

INTRODUCTION

1. Urgency of the subject

Currently, managerial accounting and cost management accounting in particular have become a useful tool for businesses, especially transport construction enterprises. However, cost management accounting in these enterprises has not been paid adequate attention such as no model of collecting, processing, analyzing and providing information as a basis for making effective decisions. That has made a significant impact on the quality and effectiveness of managerial decisions and is also a major barrier for enterprises taking part in the international construction market. Therefore, to overcome these limitations, the model of cost management accounting will enable managers of transport construction enterprises to get effective information in decision making in order to improve managing cost effectively. The clarification of the issues just mentioned will be the basis for the theory and practice of corporate governance solutions, improving the efficiency of operating business of the transport construction enterprises as well as boosting economic development, economic integration with the region and the world. For these reasons, the author selected the topic "*Building a model of cost management accounting for the Vietnam transport construction enterprises*" to conduct research.

Chapter 1. OVERVIEW OF RESEARCHES RELATED TO MODEL OF COST MANAGEMENT ACCOUNTING FOR THE TRANSPORT CONSTRUCTION ENTERPRISES

1.1 Overview of the published study concerning with the thesis

The thesis deployed the overview of related Vietnamese and foreign studies. The foreign related studies included 6 subjects, and Vietnamese ones included 28 subjects, which were divided into three groups:

Firstly, these researches studied on general issues of management accounting. The studies were studied in depth overview of management accounting and indicated applied trends for the business production sectors and business types. However, due to diverse needs information from managers, management accounting need more in-depth studies for specific sectors.

Secondly, these researches studied on general issues of cost management accounting and product prices. However, these studies only systematized the cost management accounting and product prices in specific enterprises type and business production, they did not research in the field of transport construction ones.

Thirdly, these researches studied on building the model of cost management accounting and product prices. These researches studied only on the content of management accounting. Thus, the study of building model of cost management accounting providing requested information from managers still required more in-depth studies.

Studying overview of many Vietnamese and foreign researches, has showed that there were a lot of scientific research on cost managerial accounting with many different topics and different researches scope. However, the published studies of cost management accounting did not study deeply on building model of the cost management accounting applied for transport construction enterprises. On the basis of selectively inheriting the results of these researches and flexible applying the theory of cost managerial accounting, the thesis focused on the following issues:

Firstly, it clearly defined the nature, role and significance of cost management accounting model for business management in the transport construction enterprises from the perspective of economic management major.

Secondly, it determined, interpreted the theoretical framework and methodology for building model of cost management accounting to improve the efficiency of cost management in the transport construction enterprises.

Thirdly, it studied actual situation of building and using model of cost managerial accounting analyzed the reasons of success and limitations of cost management accounting in the Vietnam transport construction enterprises.

Fourthly, it proposed solutions to select and complete the model of cost management accounting model which was appropriate with the requirements from managers of the Vietnam transport construction enterprises.

1.2 Orientations for addressing major research issues of the thesis

1.2.1 The research objectives

- Systematizing theoretical framework and developing the models of cost management accounting in the enterprises.
- Analyzing the status of building cost management accounting model, assessing the results, reasons and limitations in building this model in the Vietnam transport construction enterprises.
- Building a suitable model of cost management accounting for the Vietnam transport construction enterprises.
- Applying model of cost management for the Vietnam transport construction enterprises.

1.2.2 Research questions

Firstly, how did the characteristics of business activities in the transport construction enterprises influence the cost management accounting?

Secondly, what models of cost management accounting were used to provide useful information for managers in the Vietnam transport construction enterprises?

Thirdly, how did the cost management accounting in the transport construction enterprises work to provide information for administrators?

Fourthly, which model of cost management accounting was suitable for the Vietnam transport construction enterprises?

Fifthly, what are solutions to complete and apply the model of cost management accounting for the Vietnam transport construction enterprises?

1.2.3 Object and scope of the study

Object of the study: Building a model of cost management accounting in the Vietnam transport construction enterprises.

Research scope:

Content: The thesis focused on studying the model of construction and installation cost management accounting in the Vietnam transport construction enterprises.

Scope: The thesis studied construction of transport enterprises in Vietnam. In particular, the scope of the study sampled 522 typical Vietnam transport construction enterprises.

Time: The research data about management accounting cost of construction of traffic enterprises was from 2010 to 2015.

