The influence of management's accounting skills on the existence of their South African small, medium and micro enterprises

Ernest Mbumbo

Department of Cost and Management Accounting,
Cape Peninsula University of Technology,
Cape Town, South Africa
Email: tsaguembumboe@cput.ac.za

Henrie Benedict

Department of Financial Accounting and Taxation,
Cape Peninsula University of Technology,
Cape Town, South Africa
Email: BenedictH@cput.ac.za

Juan-Pierré Bruwer*

Graduate Center for Management,
Cape Peninsula University of Technology,
Cape Town, South Africa
Email: BruwerJP@cput.ac.za
*Corresponding author

Abstract: In South Africa (RSA), small, medium and micro enterprises (SMMEs) provide assist government with the reduction of unemployment and poverty. Unfortunately, research shows that RSA SMMEs are not sustainable as 70% fail after being operating for three years. This phenomenon is caused by the non-management of economic factors, including a lack of skills. In a recent study, basic business skills evident in RSA SMMEs were found to leave much to be desired. One of these skills is that of accounting skills. Accounting skills should assist with making economic business decisions; taking into account the failure rate of RSA SMMEs, the question arises: Do the accounting skills of management influence the existence of RSA SMMEs? To answer this question, empirical research was conducted and data were collected from respondents. From the results, respondents who were equipped with accounting skills were more likely to remain in existence for the foreseeable future.

Keywords: management accounting; accounting skills; SMMEs; existence.

Reference to this paper should be made as follows: Mbumbo, E., Benedict, H. and Bruwer, J-P. (2019) 'The influence of management's accounting skills on the existence of their South African small, medium and micro enterprises', *Int. J. Education Economics and Development*, Vol. 10, No. 3, pp.323–334.

Biographical notes: Ernest Mbumbo is a Lecturer from the Department of Cost and Management Accounting at the Cape Peninsula University of Technology. He holds a Master's degree.

Henrie Benedict is a Senior Lecturer from the Department of Financial Accounting and Taxation at the Cape Peninsula University of Technology. He holds a PhD degree.

Juan-Pierré Bruwer is a consultant for the Graduate Center for Management at the Cape Peninsula University of Technology. He holds a PhD degree.

1 Introduction

In a global dispensation, small, medium and micro enterprises (SMMEs) play a significant role in the stimulation of national economies (Kongolo, 2010; Abor and Quartey, 2010). This view is supported by the fact that governments generally expect SMMEs to achieve three core socio-economic objectives, namely alleviating poverty, creating employment opportunities and promoting economic growth (Joubert et al., 1999; Naimy, 2004; Effah and Light, 2009; Apulu et al., 2011). In South Africa, the roles of SMMEs are no different as they significantly contribute at least 45% to the national gross domestic product (GDP) (Kelly et al., 2016) while simultaneously providing employment opportunities to at least 60% of the national workforce (Bruwer and Van den Berg, 2017). Notwithstanding the latter prior research (Van Eeden et al., 2003; Giliomee, 2004; Fatoki and Garwe, 2010; Cant and Wiid, 2013; Rogerson, 2013) show that South African SMMEs have one of the worst failure rates in the world with more than 70% failing after being in existence for five years. In more recent times, 75% of South African SMMEs have been reported to fail within 36 months' time (Bruwer, 2016; Masama and Bruwer, 2018).

Over the years, probable reasons for the astronomical South African SMME failure rate has been researched from where it was found that it is mainly caused by the non-management of economic factors (Masama, 2017).

Examples of these economic factors include inter alia the lack of appropriate management skills, limited financial resources, poor access to education opportunities (Yanta, 2001; Tassiopoulos, 2010; Fatoki and Garwe, 2010; Tumaini and Zheng, 2011; Betchoo, 2015; Schmidt et al., 2017). A major economic factor which is often unmanaged in South African SMMEs is a lack of accounting skills (Bruwer, 2010; Bruwer and Smith, 2018). Accounting skills can be defined as follows: "Those competencies related to the discipline of accounting, which are required by a person to competently perform functions in relation to the recording of transactions in the books of a business, reporting on the financial situation of a business, and providing recommendations on how the financial situation of a business can be improved on" (Bruwer and Smit, 2018).

