analytical. They must frequently collaborate with management staff to examine budgets, find ways to save costs, and work with financial analysts. Likewise, managerial accountants need to be moral and ethical people. They ought to serve as an example to others and motivate them to adhere to internal control policies and practices (Jaf et al., 2012).

2.5 Managerial Accounting Tools

There are several tools that are used in managerial accounting, such as break-even analysis, budgeting, and many other tools that are practiced by managerial accountants in order to prepare a report for management. This research used only the above two tools for approving the research hypothesis, which are budgeting and break-even analysis.

A break-even analysis is used as an economic method to figure out how much a company needs to sell in order to break even or to ascertain its cost structure. In a break-even situation, a business recovers all of its expenses without making a profit or a loss. Hence, the break-even point is the point where the total revenues of sales are equal to the total costs of sales, or sales are equal to costs; consequently, net profit will equal zero. Then, the safety margin can be calculated, which is the excess in budgeted or actual sales over the breakeven point.

The budget is a financial term, and it is a plan to spend money; on the other hand, the spending plan is the budget. By making a spending plan, it may prioritize task spending and assess if enough money has been available to do the things it wants to. In addition, a budget is a detailed plan for acquiring and using financial and other resources over a specified time period. It represents a plan for the future expressed in formal, quantitative terms.

3. Literature Review and Hypothesis Development

Accounting is an information system, and managers should use both formal and informal channels to gather reliable information for decision-making. Beginning in 1990, managerial accounting was reexamined, and the two elements of the accounting system were separated (financial and managerial accounting). Assuming that each company is free to create its own information system, then the management accounting information system can be defined as a summary of the procedures, means and rules required for the gathering, processing, program, usage and storing of financial statement information" without providing information to the society (Rashid & Sabir, 2023).

In order to examine how this accounting contributes to the efficiency of the accounting system in order to demonstrate that management accounting is a component of the accounting information system. In light of the fact that management accounting offers a thorough overview of each activity, it is known as analytical accounting after expenses on activities are collected and distributed as well as costs from the production, trade, service-providing, and financial units as well as from other fields of activity are calculated (Rashid, 2020; Rashid, 2019). Therefore, the following hypotheses has formulated:

H1: managerial accounting has a significant effect on short-term decision.

4. Methodology and Testing Hypothesis

Utilizing weekly data for all variables, the data chooses the Sulaimani shoe stores that sold a variety of shoe models between January 1 and December 31, 2022. A significant economic catastrophe or other structural disturbances were avoided by choosing the prior four quarters. Due to the reporting procedures of financial firms differing from those of non-financial firms, firms in the financial sector were excluded (Breuer et al., 2013). According to Budur et al., avoid utilizing daily data since the risk/reward ratio is too unstable (2023).

4.1 Break-even point (BEP)

Computing BEP by General way (budget equation method) through using proper information for the selected Company for the (2022) reporting year.

(Sales units * Selling price) = (Sales units * V.C + F.C)

Sales units * 20,000 = Sales units * 13,000 + 350,000

Sales units = 50 Units.

In accounting, the term BEP denotes to the instant at which a company's returns and expenditures are equivalent within a specific time. It represents that the company made no net profits or losses (Sdiq & Abdullah, 2022). In this case, the company has no profit and no loss form producing 50 units. Thus, it has to produce more than 50 units in order to be profitable.

4.2 Sales Budget

This budget is a sort of financial plan that estimates the total income of a business over a specified period of time. Two variables are used to estimate the performance of the company: the number of sold products and the price at which they are sold (Rashid, 2019). Sales budgets are crucial for creating sales targets and monitoring spending (Rashid, 2018).

Table (1) Sales Budget for Mariwan Gallery

Data	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
Budgeted sales	24	30	36	30	120
Selling price	20,000	20,000	20,000	20,000	20,000
Total sales	480,000	600,000	720,000	600,000	2,400,000

(Table by authors)

1st quarter: 120 * %20 = 24

2nd quarter:120 * % 25 = 30

3rd quarter:120 * % 30 = 36

4th quarter:120 * % 25 = 30

4.3 Selling & Administrative Expense Budget

This budget includes all non-manufacturing divisions, including sales, marketing, accounting, engineering, and facilities. Given its potential to be similar to the production budget in size, this budget deserves a lot of consideration. Distribution costs including shipping, insurance, and logistics might be included in selling prices. Selling costs like salaries, commissions, and out-of-pocket expenses. Marketing costs like advertising, website upkeep, and social media spending. The selling and administrative budget's main objective is to lower the selling and administrative costs. It is significant because we can use it to gauge performance. Everyone on staff has been told to stick to the budget (Sdiq & Abdullah, 2022).