1.2.4 Research Methodology

Secondary data: Sources of secondary information were collected from the libraries, the expert reports of the State management agencies and the General Statistics Office, the documents posted on the website. In addition, secondary data was also used from the published studies, such as scientific articles, thesis, etc.

Primary data: It was the information collected through directly interviewing survey or questionnaire survey. The people surveyed and interviewed were the managers and chief accountants, general accountants of enterprises operating in the field of transport construction.

There were 1,585 questionnaires sent to the enterprises in transport construction sector which were different kinds of ownership and business size and located in three regions of North, Central and South of Vietnam. The author had collected 522 questionnaires which ensured the representativeness of the sample. All received questionnaires were synthesized and analyzed using Excel tools.

To perform research information analysis, the author used a combination of qualitative and quantitative methods, such as: materials research, practical case studies, interviews, synthesis and analysis methods, and SWOT analysis.

Chapter 2. THEORETICAL FRAMEWORK FOR BUILDING MODEL OF COST MANAGEMENT ACCOUNTING TRANSPORT CONSTRUCTION ENTERPRISES

2.1 Overview of the theoretical framework of model of cost management accounting in the enterprise

The his-tory of Management Accounting began since the 1850s in the US and it has become a tool of the corporate governance. Activities of cost management accounting have continuously changed and improved. To meet the requirements of changes in the business environment, methods of administration, which formed multiple concepts of cost management accounting. According to author, cost management accounting was a part of the management accounting system, which provided detailed information about the production cost of each department to help business

managers perform administrative functions. In other words information of cost management accounting was used by managers to make their important decisions.

The conception of cost management accounting model

Model of cost management accounting was the organization of the accounting apparatus and the establishment of implementation process of the basic contents of cost management accounting in order to provide useful information for administrators.

Entities who built and used model of cost management accounting were managers at all levels in the enterprise. Entities who operated the model were team of people working in cost management accounting in the enterprises.

Building the model of cost management accounting aims to enhance the performance of executive business management, which increased the competitiveness of enterprises. Thus, the model of cost management accounting must ensure the requirements of generality, simplicity and efficiency.

2.2 Methodology of building and using the model of cost management accounting in the transport construction enterprises

Products of transport construction enterprises were traffic routes, bridges, railway stations, ports, etc which directly or indirectly served for the process of transporting goods and passengers. Characteristics of the product and production process in transport construction enterprises had their own profile affecting the process of building and using cost management accounting model. Therefore, building the model of cost management accounting in the transport construction corporations was influenced by objective and subjective factors.

The model of cost management accounting in the transport construction corporations consisted of two important processes that were building cost management accounting apparatus and modalities to implement the basic contents of cost management accounting.

Building cost management accounting apparatus

Building cost management accounting apparatus in the transport construction corporations was the staffing combined with equipping facilities to collect, test, process information of construction cost installation and provide information for the enterprise.

The implementation of cost management accounting content

Firstly, cost classification. To manage cost effectively, the administrators need recognize the types of cost. Therefore, cost classification was an important stage in cost accounting work, helped determine the appropriateness of management accounting information.

Secondly, estimating the cost of construction works. In the transport construction enterprises, the cost estimates were based on establishing norm system, volume and progress of construction. Cost management accounting part drew up the detailed estimation.

Thirdly, recorded production cost and operation cost of works, work items. Due to the unique nature of transport construction product, the model used method of determining the cost based on orders.

Fourthly, analyzing operating cost for making decisions. The analysis of cost information was toward two major objectives, which are cost control and analysis for making decision.

Fifthly, accounting the responsible cost. Centre of responsible cost center is organized to strengthen the responsibility for the cost of production and business of enterprises.

Sixthly, evaluating efficiency of the production cost in each unit. To evaluate the efficiency of production cost of the construction process, the transport construction enterprises should report the production cost for each work item.

Seventhly, building a system of cost management accounting report. Reporting system was the product of cost management accounting model aiming to provide the past, present and future information the request of the managers.

2.3 Method of evaluating and adjusting following the model of cost management accounting in the transport construction enterprises.

To use the model of management accounting cost in the transport construction enterprises in effective way to, the thesis clarified the goal of using the model, determined the right entities who used model and the entities who operated the model. At the same time, the thesis gave the methods to use and operate the model, improve the efficiency and validation of the model as well as adjust deviations when operating the model.

The model of management accounting cost for the transport construction enterprises was evaluated in terms of quality of the model and the quality of using the model.