In previous international studies conducted (Shaku, 2011) it was found that the accounting skills of management have a direct influence on the existence of their relevant business entities. This is not surprising as management should make the best business decisions using useful accounting (and non-accounting) information (Matambele, 2014) while simultaneously ensuring that relevant objectives of a business entity are met

(Talley, 2011). The foregoing is strongly related to the concept of 'management accounting' which is defined as follows: "[It] is the process of identifying, measuring, analysing, and reporting both financial and non-financial information to help managers make operating decisions to achieve the goals of an organisation" (Talha et al., 2010).

Fundamentally speaking South African SMME management has difficulty to apply proper management accounting (Reider, 2008). This phenomenon is believed to be spurred on by management's limited basic business skills, which is inclusive of accounting skills (Saayman and Slabbert 2001; Frey and George, 2010; Tassiopoulos, 2010; Bruwer and Smith, 2018). Thus, within the ambit of this study, the primary research question which was research read as follows: "Do the accounting skills of management influence the existence of South African SMMEs?"

For the remainder of this paper, discussions take place under the following sections: Section 2 discusses the literature review, while Section 3 discusses the research methodology. The results and discussion is provided in Section 4, and the conclusion is provided in Section 5.

2 Literature review

Under this section relevant discussions take place under the following sub-headings.

2.1 Overview of South African SMMEs

In South Africa, SMMEs are defined by the National Small Business Act No. 102 of 1996 as follows: "Separate and legal business entities, including cooperative enterprises and non-governmental organisations, managed by one owner or more which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or subsector of the economy" (South Africa, 1996).

In addition, these business entities are demarcated into size categories (i.e., 'micro enterprises', 'very small enterprises', 'small enterprises' and 'medium enterprises') according to the number of full-time employees employed, annual turnover and gross asset value, and industry in which they operate (Berry et al., 2002; Rootman and Kruger, 2010).

As previously mentioned, SMMEs are tasked by the national government to assist with the achievement of core socio-economic objectives which they are doing to a great extent. Unfortunately, these business entities have one of the worst failure rates in the world. During the mid-2000s, approximately 80% of all South African SMMEs are reported to fail within their first five years of existence (Bosch et al., 2006). In more recent times however it is has been reported that an estimated 75% of these business entities fail after being in existence for 36 months (Bruwer and Van den Berg, 2017).

Over the years, various reasons have been investigated which catalyse South African SMME failure and among them, the non-management of economic factors have been identified as a major malefactor. Examples of such economic factors include limited access to finance, poor management skills, lack of adequate educational opportunities, and the lack of accounting skills (Mabaso, 2008; Fatoki and Odeyemi, 2010; Urban and Naidoo, 2012). Although the lack of accounting skills in management may contribute towards the failure rate of South African SMMEs (Shaku, 2011) it should be noted that skills can generally be acquired.

2.2 Skill theories

For the sake of clarity the term 'skills', within the ambit of this study, is defined as follows: "Those abilities which can be learned and mastered, which can also be utilised and/or relied on when performing certain tasks, with the main intent to achieve certain pre-determined objectives" (Bruwer and Smith, 2018).

The skills approach, as developed by Katz (1974), is where the belief exists that the management of any business entity should be in the possession of three types of skills, namely that of technical skills (knowledge and abilities in key business areas), human skills (knowledge and abilities to effectively work with people), and conceptual skills (knowledge and abilities to deal with concepts and ideas). This theory is supported by the work of Gerber (1995) when stating that management should have a technician frame of mind (be able to work in their businesses – possess technical skills), manager frame of mind (be able to work on their businesses – possess people skills) and an entrepreneurial frame of mind (be able to innovate – possess conceptualisation skills).