Table (2) Selling & Administrative Expense Budget for Mariwan Gallery

Data	Part	Total
Selling Expenses:		
Sales expense	9000 IQD	
Advertising	15,000 IQD	
Total Selling Expenses		24,000 IQD
Administrative Expenses:		
Administrative salaries	250,000 IQD	
Office expense	78,000 IQD	
Total Administrative Expenses		328,000 IQD
Total Selling & Administrative Expense		352,000 IQD

(Table by authors)

4.4 Cash Budget

A company's predicted cash flows over a certain period of time can be seen as a cash budget. This budget can be prepared weekly, monthly, quarterly, or annually. The cash budget is important in determining whether a company has the necessary funds to operate during a specific time period. Budgets for cash are essential because they reveal potential cash imbalances and provide informative details about them. This enables business owners to plan well and modify expenses to avoid having overly low cash levels (Rashid, 2018). The Shop would like to have a beginning cash balance for the next period of at least IQD1,000,000. Thus, the company needs to borrow IQD160,000 in order to have IQD1000,000 as a beginning cash balance for the next period. However, if the company had extra cash, it would have invested rather than borrowed. And if the excess was exactly IQD1,000,000, there were no borrowings or investments.

Table (3) Cash Budget for Mariwan Gallery

Data	Amount
Cash balance, beginning	700,000 IQD
+ Cash receipts	1,100,000 IQD
= Total cash available	1,800,000 IQD
-Disbursement	960,000 IQD
= excess (deficiency) of cash available over disbursement	840,000 IQD
+ Financing: Borrowing	160,000 IQD

Cash balance, ending	1,000,000 IQD

(Table by authors)

4.5 Income Statement Budget

This budget covers the expected revenues, expenditures, and profit for a certain time frame. It is based more on projections than actual results. It frequently considers a company's annual budget as well as its previous financial performance. Budgeted income statements are critical for firms for a wide range of reasons. They can assist businesses in estimating their financial bottom line and performance, tracking key spending trends, spotting emerging issues, and determining when to take particular decisions, such as when to distribute bonuses (Rashid, 2019).

Table (4) Income Statement Budget for Mariwan Gallery

Data	Total
Net sales	21,600,000 IQD
-Cost of goods sold	14,040,000 IQD
= Gross margin	7,560,000 IQD
-Selling & Administrative expenses	4,224,000 IQD
= Net operating income	3,336,000 IQD
-Other expenses	850,000 IQD
= Net income	2,486,000 IQD

(Table by authors)

5. Findings and Discussion

The outcomes of the analysis of the company's financial reporting are presented in this study, together with the weight management accounting's information has in the management process. The expert accountants should use the appropriate method of cost calculation, depending on the activity profile of the firm, to organize and carry out the management accounting activity. The lack of legislative requirements for the calculating approach, which must be applied based on the activity profile, is a key obstacle to its implementation, in addition to organizational issues like linking management accounting programs with financial accounting and estimation ones.

There are various processes involved in organizing and carrying out management accounting tasks, including the gathering and processing of the relevant data, choosing the calculation method and putting it into practice, and, of course, keeping an accounting record. Professional accountants believe that while their processing is highly accessible, the procedure of acquiring information is very complex. The selection of the computation method is another challenging step, but once chosen, it is straightforward to use. Therefore, the accounting record was thought to be simple by all professional accountants. A professional accountant should be given new duties in addition to new jobs and skills. Instead of passively waiting for decisions to be made, they should step in and offer criticism of what has already been done (Torlak et al., 2022).

However, information offered by management accounting is crucial for decision-making, helping companies make choices that, implicitly, lead to higher profit and lower costs. Additionally, none of this data can be obtained from sources other than the use of management accounting by economic entities (Mohammed et al., 2020). The management of the entities was able to lower labor costs, increase the efficiency of instrument operation, enhance the process of supplying raw materials, lower work costs, ascertain the costs of auxiliary activities, etc. thanks to the information obtained after processing the data from management accounting.

6. Conclusions and Recommendations

Based on a thorough analysis of the company's activity we can conclude that managerial accounting is an essential element of the accounting information system and has an important impact on the financial entity's management process. We agree with the aforementioned points and support the notion that MA required to produce and convey data on activity cost, information required for activity budgeting and control, and other information mandated by a performance management—information that supports the creation of internal reports and analysis necessary for decision-making and efficient asset management. The goal of the study is to emphasize the significance of management accounting organizations for the growth of economic entities and for increasing profits, or, to put it another way, to emphasize the significance of the information provided for the process of decision-making and for the economic entity's management. As a result, this study recommends that all businesses, including small shops, hire accountants in order to make critical financial decisions. This helps businesses perform better, and it also provides more job opportunities to society. Accordingly, accounting can be more practicable and beneficial for business and society at large.