CHAPTER 3. STATUS OF COST ACCOUNTING MANAGEMENT IN THE VIETNAM TRANSPORT CONSTRUCTION ENTERPRISES

3.1 Overview of the Vietnam transport construction enterprises.

Transport construction enterprises initially were units and construction enterprises, formed on duty of opening the way and breaking down roads, bridges, sewers and transportation system, which served army. When the

war ended, the transport construction units performed the task of building bridges, roads, railway stations, etc on command. Since 1986, the country started the renewal process and developed the economy under the market economy, the transport construction units gradually converted into business models. Engaged in construction of transport activities not only had the State-owned enterprises, but also the private sector enterprises and enterprises with foreign investment. According to data from the General Statistics Office, the proportion of state investment in the field of transport construction decreased from 20.2% in 2009 to 9.9% in 2014. The number of the private enterprises invested in this area tended to increase, especially foreign investment which increased from 3.5% in 2011 to 6.5% in 2014. This was a huge innovation in policies to attract investment of the State.

The Vietnam transport construction enterprises were often organized into teams, production teams, which was specialized by nature of work according to its own field or synthetic. “Work package” mechanism was applied to most Vietnam transport construction enterprises.

The organizational structure of the accounting apparatus

Accounting apparatus which is both focused and distributed was a suitable and effective form for transport construction enterprises. The number of employees of the accounting department depended on the size of each enterprise. All corporations used accounting software.

3.2 Situation Analysis of cost management accounting model in the Vietnam transport construction enterprises

To conduct research, the author had surveyed the status of cost management accounting model in the Vietnam transport construction enterprises which have different kinds of ownership and business size located in all three regions of North, Central and South of Vietnam.

Content of survey was research about organizational model and the method to implement the basic contents of cost management accounting.

3.3 Assessing the situation of building model of cost management accounting in the Vietnam transport construction enterprises

Achievements and reasons

About the organizational structure of accounting apparatus: the Vietnam transport construction enterprises organized cost management accounting apparatus in the combined model.

About the basic content of management accounting

Firstly, the cost classification. The cost of transport construction enterprises had been classified according to the content and functionality, as well as inductive ability for each work, work items and based on the relationship with the volume of construction. The correct identification and classification of expenses met the need of providing information timely, which was useful for managers to make decisions.

Secondly, estimating the cost of construction and installation works. The transport construction enterprises were strictly followed the rules of cost estimates. Construction cost estimates were performed to prepare for participating in the bidding documents and when contracting for the construction teams. These cost estimates had facilitated for the payment settlement as well as the inspection.

Thirdly, recording the cost of production and calculating the cost of works, work items. Costs and prices were determined by the detail, full accounting of incurred costs which were suitable with the characteristics of transport construction activities. These expense items were aggregated on the accounts which were favorable for the price calculation, reporting production costs and the financial statements.

Fourthly, the analysis of production costs served decision-making. Transport construction enterprises analyzed expenses used for purposes such as: determining the bidding price, forming business production plan, doing reports at the request of administrators, managing expenses and providing information for decision-making, as well as for synthesizing to form the financial statements.

Fifthly, assessing the cost efficiency of each department. The application of the “work package” mechanism had created the initiative in preparing construction progress of construction teams. It helped well prepare the inputs, ensured continuous production, and contributed to improve the quality of projects and production cost savings. At the same time, the document was one of the bases for evaluating the effectiveness of the construction team.

These limitations and cause

Limitations

Firstly, most of the Vietnam transport construction enterprises had not developed and implemented the suitable model of cost management accounting to control the cost, resulting in loss ratio in construction remained high .

Secondly, the classification of costs had not guaranteed the requirements of the planning and controlling regularly.

Thirdly, the analysis of cost information did not meet the information needs for decision-making and regular inspection.

Fourthly, most of the Vietnam transport construction enterprises had not organised responsibility accounting.

Fifthly, the application of information technology in the accounting of the major Vietnam transport construction enterprises were not synchronized.

Thus, most of the Vietnam transport construction enterprises currently have not built and applied cost management accounting model. Specifically, these enterprises had not organized their business structure based on cost management accounting model. Some contents of the cost management accounting were done by the staffs of the financial accounting department, but there were no clear assignment of duties and rights between staffs. Therefore, the information which was synthesized from general accounting part by collecting information of all detail accounting parts had been reduced the timeliness.