Another theory is the skills model of leadership as developed by Mumford et al. (2000). Here it is argued that management should possess individual attributes (i.e., cognition, motivation and personality) and competencies (i.e., problem-solving skills, knowledge and people skills) which can be used through making reference to past experiences and current situations management find themselves in.

Notwithstanding the above, clear tangent planes emerge from both theories that relevant skills can be acquired and/or refined by management through utilising adequate education and training opportunities. This is particularly so since skills can be learned and mastered through undergoing 'skill development' in an informal or formal capacity (Green et al., 2012; Bruwer and Smith, 2018).

2.3 Management accounting and accounting skills

As previously mentioned, management accounting pertains to the identification, measurement, analysing and reporting of relevant information by management to make the best possible business decisions to achieve relevant objectives (Reider, 2008; Collier, 2009; Mayanja, 2010). Not only does management accounting allow business entities to achieve relevant objectives, but it also allows management to increase the competitiveness of their respective entities (Gowthorpe, 2008). In fundamental nature, in order for management to effectively make use of management accounting, it is critical that they possess accounting skills (Kasekende and Opondo, 2003). Referring to Section 1, accounting skills are those competencies which relate to the discipline of accounting that allows a person to perform functions in relation to the recording of transactions in the books of a business, reporting on the financial situation of a business, and providing recommendations on how the financial situation of a business can be improved on. Though accounting skills can be broken down into a plethora of aspects, the following core aspects have been recognised as critical in order for management to make use of management accounting (CIMA, 2002; Kasekende and Opondo; 2003; Gupta and Galloway, 2003; Niemand, 2006; Ryan and Hiduke, 2006; Damitio and Schmidgall; 2007; Reider, 2008; Reeve et al., 2009; Weygandt et al., 2009; Garrison et al., 2010;

Toms, 2010; Shaku, 2011; Berger, 2011; Abdurahman et al., 2012; Mott, 2012; Needles and Crosson, 2013):

- *Product costing:* Costing is the method of computing all the expenditures incurred in manufacturing and trading a product or service.
- *Cost allocation:* Cost allocation is principally based on the cost of manufacturing overheads. The allocation of costs is challenging for most small business owners specifically to identify, assign and incorporate them into the final cost price of the product.
- *Calculating profits and loss:* Calculating a profit or loss in the business is a challenge for decision-makers or managers, especially when they have to face it on a regular basis.
- *Cost volume profit (CVP) analysis:* CVP is the study of the cost development models, which focus on the relationship between cost, production volume and profit.
- *Variance analysis:* Illustrates the difference between the budgeted and the actual cost in various components such as the volume of production variation, material cost variation, labour cost variation and overhead cost variation
- *Operational budgeting:* Operating budgets can also be used to compare tangible results with the budget to identify areas for perfection and therefore make management decisions about what should be, e.g., the inspection of staff performance for better management of the business.
- *Cash budgeting:* The cash budget is often used by top management or decision makers of SMMEs to determine if any surpluses or shortfalls of cash are likely to occur during operations then making decisions about the outcome.
- *Capital budgeting:* Capital budgeting is more about the decision making on investment in the organisation, such as buying a new car (tourist transportation) or office materials to facilitate the management.

According to the work of Shaku (2011), in an international dispensation, when SMME management possessed accounting skills, it significantly reduced their failure rate. In a South African SMME dispensation however it is disconcerting to note that in a recent study (Bruwer and Smith, 2018) it was found that 57.2% South African SMME management did see the need to possess or develop their accounting skills as most accounting-related work was outsourced (Brijlal et al., 2014).

3 Research methodology

This study was both exploratory and empirical in nature and constituted survey research. A questionnaire was disseminated to respondents with the main intent to obtain primary data to, in turn, address the identified research question. The questionnaire comprised mostly closed-ended questions which consisted of mostly five-point Likert-scale questions. As such, this study was also quantitative in nature and fell within the positivistic research paradigm.