7. Theoretical and Practical Implications

This study demonstrated that employing a managerial accountant gives managers a variety of alternatives, enhances the utilization of accounting data, and is comparatively simple to utilize. Unquestionably, having a managerial accountant has benefits such as automating repetitive tasks and lowering errors. These advantages give SMEs more time to assess the effectiveness and efficiency of financial decisions, enabling them to offer more services with added value. A managerial accountant can also do the majority of accounting tasks (which are typically routine) and give the company a competitive edge. Because of this, corporate managers' digital skills must be related to their managerial and accounting skills. By giving accountants, the means to conduct in-depth accounting analyses, even if their practice is not accounting, the managerial accountant helps to the democratization of accounting expertise. The findings of our study have important managerial ramifications. Managers can develop strategies to improve the performance of their businesses and rationalize financial decisions by being aware of the acceptance of having managerial accountants in SMEs. The managerial accountants give managers the knowledge they need to identify the traits accountants require to be more easily persuaded to take the work.

8. Limitations and Further Research

The limitation of this work is that the sample cannot be comprehensive. We used a case study of SMEs in KRG and Sulaimani city for the sample approach. The sample scope could also be expanded to create a more trustworthy contribution to the literature. It might guide the SMEs to hire managerial accountant in their business in order to make rational financial decisions.

کاریگەریی ئامرازەکانی ژمێریاریی بەڕێوەبردن لەسەر بڕیاردانی کورتخایەن: لێکۆڵینەوەیەک لە دۆخی کۆمپانیا بچووک و مامناوەندەکانی پارێزگای سلێمانی

چنار عبدالله رشید[1] - سلام محمود حمد[2]

[1] بەشی تەکنەلۆجیای ژمێریاری، کۆلێژی تەکنەلۆجیای کارگێڕی، زانکۆی تەکنیکی سلێمانی ، سلێمانی، هەرێمی کوردستان ،عێراق.

[2] بەشی کارگێڕی کار، کۆلێژی زانستە مرۆڤایەتییەکان، زانکۆی ڕاپەڕین، ڕانیە، هەرێمی کوردستان، عێراق.

پوختە:

ئامانجی ئەم توێژینەوەیە بریتییە لە دیاریکردنی گرنگیی ژمێریاریی بەڕێوەبردن لە پرۆسەی بڕیاردانی کورتخایەندا. بەوپێیەی ژمێریاریی بەڕێوەبردن پێکهاتەیەکی سەرەکیی سیستەمی زانیاریی داراییە. لەم ڕوانگەوە؛ کۆمپانیا گەورەکان یاخود مامناوەند و بچوکەکان (SMEs)، لە پرۆسەی بڕیارداندا پێویستیان پێی دەبێت. کەچی لە زۆربەی دامەزراوە داراییەکاندا بەکورتی باس لە ژمێریاریی بەڕێوەبردن دەکرێت. تەنانەت هەندێک کۆمپانیا، ژمێریاریی بەڕێوەبردن بە شتێکی لاوەکی دادەنێن، لەکاتێکدا ژمێریاری یاسایی (CPA) وردبینیی ڕاپۆرتەکانی کردون. هەربۆیە، ئامانجی ئەم توێژینەوەیە بریتییە لە دەستنیشانکردنی بایەخی ژمێریاریی بەڕێوەبەردن لە پرۆسەی بڕیاردانی داراییدا. داتاکانی ئەم توێژینەوە لە کۆمپانیای گەلەری مەریوان لە شارۆچکەی بازیان کۆکراوەتەوە. ئەنجامەکان ئاماژە بەوە دەکەن کە؛ ژمێریاریی بەڕێوەبردن کاریگەرییەکی بەرچاوی لەسەر پرۆسەی بڕیاردانی کورتخایەن هەیە. هەروەها توێژەران پێشنیار دەکەن کە هەمو بزنسەکان بە دوکانە بچوکەکانیشەوە کارمەندی ژمێریار دابمەزرێنن بۆ ئەوەی بڕیاری دارایی گرنگ بدەن. ئەمەش یارمەتی کۆمپانیاکان دەدات باشتر کارەکانیان ئەنجام بدەن، هەروەها هەلی کاری زیاتر بۆ کۆمەڵگە دەرەخسێنن.

وشەی سەرەکی: ژمێریاریی بەڕێوەبردن، بڕیاردانی کورتخایەن، کۆمپانیا مامناوەند و بچوکەکان.