The main causes of the limitations

The subjective cause

Firstly, business managers were not aware of the role of management accounting cost. According to survey result, almost business leaders were interested in financial accounting only in aspect of tax obligation, and were less interested in cost management accounting information. Therefore, there was not many opportunities to apply management accounting cost to provide information for the executives. Many managers often made their decisions based on their personal judgment and experiences. Besides, the majority of managers in transport construction enterprises were typically mature from the perennial constructors. They were engineers who were only good at technical construction but had little knowledge of accounting and cost management accounting. Therefore, they did not recognize the importance of cost management accounting.

Secondly, the qualifications and professional skills of accountants and cost management accountants were limited. According to survey results, all enterprises had accountants. Besides the staffs had high qualifications, there was a part of accountants in transport construction enterprises who had weak working capability. Employees who had weak capability were

arranged as accountants in the construction and installation teams. 18.5% enterprises surveyed arrange accountants in the construction and installation team with inappropriate specialty, meanwhile these positions were very important in collecting and providing information for business managers.

Thirdly, the remuneration was not attractive. Currently, the transport construction enterprises did not organize separate cost management accounting apparatus. They used concurrent financial accountant with inadequate attractive remuneration. Because the managers thought that cost management accounting was internal work, promotional opportunities at work was limited, making less excited in doing cost management from accountants. Therefore, if accountants were forced to do, they would perform with low efficiency.

The objective causes

Firstly, cost accounting management is a relatively new issue for the Vietnam transport construction enterprises.

Secondly, the unfair competitive environment. The participation of Vietnam in the WTO and in many international organizations increased the competitive level of the economy. However, joining time was not long enough for the enterprises to innovate thinking about the “asking and giving” mechanism. Therefore, the demand for information from the department of cost management accounting had not really become urgent for most transport construction enterprises.

Thirdly, there were no high quality of human resource training which trained management accounting.

From the analysis and evaluation above, most of Vietnam transport construction enterprises performed only some basic contents of cost management accounting. These enterprises had no effective solutions to

apply and deploy the model of cost management accounting to provide information meeting requirements of managers for their decision-making. Therefore, the study of development and application of appropriate cost management accounting model was urgent issue.

Chapter 4. COMPLETING AND RECOMMENDING SOLUTIONS TO ENHANCE THE EFFECTIVENESS OF USING COST MANAGEMENT ACCOUNTING MODEL IN THE VIETNAM TRANSPORT CONSTRUCTION ENTERPRISES

4.1 Context and choice of combined cost management accounting model for Vietnam transport construction enterprises

International Context

According to Oxford Economics organization, it forecasted that global construction spending in 2025 could reach 15 trillion US dollars, up 70% over 2012. Since China was suffering bad effects from the housing crisis, the growth of this economy was slowing down compared to the previous period. Also, due to feasible efforts of economic recovery in the US, the growth rate of GDP of this country was also recovering. Therefore, it was forecasted that there were slightly shift from the developing countries to the developed countries in the short term. Moreover, information technology was developing, so the application of information technology in management activities and accounting become an inevitable trend of the construction companies in the world.

National context

With the trend of integration and development nowadays, Vietnam was attracting a huge amount of foreign capital investment. These projects invested in many different sectors of the economy such as transportation, electricity, water, agriculture, health and education projects, etc. To

implement these projects, it must have the participation the transport construction enterprises. According to the development strategy of the transport by 2020, with a vision to 2030 approved by the Prime Minister, this strategy has devoted great attention for the development of transport investments; In which the transport infrastructure system has significant developments, meeting basically the requirements of socio-economic development, ensuring national defense and security, improving people's lives, reducing poverty, and narrowing the gap between regions. According to statistics, Vietnam had about 40% low quality roads of total transport system. Thus, by 2020 the estimated amount of capital needed to upgrade the road network will up to 48-60 billion dollars. At the same time, continuing to improve the legal framework for PPPs will open the prospects for attracting private investments in transport construction sector.

Based on national as well as international context and development strategy of sector and transport construction enterprises, the author applied the SWOT model to analyze the strengths, weaknesses, opportunities and challenges of the Vietnam transport construction enterprises. Analysis of strengths, weaknesses, opportunities and challenges would be the prerequisite for the proposing solutions to apply and deploy model of cost management accounting in the Vietnam transport construction enterprises.