Respondents were selected through means of non-probability sampling methods which comprised a mixture of purposive sampling and convenience sampling. This was particularly the case since data had to be collected in a short space of time (time limitation), in close proximity of the researchers (demographical limitation) without any formal research budget (monetary limitation). As such, in order for respondents' responses to be regarded as valid, each one had to adhere to the following delineation criteria, namely that:

1 respondents had to be South African
2 respondents had to be owners and/or managers of their respective SMMEs
3 respondents had to be at least 18 years of age
4 respondents had to have at least a secondary education level
5 the SMMEs of respondents had to operate in the tourism industry
6 the SMMEs of respondents had to have existed within the perimeter of the Cape Town City Bowl
7 the SMMEs of respondents had to be regarded as sole traders, partnerships, close corporations or private companies
8 the SMMEs of respondents had to be classified as non-franchised
9 the SMMEs of respondents had to employ between 0 and 100 full-time employees
10 the SMMEs of respondents had to adhere to the definition of an SMME as per the Small Business Act No. 102 of 1996.

Throughout this study, relevant ethical considerations were also taken into account. This pertained to the protection from harm, voluntary participation, confidential treatment of information received, and the anonymity of respondents.

4 Results and discussion

Taking into account that respondents had to adhere to strict delineation criteria in order for their responses to be regarded as valid, the following was evident for respondents and their SMMEs:

- *Type of business:* 50.0% were sole traders, 15.8% were partnerships, 18.4% were close corporations and 15.8% were private companies.
- *Years in existence:* 15.8% existed for between one and four years, 28.9% existed for between five and eight years, 15.8% existed between nine and 12 years, and 39.5% existed for more than 12 years.
- *Number of full-time employees employed:* 50% employed between zero and five employees, 7.9% employed between six and ten employees, 32.4% employed between 11 and 50 employees, and 5.3% employed between 51 and 100 employees.

- Respondent highest education: 13.2% had secondary education, 15.8% had certificates, 23.7% had diplomas, 28.9% had bachelor's degrees, 7.9% had honours degrees, and 10.5% had postgraduate degrees.

Stemming from the mean scores, the average sampled respondent was a South African member of management of a tourism SMME based in the Cape Metropole, who had at least secondary education, whose respective SMME have had been in existence for an average of 11.92 years while simultaneously employing an average of 12 (11.58) full-time employees.

Notwithstanding the demographical information above, and with the intent to answer the identified research question, respondents were asked two 'yes/no questions':

1 Do you have accounting skills?

2 Do you need an accountant in your business?

From the results, 57% of respondents indicated that they possessed accounting skills however a total of 60.5% of respondents stated that they need an accountant in their applicable business entities. From these results, it is highly probable that though respondents may have possessed accounting skills, they may not necessarily have had the relevant confidence to interpret financial results to make sound business decisions.

In order to shed more light on the foregoing, respondents were asked to rate their accounting skills (from a managerial point of view) through means of a five-point Likert-scale (1 = very poor, 2 = poor, 3 = average, 4 = good, 5 = very good). A summary of the results is shown in Table 1.

Table 1 Summary of the perceived management accounting skills of respondents

Management accounting skill	*Very poor*	*Poor*	*Average*	*Good*	*Very good*	*Std. dev.*	*Mean*
Variance analysis	15.80%	7.90%	23.70%	28.90%	23.70%	1.364	3.37
Cost volume profit analysis	10.50%	7.90%	18.40%	36.90%	26.30%	1.264	3.61
Cost allocation	5.30%	5.30%	28.90%	28.90%	31.60%	1.125	3.76
Operational budgeting	5.30%	-	36.80%	26.30%	31.60%	1.069	3.79
Capital budgeting	2.60%	5.30%	15.80%	52.60%	23.70%	0.924	3.89
Cash budgeting	2.60%	5.30%	18.40%	42.10%	31.60%	0.985	3.95
Calculating profit and loss	5.30%	2.60%	10.50%	39.50%	42.10%	1.060	4.11
Product costing	2.60%	2.60%	15.90%	34.20%	44.70%	0.973	4.16

