Cost Management Regarding S.C. Adarco Invest S.R.L. Petroșani

Ileana – Sorina Rakos
University of Petroșani, Faculty of Sciences, Romania
nihilsinedeo_68@yahoo.com

Abstract

Globalization and development of socio-economic systems raise new challenges for managers, from fierce competition, to increased productivity and implicitly managerial performance. Thus, the managers of economic entities are determined to develop a good long-term vision regarding the global positioning on the market and to fully value the skills of human resources, in conditions of cultural diversity and to manage production costs as efficiently as possible.

The basic tool that serves the management activity and implicitly to obtain a maximum economic efficiency is the knowledge of production costs. Applying rigor to costs and the entire activity, managers can analyse the possibilities of reducing costs and increasing performance, by applying a relevant method of calculating costs, respectively budgeting costs through the ABC/ABB method. For example, the company S.C. Adarco Invest S.R.L. from Petroșani. The study concludes with the author's conclusion on the benefits of applying this method by economic entities with an industrial profile.

Key words: managerial decisions, economic entities, cost management, ABC/ABB method, decision making process
J.E.L. classification: M21

1. Introduction

Throughout its evolution, cost management has known different meanings and approaches, being considered to be a very complex activity, with profound implications in the economic, social and political life of an economic entity, or a country, as well as globally. In the conditions of the market economy, obtaining the economic efficiency, for the managers of the economic entities is a real challenge. In order to face all these challenges, managers must have special skills, develop their long-term vision of the future and the global positioning of the economic entities they lead, take into account the values and principles of ethics in business and to fully value the skills of human resources, given the growing cultural diversity. Therefore, cost management has become increasingly important due to its role in shaping economic processes within modern economic entities. The quality of the management act is a vital condition for the economic entities to obtain competitive advantages and to resist in the competitive mechanisms. Therefore, the effort and responsibility to lead the entity to achieve the proposed objectives, requires managers to combine several roles, such as: informational, interpersonal and decision-maker.

Opting for the most efficient method of calculating production costs has become a strategic goal of management. Knowledge of production costs in all their complexity, theoretical and practical, is the basic tool that serves the management activity and increase the efficiency of economic activity. The cost can be defined, from a theoretical point of view, as representing the value expression of all factors of production consumed for the production and distribution of material goods, execution of works or provision of services and also from an accounting perspective the cost can be seen as a sum of expenses incurred, obtaining and/or selling a utility (products, services) and the cost of a utility is equal to the value of resource consumption.

The role of cost in the decision-making process is marked by the functions they perform, namely: (1) determining and eliminating non-economic costs; (2) identification of inefficient activities; (3) analysis of the performance achieved by certain particularities; (4) stock evaluation; (5) setting the

lower limit of the acceptable price reduction; (6) determining the profitability of products; (7) support in setting the selling price.

Through a rigor of costs and the choice of the appropriate method of calculating them, economic entities can track and analyse, through an appropriate information system, ways to reduce costs and increase performance, as well as the entire organizational activity carried out by them.

2. Theoretical background

Analysing various points of view of specialists in the field, cost management can be defined as the activity or art/science of planning, organizing, controlling and managing the costs of an economic entity in making the best decisions by its leader. Regarding the limitations of the traditional approach to cost management, foreign specialists such as Hanid M., Siriwardena M. and Kosela L. (2011) have identified their causes and the needs for cost information management. Over time, specialists such as Ballard (2008), Rosenfeld (2009), Jaya (2010) have made important contributions, through their attempts to improve cost estimation, highlighting the fact that the use of erroneous information from previous designs leads to increased inaccuracy in cost estimation. In 1987 Johnson and Kaplan had their first attempt to transpose and apply the methodology of direct reference quantities, with a dual function in the calculation of plan costs, for the production sectors and on auxiliary and auxiliary sites. Activity costing is one of the latest discoveries in the field of costing, based on its design The Hidden Factory published in America by Jeffrey G. Miller and Thomas E. Volmann. In 1989, a study on the calculation of process costs was published by R. Horvath and R. Mayer, specialists in the field. At the level of our country, professors Cornel V. Olariu (1977), Oprea Călin and Gh. Carstea (2002) played an important role in the calculation and calculation of costs through the paper Management Accounting and Cost Calculation. A special approach to cost was taken by Professor Ionașcu (2003) who considered cost as a tool of management control, which combined with other types of tools such as standards, budgets, etc. contributes to the good information of managers, and relevant studies on the implementation of methods for calculating process costs have been published by Professor S.Căpușneanu.