Selecting model of cost management accounting in the Vietnam transport construction enterprises

According to the results of experimental research combined with survey in the transport construction corporations and the models of cost management accounting applied for the enterprises in the world, the author proposed that Vietnam transport construction enterprises should choose combined model of cost management accounting. According to the author, this cost management accounting model was suitable with the

characteristics of production processes, organizational structures, the “work package” process, synthesizing information and reporting the income statement of each work and project. However, to overcome the disadvantages of this model, the enterprises should arrange accountants who must have been trained in accounting majors and had clear, suitable tasks assignment, and could be able to use the modern information technology. Accountant who worked in the construction and installation teams must be the employees of the accounting department with professional capabilities.

4.2 Solutions to complete combined model of cost management accounting in Vietnam transport construction enterprises

Views and principles to build combined model of cost management accounting in Vietnam transport construction enterprises

To get strong position in the competition, enterprises must invest in improving the capacity of construction, ensuring the progress timely as well as high quality of works. At the same time, these enterprises also need improve the efficiency of using of resources in the context of increasingly scarce resources. The model of cost management accounting was a very important tool to collect, process and provide important information to help managers make decisions. Cost information associated with most decisions of the managers in the process of planning, controlling and evaluating operational effectiveness. It can said that the cost management accounting model was an indispensable tool to support managers in making decisions. Therefore, besides requirements of building model of cost management accounting in transport construction enterprises in chapter 2, these following requirements must be satisfied:

Firstly, the model of cost management accounting must meet the information requirements of managers.

Secondly, the solutions for building model of cost management accounting must be consistent with the business characteristics of the Vietnam transport construction enterprises.

Thirdly, the solutions for building model of cost management accounting must be economical and efficient, and must not disturb and affect the business activities of enterprises.

With that perspective, completing cost management accounting model need perform under following principles:

Firstly, consistency principle: completing cost management accounting model must ensure the scientific characteristics, consistent with production and business characteristics, match with the capability of the accounting team and the information need of the administrators as well as with the trend of international economic integration.

Secondly, efficiency principle: completing cost management accounting model must ensure economy and efficiency principles.

Completing combined cost management accounting model was aimed to enhance the validity and efficiency of the model.

To enhance the validity and efficiency of the combined cost management accounting model, the author proposed some solutions in order to improve the model as follows:

Firstly, building cost management accounting apparatus perfectly. Cost management accounting apparatus in the transport construction enterprises need to be rearranged in the direction of combining between cost management accounting part and financial accounting part in the accounting apparatus. Functions and tasks of each accountant should be clear assigned to perform the basic contents such as classifying cost, estimating, determining production cost and price of the project, analyzing the fluctuations in the cost, evaluating the performance of each department

and advising as well as supporting the decision-making of executives; Arranging qualified staffs in to accountants position in construction and installation team.

Secondly, completing the method of implementing the fundamental contents of cost management accounting.

First, building norms and estimating construction and installation cost perfectly. Norms were the basis for the estimation and analysis of different costs. The necessary norms in the enterprise included detail norms for each material and for each job, the norm of salary cost for each type of activity, shift norms for building trucks. When building norms, enterprises need to build both the volume and the pricing norms.

To provide suitable information meeting the demand of controlling and evaluating the performance of the construction team, the author proposed that the transport construction enterprises estimated cost for each work. When estimating, they need pay attention for using norms which were suitable with each project and should perform cost estimation process from construction and installation team to management level.

Secondly, improving costs classification. To better meet the information needs of executives, the cost classification of cost management accounting model needed to be added cost classification by the manager's competence of making decision, and by serving selection of business plans. Although this type of cost was not recorded and tracked in the accounting books, it was very important and should be considered when the enterprises need choosing optimal business plans for production.

Thirdly, completing the object of accounting cost and cost calculation methods. To evaluate the effectiveness of each construction work, cost accounting object would be a project or project items. If information is needed to evaluate the performance of a department such as the

construction installation team or project management board, the object of cost accounting would be each construction installation team or project management board.

Price calculation methodology should be performed for each order or used method of collecting production costs and price basing on the content of job.

Fourthly, improving analysis and process information of cost management accounting for decision making. Aside from the needed analyzing and evaluating content was referred in the chapter 2 combined with empirical researches, the analyzing and processing cost management accounting information meeting the information needs of executives need improve the analysis of relevant information, and analyze the relationship between cost, volume and profit. This was an useful tool to help business executives make decisions related to the selection of alternatives for optimizing profits.

Fifthly, completing responsibility cost accounting. Each construction team was organized and perfected according to the model of a responsibility cost center.