Stemming from the results in Table 1, the inference can be made that, on average, the perceived management accounting skills of respondents were mostly between 'average' and 'good'. This statistic is supported by the 57% of respondents who indicated that they indeed have accounting skills. Among the management accounting skills, the best five developed (based on respondents' perceptions) were as follows:

- product costing (mean-score of 4.16)
- calculating profit and loss (mean-score of 4.11)

- cash budgeting (mean-score of 3.95)
- capital budgeting (mean-score of 3.89)
- operational budgeting (mean-score of 3.79).

Notwithstanding the above, it is highly probable that respondents may have inflated their scored as a result of respondent bias. In order to test for respondent bias, reliability testing was performed. A Cronbach alpha value of 0.868 was calculated which is greater or equal to the norm of 0.700.

When taking into account that sampled SMMEs were in existence for an average of 11.92 years, the question arises as to whether the perceived accounting skills of respondents had any influence on the existence of these business entities. To test the aforementioned, the lambda measure of association test was performed. A summary of the results is shown in Table 2.

Table 2 Summary of the lambda measure of association test performed

Independent variable	*Dependent variable*	*Lambda value (λ)*	*Significance*
Calculation of profit and loss	Years in existence	0.091	0.249
Capital budgeting	Years in existence	0.121	0.196
Cash budgeting	Years in existence	0.091	0.249
Cost allocation	Years in existence	0.091	0.071*
Cost volume profit analysis	Years in existence	0.152	0.120
Operational budgeting	Years in existence	0.091	0.249
Product costing	Years in existence	0.121	0.146
Variance analysis	Years in existence	0.152	0.047**

Notes: **Significant at the 5% level, *significant at the 10% level.

In core, the lambda measure of association test gives an indication as to whether an independent variable will have a statistically significant influence on a dependent variable; including the strength of such influence (Johnson and Reynolds, 2011). Stemming from the statistics in Table 2, it becomes apparent that out of the eight relationships tested only two were statistically significant:

- When respondents had the core accounting skill of ‘cost allocation’ it had a weak statistically significant positive influence of 9.1% on the existence of their respective SMMEs.
- When respondents had the core accounting skill of ‘variance analysis’ it had a weak statistically significant positive influence of 15.2% on the existence of their respective SMMEs.

Although only two of the eight tested relationships were found to be statistically significant, the inference can be made that at least two core accounting skills had a statistically significant (weak) influence on the existence of sampled SMMEs.

5 Conclusions

Stemming from scholarly literature, it is apparent that South African SMMEs have among the worst sustainability rates in the world; often spurred on by their lack of managing economic factors. One economic factor which adversely affects these business entities is the lack of basic business skills – one of which is accounting skills.

From the research conducted it was found that when management possesses two key accounting skills, it assisted sampled South African SMMEs to remain in operation for longer (in years). These two skills pertain to cost allocation skills (ability to apportion costs as material, labour or overheads) and variance analysis skills (ability to determine differences between budgeted costs and actual costs). When the focus is moved to the results of accounting skills possessed by managers of sampled South African SMMEs, notwithstanding the fact that respondents mostly possessed accounting skills, they may not necessarily have had the relevant confidence to interpret financial results to make sound business decisions as most opted to make use of accountants.

References

Abdurahman, M.R., Addinall, J., Chandler, E., Daniels, N., English, L., Green, J., Shade, Z. and Bruwer, J. (2012) 'Utilisation of budgets in clothing small medium and micro enterprises (SMMEs) within the Cape Metropole', *African Journal of Business Management*, Vol. 6, No. 25, pp.7529–7532.