3. Research methodology

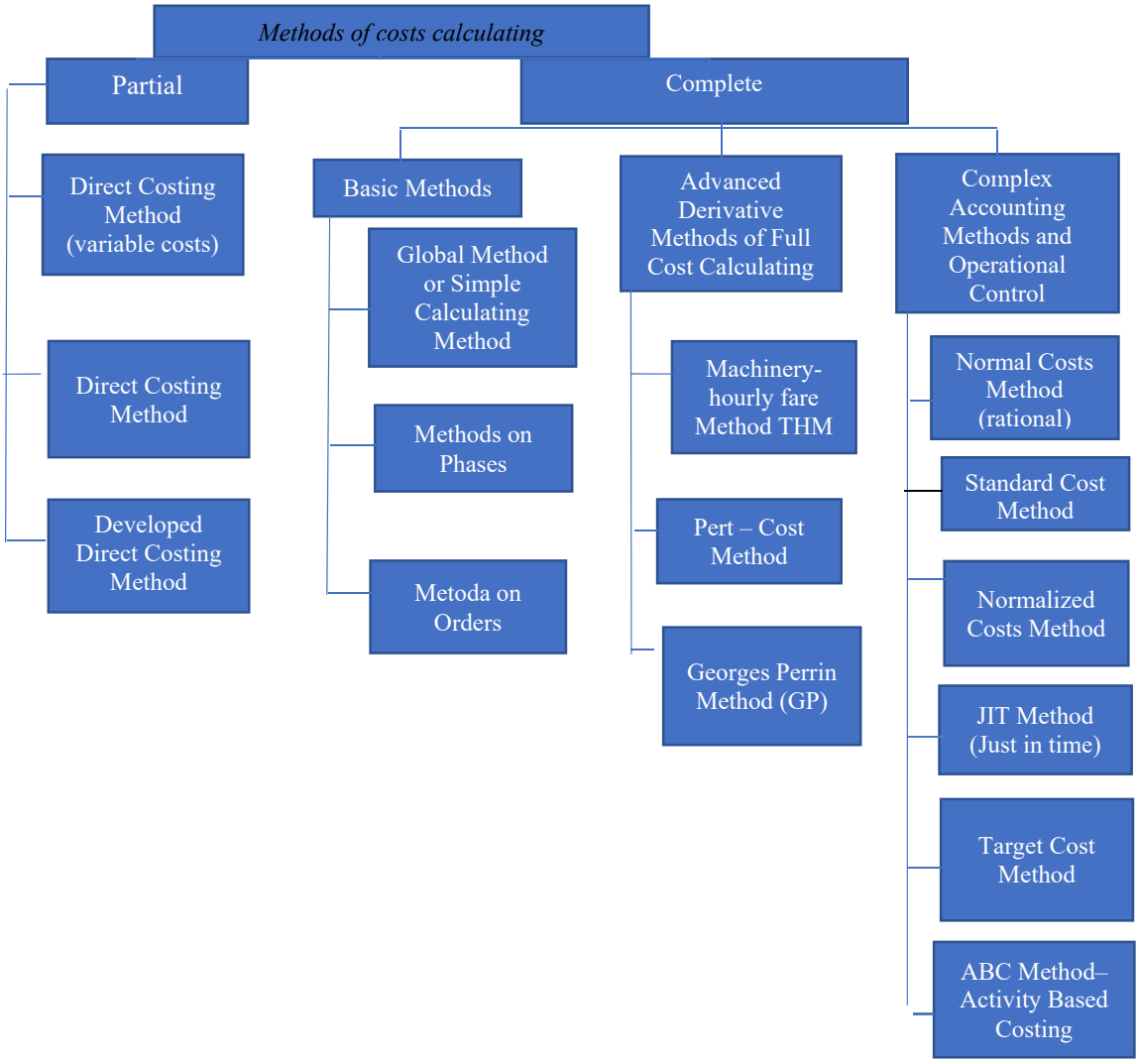
The research methodology involved the observance of some principles and rules regarding the revision of the specialized literature, the collection and processing of data, the synthesis of the theoretical aspects and the obtained results. Theoretical research analysed the current state of knowledge, both in an international and national context, and the empirical study complements the theoretical one by putting into practice the information on cost, management control and cost calculation in order to get the best decisions by the management of the economic entity, respectively by the manager. The empirical study was conducted at S.C. Adarco Invest S.R.L. Petroșani starting from the question: How can it become a more profitable entity? Does the change in the method of calculating costs lead to a rigorous operational control in the managerial process? Is the calculation of costs able to reflect the efficiency of the effort made to achieve the objectives of the economic entity?