Sixthly, improving the system of cost management reports to provide useful information for administrators. The report of cost management accounting was a tool to present information about the costs that have been processed, analyzed, evaluated to serve for decision-making process such as: The decision of performing business by themselves or hiring subcontractor, the decision of continuing or terminating the operation of a department.

Therefore, improving the model of combined cost accounting management in transport construction enterprises aimed to meet the demand of forecast and performance information, analyzing, evaluating and

processing information which helped executives perform administrative function such as planning, controlling and evaluating the effectiveness of implementation of each department. The model was completed to ensure the scientific characteristics, consistent with the actual conditions, while ensuring the promotion of production and business activities of enterprises towards international integration.

4.3 The conditions for the application of combined model of cost management accounting of Vietnam transport construction enterprises

The conditions on leadership style and the policies of the enterprises

Firstly, improving the awareness of business leaders.

Secondly, the policies of training, recruitment and remuneration for cost management accountant.

Thirdly, improving the process of production and business organization for transport construction enterprise.

Fourthly, the application of information technology in cost management accounting for enterprises.

The conditions related to people who implemented cost management accounting

Firstly, enhancing the capacity of the staff working in cost management accounting.

Secondly, improving professional ethics was the guiding principle in the process of performing the task.

Thirdly, cost management accountants must be careful, tidy and scientific.

Fourthly, accountants should have a good soft skills.

The conditions of monitoring and evaluating mechanisms for the application of model to make adjustments, additional famishment

Firstly, synchronously implementing basic of cost management accounting model.

Secondly, implementation of monitoring, evaluating mechanisms for the application model.

To deploy the application of cost management accounting model for transport construction enterprises, the managers must implement synchronistic solutions. At the same time, the deployment should be conducted in a flexible manner to suit with the requirements and qualifications of administrators and accountants as well as consistent with product specifications, technological processes and the size of the enterprise.

4.4 Recommendations to the competent authorities in the application and deployment of the model

Proposing to the Ministry of Finance

Ministry of Finance and the State management agencies should enact policies to create fair competition, transparency for business environment helping management accounting department of the enterprises have basic for assessing and analyzing to offer suitable and effective advices.

Proposing to Vietnam Association of Accountants

Vietnam Association of Accountants should create favorable conditions to support enterprises in implementing cost management accounting. Vietnam Association of Accountants could organize training courses for business leaders to recognize the role of providing information of cost management accounting, making them change their awareness, and the ways of working and making decisions based on emotions and their own experience.

Proposing to training facilities

The training facility should have examined the actual production and business activities of enterprises to improve the training programs and specialized training methods of cost management accounting toward practices and practical applications which are suitable with international practices.

CONCLUSION

Research building the model of cost management accounting in the Vietnam transport construction enterprise had created a new administrative tools for executives. The implemented model would contribute to improve the efficiency of cost management, thus enhancing the competitive position of the enterprise on the market. Research results had mentioned the basic issues of building a model of cost management accounting in accordance with the following contents:

Firstly, in terms of theories: The thesis codified the scientific points of building the model of cost management accounting in the enterprise. The thesis has developed cost management accounting model which involved building cost accounting apparatus and methods to implement the basic content of cost management accounting in the transport construction enterprises. At the same time, the thesis also provided methods to operate, use and evaluate the effectiveness, efficiency and adjust cost management accounting model when deploying and applying in the Vietnam transport construction enterprises.

Secondly, in terms of practice: Based on the survey and analyzing reality, the thesis had made honest, objective assessments about the achieved results as well as the limitations of cost management accounting model in providing information for business executives of Vietnam

transport construction enterprises. Based on the evaluation of advantages and disadvantages of each cost management accounting model, the author had chosen combined model of cost management accounting applied for the Vietnam transport construction enterprises. This model included the organizational structure of the accounting apparatus and the way to implement the content of cost management accounting which was suitable with the business characteristics of the Vietnam transport construction enterprises.

To deploy and apply combined cost management accounting model, the thesis had recommended the complete solutions to organize the accounting apparatus and methods of implementing the basic content of the model. At the same time, the thesis also clarified three required conditions when deploying and applying to the actual model. Parallel with these conditions, the thesis also referred some proposals for the relevant authorities in order to promote effectiveness and efficiency of the model.

Thirdly, in terms of application: The model of cost management accounting was applied in the transport construction enterprises. The model would promote the highest efficiency when applying online information technology to regularly update, process and transmit information.