References

Abdullah, H. A., Awrahman, H. G., & Omer, H. A. (2021). Effect of working capital management on the financial performance of banks: An empirical analysis for banks listed on the Iraq stock exchange. *Qalaai Zanist Journal*, *6*(1), 429-456.

Breuer, A., Frumusanu, M. L., & Manciu, A. (2013). The role of management accounting in the decision-making process: Case study Caras Severin county. *Annales Universitatis Apulensis: Series Oeconomica*, *15*(2), 355.

Budur, T., Abdullah, H., Rashid, C. A., & Demirer, H. (2023). Connection Between Knowledge Management Processes and Sustainability at the Higher Education Institutions.

Budur, T., Demirer, H., & Rashid, C. A. (2023). The effects of knowledge sharing on innovative behaviours of academicians; mediating effect of innovative organization culture and quality of work life. *Journal of Applied Research in Higher Education*.

Ghafar, S., Abdullah, H., & Rasul, V. (2021). Bank profitability measurements and its determinants: An empirical study of commercial banks in Iraq. *Munich Personal RePEc Archive, working paper.*

Jaf, R. A. S., & Rashid, C. A. (2023). The Role of Accounting Measurement and Disclosure of Social Capital in Improving Financial Performance. *Academic Journal of Nawroz University*, *12*(4), 469-477.

Jaf, R. A., Sabr, S. A., & Nader, K. A. (2015). Impact of management accounting techniques on achieve competitive advantage. *Research Journal of Finance and Accounting, 6*(4), 84-99.

Jaf, R. A. S., Xinping, X., & Jaf, S. A. S. (2012, January). The effect of the Strategic Information Systems (SIS) on the achievement competitive advantage practical in samples of iraqi banks. In *2012 Second International Conference on Intelligent System Design and Engineering Application* (pp. 954-959). IEEE.

Mohammed, K. S., Rashid, C. A., Salih, H. A., & Budur, T. The Role of Online Teaching Tools on the Perception of the Students during the Lockdown of Covid-19.

Muhammad, B. A., & Ahmed, R. A. (2020). The Role of Accounting Information in Improving Financial Performance in Commercial Banks: A Field study at North Bank. *QALAAI ZANIST JOURNAL*, *5*(4), 748-771.

Noori, T. M., & Rashid, C. A. (2017). EXTERNAL AUDITOR'S RESPONSIBILITY REGARDYING TO GOING CONCERN ASSUMPTION IN HIS/HERS REPORT: CASE OF KURDISTAN REGION/IRAQ. *International Journal of Research-Granthaalayah*, *5*(5), 138-152.

Para, I., Bala, H., Khatoon, G., Karaye, A., & Abdullah, H. (2022). IFRS adoption and value relevance of accounting information of listed industrial goods firms in Nigeria. *Humanities Journal of University of Zakho, 10*(2), 564-571.

Rashid, C. A. (2023). A requirement for fraud investigation professionals. *Journal of Global Economics and Business*, *4*(12), 75-89.

Rashid, C. A. (2023). Social capital accounting and financial performance improvement: the role of financial information reliability as a mediator. *Journal of Islamic Accounting and Business Research*.

Rashid, C. A. (2018). Efficiency of financial ratios analysis for evaluating companies' liquidity. *International Journal of Social Sciences & Educational Studies*, *4*(4), 110.

RASHID, C. A. (2020). Balanced Score Card and Benchmarking as an Accounting Tool to Evaluate Morrison's Performance. *Journal of Global Economics and Business*, *1*(3), 59-72.

Rashid, C. A. (2017). The Importance of Audit Procedure in Collecting Audit Evidence/Case of Kurdistan Region/Iraq. *International Journal of Social Sciences & Educational Studies*, *4*(2), 15.

Rashid, C. A., & Jaf, R. A. S. (2023). The Role of Accounting Measurement and Disclosure of Social Capital in Improving Quality of Accounting Information. *Iranian Journal of Management Studies*, *16*(4).

Rashid, C. A. (2019). Pricing policy and its impact on the profitability. *International Journal of Finance & Banking Studies*, *8*(3), 101-108.

Sabir, R. A., Xinping, X., & Sabr, S. A. (2011). Using target costing to investigates competitive price. *International Journal of Mechanical and Industrial Engineering*, *5*(11), 1397-1404.

Sdiq, S. R., & Abdullah, H. A. (2022). Examining the effect of agency cost on capital structure-financial performance nexus: empirical evidence for emerging market. *Cogent Economics & Finance*, *10*(1), 2148364.

Torlak, N. G., Demir, A., & Budur, T. (2022). Decision-making, leadership and performance links in private education institutes. *Rajagiri Management Journal*, *16*(1), 63-85.