4. Methods used in cost management

In the literature, the methods used in cost management are grouped into three categories, namely: classical methods of costing, advanced methods of calculating costs and methods of complex accounting and operational control. The category of basic methods for calculating costs includes: the global method, the order method and the phase method, the category of advanced cost calculation derivative methods includes: THM tariff-hour-machine method, Pert-cost method, Georges Perrin method GP, and the category of complex accounting methods and operational control includes: normal/rational cost method, standard cost method, standard cost method, JIT Just In Time method, target cost method (Target Costing), ABC method (Activity-Base- Costing). All these methods of calculating costs can be represented graphically as in figure no. 1, depending on the object pursued

can be methods that have as sole objective the determination of the cost of products (works, services), absorbent methods necessary to manage productive activity, and partial or limiting methods.

Figure no. 1. Methods of costs calculating



Source: processed after (Mihalciuc, 2015).

In terms of cost management, the methods of calculating the full cost serve a fairly simple pricing policy in that the selling price must exceed the direct costs and the indirect costs must be reasonably allocated to the cost of production, and through partial costs the criterion of cost variability is taken into account, which allows a more operational and appropriate analysis for control and planning. The study further focuses on the critical analysis of the costing method currently applied to S.C. Adarco Invest S.R.L. and replacing it with one of the modern methods of calculating costs.

5. Critical analysis of the costing system applied to S.C. Adarco Invest S.R.L. Petrosani

Within the company SC Adarco Invest Petroșani, the managerial accounting is organized both on the basis of the general norms of accounting, and of the internal norms for forbidding the communication of hidden information, to external factors. The entity constantly analyses its costs, as it is known that a cost is a consumption of resources in optimizing the result. Managerial accounting uses specific and analytical accounts based on supporting documents, establishing specific procedures and techniques for calculating costs, depending on the particularities of the

entity's activity. Starting from the analysis of the organization of managerial accounting, from the Management Accounts Plan, it can be said that it is adapted to the aims pursued, to highlight the flow of costs, to make forecasts and to determine the deviations. The company subject to the study uses all the accounts from class 9, respectively, synthetic grade first accounts, structured on three groups of accounts, and the calculation accounts are developed on analytical, on production sections, workshops, etc., and within them on categories of costs. In this way, the accounting and calculation of costs can be deepened to the level of jobs and services, offices in order to interest the employees, in the results of their work. For the auxiliary activity, the analytical accounting is organized on types of workshops (mechanic, carpentry, pumps, carpentry), and within them on types of expenses (material expenses, salary expenses, social security contribution and social protection, depreciation, expenses with repairs etc.).

