LIST OF APPENDICES

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Appendix 1: Covering Letter and Questionnaire

ANDHRA UNIVERSITY
COLLEGE OF ART AND COMMERCE
DEPARTMENT OF COMMERCE AND MANAGEMENT

Dear sir/madam;

I am undertaking a research project as part of my studies on PhD in Commerce and management studies at Andhra University, India. The research seeks to gather the views of a number of employees in various printing companies in Ethiopia. To do this, a short questionnaire has been developed, which I attach.

The questionnaire should take no more than thirty minutes to complete and is anonymous and confidential. The information you provide will be used for data analysis only. Once the questionnaire is returned, the responses will be aggregated with all the other returns. The data will be analyzed using appropriate computer software.

The findings of the research will be available at the end of March 2013. If you would like to receive a summary of my findings please send your address details separately.

If you have any enquiries, do not hesitate to e-mail me at f_kidane@yahoo.com or phone me at +251925437988.

Thank you for your time and contribution to the field of management accounting.

Fitsum Kidane

THANK YOU IN ADVANCE!!
Section 1: Background Information
Direction: Please tick (√) your answer in the respective boxes.

1. What is your gender?
   □ Male □ Female

2. What is your age group?
   □ Under 30 □ 41-50
   □ 30-40 □ Over 50

3. What formal qualification/training/education do you have?
   □ Senior secondary (9-12) □ Bachelor degree
   □ College diploma □ Above Undergraduate degree
   Other (specify) _____________

4. What is your area of specialization?
   □ Accounting/Finance □ Economics
   □ Business Administration □ Computer science
   Other (specify) _____________

5. What is your usual/current organizational position in this firm?
   □ General Manager □ Production manager
   □ Marketing manager □ Finance manager
   □ Managerial accountant
   □ Other (specify)_____________________________

6. How many years of experience do you have in business activities (including this one)?
   □ Up to 5 years □ 11 to 15 years
   □ 5 to 10 years □ 16 to 20 years
   □ Over 20 years

7. Do you have adequate knowledge of managerial accounting?
   □ No knowledge □ Average knowledge
   □ Little knowledge □ Good knowledge
   □ Rich knowledge

Section 2: Organizational Information (please tick √ the appropriate box):

8. How many employees are there in your whole organization?
   □ 30-49 □ 100-500
   □ 50-99 □ Greater than 500

9. In which year was your company established? _____________

10. The last financial year’s sales revenue of your company in Ethiopian Birr is
    □ Less than 1 million □ 11-15 millions
    □ 1 -5 millions □ More than 15 millions
    □ 6- 10 millions
11. The firm uses mechanical technological equipment:
   □ Very advanced  □ Normal
   □ Advanced       □ Less than normal

12. What is the importance of using advanced technology for the firm?
   □ Very important  □ Important  □ Unimportant

13. Please check which of the following cost method your organization use, if any
   □ Customer order costing  □ Service costing
   □ Batch costing          □ Process costing
   □ Contract costing       □ Other (specify)____________

14. Please indicate the cost centers that exist in your production department?
   □ Computer
   □ Camera
   □ Platin

15. Please indicate the source documents used by your company for cost accumulation purpose?
   □ Production order
   □ Job order cost sheet
   □ Material requisition

16. Please indicate which of the following overhead rates are prepared?
   □ Manufacturing over head rate
   □ Selling and distribution expense rate.
   □ General and Administrative expense rate.

17. Indicate the base rate used to determine overhead cost for each cost center?

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<tr>
<th>Cost center</th>
<th>Base rate</th>
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<td>Computer</td>
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<td>Camera</td>
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<td>Platin</td>
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<td>Printing</td>
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<td>Binding</td>
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<tr>
<td>Others/specify</td>
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</table>

18. Manufacturing Overhead rate is developed based on what data?
   □ Budgeted data  □ Past historical data

19. On which base have you developed the rate, in calculating the following expense?
   General and administration expense_____________________________
   Selling and distribution expense_____________________________

Section 3: Basic information about accounting personnel

20. What number of accounting employees in your organization?
   □ 1-2 accountants  □ 6-8 accountants
   □ 3-5 accountants  □ More than 8 accountants
21. Do you think that the number of accounting employees in your organization is sufficient?
   □ Yes □ No

22. If your answer to question 21 is “No”, what could be the reason for not employing additional accounting employees?
   □ The organization is not willing to have more accountants
   □ There is no office to serve additional accountants
   □ The organization’s financial status cannot permit to hire additional accountants
   Others (specify)______________________________________________

23. Your assessment of the competence of accounting personnel in the Finance/Accounting department?
   □ Highly competent □ Moderately competent
   □ Below average competent □ Incompetent

24. If your answer to question 23 is “Incompetent”, what could be the reason for not employing competent accounting employees?
   □ The organization is not willing to hire competent accountants
   □ The organization can not get competent accountants in the market
   □ The organization’s financial status cannot permit to have competent accountants
   Others (specify)________________________________

Section 4: Information about the different management accounting techniques used by the firm

25. To what extents are the following management accounting techniques currently used in your organization. A scale of 1 to 5 is used where
   1 = not at all  2=to a little extent  3= to a moderate extent
   4= to a great extent  5 = to a very great extent.