Indirect production costs are tracked by production sections, by items of expenditure (expenses for maintenance and operation of equipment, depreciation of means of transport, depreciation of buildings, TESA staff salaries, etc.). The accounting of general administrative expenses is organized by types of expenses (magazine subscriptions, travel, TESA staff salaries, etc.). The recording of direct expenses is made with the help of account 921 "Expenses of the basic activity for the production activity", developed on analytics, which collects the costs generated by the activities carried out.

The production structure and the analytical accounting are organized in two sections, respectively a locksmith section and an electrical and hydraulic section. The entity produces three categories of finished products, namely sorting and TMB stations, transfer stations and equipment based on raw materials resulting from the first manufacturing phase. The products made are sorting stations, transfer stations and various equipment.

The method of calculating costs currently used by S.C. Adarco Invest S.R.L. Petroșani is the global one, this being applied both in the entities that manufacture a single product, work or service, but also in case from the production process several coupled products are obtained from the same raw material or using the same technology. The study took into account a month of production in which it was estimated a consumption of 9,000 kg of metal for the sorting plant.

According to the global method of cost calculation, the budget of total costs for the scheduled production of 9,000 kg of metal confectionery-sorting plant is 1,541,802 lei. According to the production report, the unit achieves a quantity of 9,891 kg metal fabrication, at the standard price of 171.31 lei / kg, resulting in 1,694,427 lei production costs. To determine the unit cost of one kg of metal fabrication for the sorting plant, the following operations take place:

- the production obtained during the month is recorded at a pre-calculated cost

931 Obtained production cost	=	902 Internal discounting on obtained production	1.541.802 lei

- is recorded at the end of the month, production at actual cost

902 Internal production discounting	=	921 Basic activity expenses	1.694.427 lei

- the price difference between the standard and the actual cost is recorded

903 internal discounting regarding price differences	=	902 internal discounting regarding the obtained production	-152.625 lei

- the closing of the accounts in the management accounting is registered at the end of the month

901internal expense discounting	=	%	1.389.177 lei
		931 Cost of obtained production	1.541.802 lei
		903 Internal discounting regarding the price difference	-152.625 lei

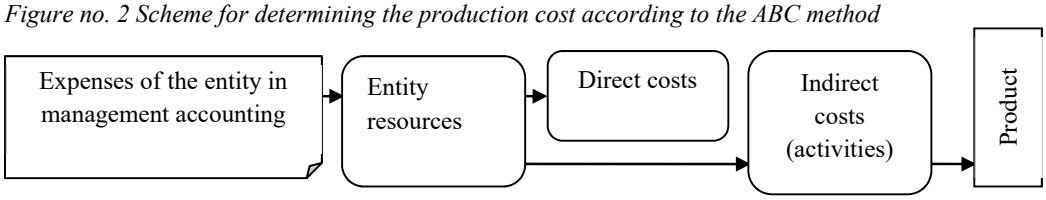
$$\text{Unit cost} = \frac{1.389.177}{9.891.} = 140.88 \text{ lei / kg metal fabrication-sorting installation}$$

As a result of the analysis of the actual production cost, for the composting installation, compared to the budgeted cost, a saving in the amount of 152,625 lei resulted.

6. The use of Activity-Based-Costing (ABC) in S.C. Adarco Invest S.R.L. Petrosani

The ABC (Activity-Based-Costing) method was designed in the late 1980s, as a result of the work of the International Consortium for Advanced Processing (C.A.M.I.) group, which defined the way to identify the causes of the connections between cost drivers and the cost of activities. The basic concept of the ABC method is that of activity, defined as a set of people, technologies, raw materials, methods that contribute to the realization of a product or service. The scheme for determining the production cost according to the ABC method is shown in figure no. 2.

Figure no. 2 Scheme for determining the production cost according to the ABC method



Source: processed after (Cokins, Căpuşneanu, 2000)

The general calculation rapport is:

Production cost = Direct costs + Quota of activity costs (1)

According to the ABC method, the treatment of indirect costs involves the steps of: (1) identifying the centers of analysis and the activities associated with each; the number of activities involved depends on the finesse and quality pursued in the distribution of costs; before identifying the costs of the two types of activities we need to identify which are the main activities and which are the secondary activities (support); (2) identification of cost determinants (cost-drivers - explanatory factors of cost variation) for each type of activity; the choice of cost drivers should be made with caution, as the wrong choice of some of them can lead to misallocation errors on the cost bearers, and ultimately to inaccurate costs that do not reflect the reality as it is. The allocation of costs is done under two aspects: quantitative, resources are allocated by processes, by activities, by categories of employees, to which the hourly volume is allocated in hours or equivalent hours (hours of machine operation, hours of testing); value, allocation of costs at process level and hence at the level of activities and operations (employees, works, orders, services); (3) cost drivers are the units of measurement that are used to allocate indirect costs (production, administration, sales); (4) regrouping activities that have the same cost determinant in a "regrouping center"; the total costs related to a regrouping center divided by the quantity of the determinant associated with this center represent the unit cost/determinant; in order to determine the production cost we need both financial information and information on products and customers; (5) obtaining the cost of a product by summing the direct costs with those of the cost determinants coming from the regrouping centers necessary to obtain each assortment; on this occasion, the preparation of the situations required by the management of the entity is considered; the management accountant transposes the results obtained from the determination of costs (by products, works performed, services provided, customer segments, geographical areas, etc.) and performs their analysis and interpretation. The prepared reports are sent to the management which proceeds to analyze them and make the appropriate decisions regarding the business policy established by the pursued objectives.

In order to highlight the particularities of the method for calculating the costs based on the activities (ABC method), in comparison with the traditional method, the financial and management data were collected from the records of the economic entity focusing on sorting and composting facilities. The production sections are structured to obtain several types of products. During the analysed period, the unit manufactured a C1 sorting plant and a C2 composting plant, weighing: C1

= 5000 kg, and C2 = 9000 kg. The unit costs pre-calculated by the ABB method are: C1 = 856,555 lei; and C2 = 1,541,799 lei. The expenses registered during the management period are presented in table no.1.

Table no.1. Expenditures recorded during the management period

Expenditure item	***Section 1 - 5000 kg***	***Section 2 - 9000 kg***
	lei	lei
Raw materials	**100.431**	**180.773**
Black board	45.194	81.348
Round steel	10.043	18.077
Corner steel	35.251	63.452
Bolts and nuts	5.022	9.039
Paint	2.912	5.242
Thinner	2.009	3.615
Wages	**49.745**	**89.538**
Other direct expenses	**312.450**	**562.409**
Maintenance materials, technical overhauls of equipment	45.522	81.940
Spare parts	124.152	223.474
Electricity	41.384	74.491
Current repairs performed by third parties	8.277	14.898
Depreciation of property, plant and equipment	10.346	18.623
Expenses on materials of the nature of inventory items	82.768	148.983
Indirect expenses	**203.361**	
Water, sanitation	3.476	
Transport of materials by third parties	1.738	
Expenditure on fuel and lubricant consumption	23.175	
Expenses with printed matter	1.159	
Salaries of engineers and technicians – section service	173.813	
Expenses with the administrative department	**448.843**	
Supplies, printed	753	
Materials of the nature of inventory-administrative-household objects	6.953	
Lighting energy - administrative - household	10.429	
Water, sanitation, needs - administrative - household	811	
Property, plant and equipment insurance premiums	23.175	
Post office, telecommunications	5.794	
Commissions, banking services	15.064	
Maintenance, repairs of office equipment	9.270	
Management staff salaries	359.213	
Depreciation of property, plant and equipment	17.381	
Sales department expenses	**85.979**	
Protocol, advertising, publicity	3.708	
Transport of materials by third parties	57.938	
Expenditure on fuel and lubricant consumption	17.381	
Travel in the interest of work	6.953	
Total expenses	**2.033.529**	