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<td><strong>A. Traditional Management Accounting Techniques</strong></td>
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<td>1. Budgeting</td>
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<td>2. Material resource planning</td>
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<td>3. Variable costing</td>
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4. Standard costing
5. Variance analysis
6. Absorption costing
7. Cost volume profit analysis
8. Inter- firm comparison
9. Ratio analysis

**B. Advanced Management Accounting Techniques**
10. Activity-based costing
11. Target costing
12. Kaizen costing
13. Total quality management
14. Balanced score card
15. Just in time
16. Throughput costing
17. Value added accounting
18. Back flush costing
19. Economic value added
20. Life cycle costing
21. Strategic management accounting

**Others (Please specify)**

26. Please list any techniques you are currently using in your work environment and that were not given in question 25.

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

4. Standard costing
5. Variance analysis
6. Absorption costing
7. Cost volume profit analysis
8. Inter- firm comparison
9. Ratio analysis

**B. Advanced Management Accounting Techniques**
10. Activity-based costing
11. Target costing
12. Kaizen costing
13. Total quality management
14. Balanced score card
15. Just in time
16. Throughput costing
17. Value added accounting
18. Back flush costing
19. Economic value added
20. Life cycle costing
21. Strategic management accounting

**Others (Please specify)**
Section 5: Information about the use of management accounting information system (MAIS)

27. Do your organization use MAIS? Please tick your response using the scale 1 to 5
1 = not at all    2= to a little extent 3= to a moderate extent
4= to a great extent    5 = to a very great extent.

28. What is your opinion to the Use status of Management Accounting information system in your organization?
   □ Not at all satisfactory   □ Moderate    □ Quite Satisfactory
   □ Unsatisfactory       □ Satisfactory

29. If your answer to question 28 is "Unsatisfactory" or “Not at all satisfactory”, what could be the reason for this?
   □ Historical Information is given more importance
   □ Lack of awareness, understanding the benefit of its use
   □ Consider involvement of extra cost
   □ Lack of trained and experienced personnel
   □ Reluctant to use it and base decision on personal experience

30. Please rate the importance of each factor in ensuring the quality of MAIS from your perceptions and opinions?
   1= strongly disagree    2= Disagree   3= Neutral   4= Agree   5= Strongly agree
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<td>Accurate</td>
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<td>Up-to-date(timeliness)</td>
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<td>Consistent</td>
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31. How frequently you use the accounting data from MAIS in each of the following areas. Please tick your response using the scale 1 to 5
   1= not at all       2= To a slight extent       3= To a moderate extent
   4= To a great extent    5 = To a very great extent

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<td>Decision making</td>
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<td>Performance measurement</td>
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<td>Cost control</td>
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<td>Other (please specify)</td>
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32. If you are going to evaluate the performance of your MAIS, are the following factors important? Please indicate the degree to which you agree with the following factors:
   1= strongly disagree    2= Disagree   3= Neutral   4= Agree   5= Strongly agree
   The systems are easy to use

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The systems are able to automatically validate the data

The systems have an adequate and sufficient documentation for employees to follow

The systems are easy to modify and upgrade

The system have an effective data management approach such as, centralized database and data warehouse

Other (please specify)________________

33. To what extents are their MAIS exhibited each of the following information characteristics:
1= not at all       2= To a slight extent       3= To a moderate extent
4= To a great extent       5= To a very great extent

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<tr>
<td>It relates to historical data</td>
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<td>It relates to future data</td>
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<td>Focus on events within the organization</td>
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<td>Focus on external environment</td>
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<td>Information Quantified in monetary terms</td>
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<td>Information Quantified in nonmonetary terms</td>
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<td>Focus on long term</td>
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<td>Focus on short term</td>
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<td>Reports aggregated information (by functional area, time period...)</td>
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<td>Information accuracy</td>
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<td>Information available for decision making</td>
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<td>Coordination of different services or programs</td>
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34. To what extent do you think that MAIS are used in support of managerial decision? Please tick your response using the scale 1 to 5
1= not at all       2= To a slight extent       3= To a moderate extent
4= To a great extent       5= To a very great extent

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<td>Profit planning</td>
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<td>Product/ customer profitability</td>
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<td>Cost management</td>
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<td>Setting cost standards</td>
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<td>Life cycle cost determination</td>
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<td>Capital investment decisions</td>
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<td>Special decisions( make or buy, Adding or deleting products etc)</td>
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35. To what extent are MAIS used in support of the following management decisions?
In each case, please tick your response using the scale 1 to 5
1= not at all       2= To a slight extent       3= To a moderate extent
4= To a great extent       5= To a very great extent

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<td>Special decisions( make or buy, Adding or deleting products etc)</td>
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36. To what extent do MAIS play a role in management decision? (Please tick your response using the scale 1 to 5)
1= not at all       2= To a slight extent       3= To a moderate extent
4= To a great extent         5= To a very great extent

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37. In your organization to what extent do you consider that MAIS should be developed, concerning the following? In each case, please tick your response using the scale 1 to 5
1= not at all       2= To a slight extent       3= To a moderate extent
4= To a great extent         5= To a very great extent

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38. How would you rate your professional standing in the organization after using MAIS? (Please tick your response using the scale 1 to 5)
Not valued at all = 1                    Highly valued = 5

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39. What are your suggestions to improve use status of MAIS?
- Organizing seminar, symposium of professional bodies
- Creating awareness by respective manufacturing association
- Ensuring training and skill development
- Introducing management audit more extensively
- Creating awareness among top management

40. Any additional comments you would like to add
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

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Your contribution to this research project is very greatly appreciated. Please return your questionnaire in the reply paid envelope provided.