Source: Authors own contribution

According to the ABC method, the data are reprocessed in order to be registered in the managerial accounting, as follows:

1. identification of the processes within the economic entity: the supply process, the quality assurance process, the production process, the marketing process, the shipping process;
2. identification of the main activities within the processes

Processes	Activity	
1. Production	CC1 Section 1	Raw materials
		Wages
		Other direct expenses
		Maintenance expenses
	CC2 Section 2	Raw materials
		Wages
		Other direct expenses
		Maintenance expenses
2.Administration	Cooperation / collaboration	
3. Sales	Packing	Distribution

3. Choice of specific cost drivers for each type of indirect expenditure in part as follows:

The situation of cost drivers

Activity	Cost inductor	C1	C2
01. Production	quantity manufactured (kg)	5000	9000
02. Administration	quantity manufactured (kg)	5000	9000
03. Sales	quantity manufactured (kg)	5000	9000

In management accounting, the journal register presents the following records, according to the methodological steps specific to the activity cost calculation method (ABC):

Stage I. Collection of production costs by destinations

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
1.	Recording of expenditure on consumption of raw materials	921.01 C1 921.02 C2	901	100.431 180.773	281.204
2.	Recording expenses with direct salaries related to orders	921.01 C1 921.02 C2	901	49.745 89.538	139.283
3	Other direct expenses	921.01 C1 921.02 C2	901	312.450 562.409	874.859
4	Water, sanitation	923.11	901	3.476	203.361
5	Transport of materials by third parties	923.12		1.738	
6	Expenses on fuel and lubricant consumption	923.13		23.175	
7	Expenses with printed materials	923.14		1.159	
8	Salaries of engineers and technicians - service department	923.15		173.813	
9	Supplies, printed	924.41	901	753	448.843
10	Materials of administrative inventory items – household objects nature	924.42		6.953	
11	Lighting energy - administrative - household	924.43		10.429	
12	Water, sanitation, needs - administrative - household	924.44		811	
13	Property, plant and equipment insurance premiums	924.45		23.175	
14	Post office, telecommunications	924.46		5.794	
15	Commissions, banking services	924.47		15.064	
16	Maintenance, repairs of office equipment	924.48		9.270	
17	Management staff salaries	924.49		359.213	
18	Depreciation of property, plant and equipment	924.50		17.381	
19	Protocol, advertising, publicity	925.51	901	3.708	85.979
20	Transport of materials by third parties	925.52		57.938	
21	Expenditure on fuel and lubricant consumption	925.53		17.381	
22	Travel in the interest of work	925.54		6.953	

Stage II. Allocation of indirect costs by activities

The allocation base corresponding to each type of indirect expenditure is taken from the table of specific cost drivers, ie the weight of the two orders.

1. Allocation of maintenance costs.

$$K_A = \frac{203.361}{5000 + 9000} = 14,526$$

Name of order	Allocation base	K_A	Amount (lei)
C1	5000	14,526	72.629
C2	9000	14,526	130.732

2. Allocation of administrative expenditure:

$$K_A = \frac{448.843}{5000 + 9000} = 32,060$$

Name of order	Allocation base	K_A	Amount (lei)
C1	5000	32,060	160.301
C2	9000	32,060	288.542

3. Allocation of expenses related to the sales activity

$$K_A = \frac{85.979}{5000 + 9000} = 6,141$$

Name of order	Allocation base	K_A	Amount (lei)
C1	5000	6,141	30.707
C2	9000	6,141	55.272

The management accounting records as follows:

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
23	Allocation of maintenance costs on the two orders	921.01 C1 921.02 C2	923	72.629 130.732	203.361
24	Allocation of expenses related to the administration activity on the two orders	921.01 C100 921.02 C200	924	160.301 288.542	448.843
25	Allocation of expenses related to the sales activity on the two orders	921.01 C100 921.02 C200	925	30.707 55.272	85.979

Stage III. Calculation and recording of obtained production at pre-calculated cost

Order	Quantity (pieces)	Pre-calculated cost
C1	5000	856.555
C2	9000	1.541.799

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
26.	Recording the pre-calculated cost of the two orders	931.01 C1 931.02 C2	902.01 C1 902.02 C2	856.555 1.541.799	856.555 1.541.799

Stage IV. Recording the finished production at actual cost

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
27.	Recording the actual cost of the two orders	902.01 C1 902.02 C2	921.01 C1 921.02 C2	726.263 1.307.266	726.263 1.307.266

Stage V. Recording cost differences

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
28	Recording the differences between the actual and the pre-calculated cost	903.01 C1 903.02 C2	902.01 C1 902.02 C2	130.292 234.533	130.292 234.533

Stage VI. Allocation of cost differences on the obtained production

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
29.	Recording the differences between the actual and the pre-calculated cost per order	931.01 C1 931.02 C2	903.01 C1 903.02 C2	130.292 234.533	130.292 234.533

Stage VII. Cost effective discounting of results

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
30.	Discounting the actual cost on the results related to the two orders	951.01 C1 951.02 C2	904.01 C1 904.02 C2	726.263 1.307.266	726.263 1.307.266

Stage VIII. Closing expense accounts

No.	Explanations	Debit account	Credit account	Debit amount	Credit amount
31.	Cost-production interface	901	935.01 C100 935.02 C200	2.033.529	726.263 1.307.266

Direct costs were included directly in the cost of production, as they presented the possibility of direct identification on the object of calculation, for example: the quantity of raw materials taken over at the end of the month from the data sheet, the salaries in the payroll of people actually working in the two sections, electricity determined by the number of kwh (meters are installed to measure electricity in each section), maintenance materials, equipment, spare parts, inventory items by number of vouchers.

Indirect costs are the category of costs that are not directly included in the cost of the two installations, but are used in an appropriate allocation to the cost carriers, using specific cost drivers. In other words, they cannot be directly identified by the cost bearers, but are collected by activities and then allocated to the calculation objects, taking into account the carefully selected cost drivers.

Following the analysis of the actual production cost compared to the budgeted cost, it results that a saving was made both at the sorting plant C, in the amount of 130,292 lei, and at the composting plant C2, in the amount of 234,533 at, as a result of applying the method ABC / ABB.

7. Findings

Regarding the implementation, compared to the global method currently applied, the ABC method has several advantages: the correct determination of the costs associated with the products; performs a thorough analysis of indirect costs; helps to determine relevant costs; helps to highlight deviations identified as the difference between planned and actual costs; uses an appropriate technique for allocating the costs of activities to carriers, which allows highlighting the causal relationship between the costs to be allocated and the allocation basis.

Several limitations have also been identified, such as: it requires a long period of knowledge and assimilation before widespread use within an economic entity; the input data sources must be collected, verified and then entered into the system; the habit of managers to use less expensive traditional systems; activity-based cost information can be misinterpreted and should be used with caution in decision-making; the reports generated by this system are usually not in accordance with accepted accounting principles; sometimes entities are required to use the cost allocation bases for which the data is more accessible, to the detriment of the allocation bases they would have liked to use; data irrelevant to short-term decisions; the generation of delays due to the prioritization of activities in which the entity's staff is involved.

8. Conclusions

Changes in the external environment, the need for relevant information in the decision-making process, the achievement of performance objectives have led to a rethinking of costing. The traditional method of calculating costs fails to reflect the realities of the manufacturing process and ignores external factors, which inhibits the economic entity's orientation towards changing the market, processes and technologies, on the way to improving the response to customer needs.

The use of the ABC method leads to the easier determination of the cost of the sub-activity and allows the retention of the different types of variables that explain the formation of costs. Therefore, it appears necessary to correlate the capacity-volume ratio, by groups of significant activities. The ABC allows the highlighting of activities that do not bring additional benefit to the product and are not strictly necessary.

By implementing the ABC method, objectives are met such as: the cost of manufactured products becomes more accurate; cost management is significantly improved; there is a cost control; a pertinent allocation of expenditure is made; more accurate cost information is obtained.

By designing products or processes that require a smaller number of resources or processes, managers benefit from an important tool to reduce costs, thus ensuring increased efficiency. The determination of costs on the basis of activities confers a greater accuracy of the costs of the products obtained, by allocating indirect (general) costs to the activities carried out for the production of those outputs and not by allocating these costs.

9. References

- Ballard, G., 2010. *Target Value Design and Integrated Project Delivery*. Leicestershire: University of Loughborough.
- Căpuşneanu, S., 2006. Bazele organizării contabilităţii de gestiune şi calculaţiei costurilor prin metoda ABC (Activity-Based Costing) în industria textilă din România [The Basics of Organizing Management Accounting and Costing by ABC (Activity-Based Costing) in the Romanian Textile Industry]. *Theoretical and Applied Economics*, 9 (504), Bucharest, pp.89-96.
- Căpuşneanu, S., 2008. *Elemente de management al costurilor [Cost Management Elements]*, Bucharest: Economica Publishing House.
- Căpuşneanu, S., & Briciu, S., 2011. Analysis of the Possibility to Organize the Management Accounting through the Target Costing (TC) Method in the Romanian Entities. *Theoretical and Applied Economics,* XVIII (562), pp. 71-88.
- Căpuşneanu S., Cristina O.C., Oncioiu I., Topor D.I., Rakos I.S., Ionescu C.A., 2021. *Managementul costurilor [Cost Management]*. Bucharest: Universitara Publishing House.
- Călin, O., Cârstea, Gh. 2002. *Contabilitatea de gestiune şi calculaţia costurilor [Accounting and Costing Management]*. Bucharest: GEnICOD.
- CIMA, 1991. *Management Accounting: Official Terminology of the CIMA*, London: CIMA/Unwin
- Cokins, G., & Căpuşneanu, S., 2010. Cost drivers. Evolution and benefits. *Theoretical and Applied Economics*, 8, pp. 7-16.
- Hanid, M., Siriwardena, M., & Koskela, L., 2011. *What are the big issues in cost management?* In 19th Annual Conference of the International Group for Lean Construction, IGLC 2011, 424-433.
- Ionaşcu, I., Filip, & A.T., Stere, M., 2003. *Control de gestiune [Management Control]*. Bucharest: Economica Publishing House.
- Jaya, N. M., Pathirage, C. P., & Sutrisna, M., 2010. *The development of a conceptual framework on activity-based cost controlling for better management of project overheads during the construction stage*. TIIMI 2010 International Scientific Conference. London, United Kingdom.
- Johnson, H., & Kaplan, K., 1987. *Relevance Lost, the Rise and Fall of Management Accounting*, Boston: Harvard Business School Press.
- Ebbeken, K., Posller, L., Ristea, M., 2000. *Calculaţia şi managementul costurilor [Cost Calculation and Management]*. Bucharest: Teora Publishing House.
- Mihalciuc, C., 2015. *Organizarea contabilităţii de gestiune în entităţile economice. Îndrumar teoretico-aplicativ [Organization of management accounting in economic entities. Theoretical-applied guide]*. Bucharest: Didactic and Pedagogical Publishing House.
- Rosenfeld, Y., 2009. Cost of quality versus cost of non-quality in construction: the crucial balance. *Construction Management & Economics*, 27, 107-117.