If the envelope has been mislaid, please forward to:

Fitsum Kidane
Mekelle University
Department of Accounting and Finance
P.o.box- 451
Mekelle, Ethiopia

In order to follow up issues raised in this investigation and to improve the quality of my data. I’m hoping to interview some of the respondents to this questionnaire, probably in January 2012. If you are willing to be interviewed, would you please fill in the form below:

Your Name:_________________________________________________
Address: ____________________________________________________
__________________________________________________________
Email: ______________________________________________________
Telephone:__________________________________________________
Appendix 2: Feedback Form

THE ROLE OF MANAGEMENT ACCOUNTING INFORMATION SYSTEM ON MANAGERIAL DECISIONS

Feedback Form

_____________________________________________

A. We are interested in the results of the study and would like to have a copy:

Name of Company: ____________________________
Address: ____________________________________
Telephone: _________________________________
Email: _____________________________________

B. The researchers would like to organize a feedback forum, would you welcome a meeting to discuss The Role of management accounting information system on managerial decisions?

[ ] Yes                                           [ ] No

If you have answered Yes, Please supply the following information:

Name: ____________________________
Telephone: _________________________
Email: ____________________________

Please return the completed questionnaire in the envelope provided.
Appendix 3: Interview covering Letter and interview protocol

Personal Interview

Hello, my name is Fitsum Kidane and I am a PhD student in Commerce and management studies at Andhra University in India. As part of the research for my thesis, I am undertaking a study entitled, “The Role of Management Accounting Information System on Managerial Decisions in Printing Industry in Ethiopia: The case of Medium and large scale printing companies”. Thank you for agreeing to participate in this study.

Date: ------------------------------
Start time of interview------------------------
Finish time of interview----------------------
Organization name:
Interviewee’s name:
Business profile:
Location:
Date:
Start time of the interview:
Finish time of the interview:

Section 1: General information (Demographic)

Please tell me about your self

1. Your background
   - Education, and working experience
   - Your experience with MAIS
   - Your role in the organization

2. Your organization
   1. Your department
      - Finance/ Accounting
      - Marketing
      - Production
- Other

2. What type of organization do you work for? Is this a Small, medium or large

3. What type of business organization is your company? Is this a family enterprise? When was the business established?

4. What are the main products/services given by your firm?

5. How much is the estimated total investment of your firm?

6. Your main role relative to management accounting information. Do you primarily:
   - Collect accounting information
   - Manage those who collect accounting information
   - Use accounting information in tasks
   - Manage those who use accounting information in tasks
   - Work as an information systems professionals
   - Manage those who work as information systems professionals
   - Use information generated in decision making

7. What type of costing methods do you use in your organization?

8. What are the cost centers that exist in your production department?

9. Which material costs are direct/indirect in calculating the cost of the product?

10. Which labor costs are direct, which are identifiable directly with specific product or indirect costs that cannot be identified to the cost of that product?

11. What are the variables considered in determination of direct labour rate?

12. What are the different overhead rates prepared by your organization?

13. What are the source documents (forms) used for cost accumulation purpose?

14. With respects to the Cost report, are they integrated with your organization’s costing system?

15. What is the pricing policy of your company? What are the different strategies of setting prices?

16. What are the different cost reports prepared? Regular and Special reports?
17. Do you have a copy of a cost report that I could look at to help focus the interview? May I keep a copy of this report for referring to when transcribing this interview?

Section 2: Management accounting information system (MAIS)

Please tell me something about your organization's management accounting information system (MAIS)

1. How large is the MAIS? (number of different systems/packages, number of staff)
2. How old is the MAIS? (the age, maturity of the system)
3. What is the organizational structure of the MAIS and how does your role fit in the structure?
4. Overall, what is your opinion on the performance of the MAIS? Why do you believe this?
5. What are the criteria that you consider in evaluating the performance of the MAIS?
6. What are the main objectives you believe are implicit in the use of MAIS by your organization?

Conclusion

Is there anything I have not asked that you feel is important when discussing about software, tools, and technologies in MAIS?

Is there anyone else that you would recommend talking to in relation to this topic?

Would you like some of the feedback this research regarding to the findings of the research?

If you would like, I will supply a copy of what I believe you told me, and I have interpreted what you said, so that you can correct the impressions that I have taken from your responses.

Thank you very much for your precious time and your valuable help!