Abor, J. and Quartey, P. (2010) 'Issues in SME development in Ghana and South Africa', *International Research Journal of Finance and Economics*, Vol. 39, No. 1, pp.218–228.

Apulu, I., Lathen, A. and Moreton, R. (2011) 'Factors affecting the effective utilization and adoption of sophisticated ICT solutions: case studies of SMEs in Lagos, Nigeria', *Journal of Systems and Information Technology*, Vol. 13, No. 2, pp.125–143.

Berger, A. (2011) *Standard Costing, Variance Analysis and Decision-Making*, GRIN, Verlag.

Berry, A., Von Blottnitz, M., Cassim, R., Kesper, A., Rajaratnam, B. and Van Seventer, D.E. (2002) 'The economics of SMMES in South Africa', *Trade and Industrial Policy Strategies*, Vol. 1, No. 1, pp.1–110.

Betchoo, N.K. (2015) 'The need for accounting training packages for small scale firms in rural Mauritius', *Advances in Social Sciences Research Journal*, Vol. 2, No. 7, pp.15–26.

Bosch, J., Tait, M. and Venter, E. (2006) *Business Management: An Entrepreneurial Perspective*, Lectern, Georgia.

Brijlal, P., Enow, S. and Isaacs, E.B. (2014) 'The use of financial management practices by small, medium and micro enterprises: a perspective from South Africa', *Industry and Higher Education*, Vol. 28, No. 5, pp.341–350.

Bruwer J.P. (2010) *Sustainability of South African FMCG SMME*, CPUT Digital Knowledge, Cape Town, South Africa.

Bruwer, J-P. (2016) *The Relationship(s) between the Managerial Conduct and the Internal Control Activities of South African Fast Moving Consumer Goods Small, Medium and Micro Enterprises*, unpublished manuscript (thesis), Cape Peninsula University of Technology, Cape Town.

Bruwer, J-P. and Smith, J. (2018) 'The role of basic business skills development and their influence on South African small, medium and micro enterprise sustainability', *Journal of Economics and Behavioural Studies*, Vol. 10, No. 2, pp.48–62.

Bruwer, J-P. and Van den Berg, A. (2017) 'The conduciveness of the South African economic environment and small, medium and micro enterprise sustainability: a literature review', *Expert Journal of Business and Management*, Vol. 5, No. 1, pp.1–12.

Cant, M.C. and Wiid, J.A. (2013) 'Establishing the challenges affecting South African SMEs', *The International Business & Economics Research Journal*, Vol. 12, No. 6, pp.707–716.

CIMA (2002) *Finance*, 3rd ed., BPP, London.

Collier, P.M. (2009) *Accounting for Managers: Interpreting Accounting Information for Decision-making*, 3rd ed., England John Wiley & Sons Inc., West Sussex.

Damitio, J.W. and Schmidgall, R.S. (2007) 'What accounting skills do managers value? Controllers and managers are close in their rankings of the most important accounting skills for managers to have. Controllers rate knowledge of the income', *Strategic Finance*, Vol. 89, No. 4, pp.52–53.

Effah, J. and Light, B. (2009) 'Beyond the traditional SME challenges discourse: a historical field study of a Dot.Com failure in Ghana', *UK Academy for Information Systems Conference Proceedings*, Vol. 3, No. 31, pp.1–19.

Fatoki, O. and Garwe, F. (2010) 'Obstacles to the growth of new SMEs in South Africa: a principal component analysis approach', *African Journal of Business Management*, Vol. 4, No. 5, pp.729–738.

Fatoki, O. and Odeyemi, A. (2010) 'Which new small and medium enterprises in South Africa have access to bank credit?', *International Journal of Business Management*, Vol. 5, No. 10, pp.128–136.

Frey, N. and George, R. (2010) 'Responsible tourism management: the missing link between business owners' attitudes and behaviour in the Cape Town tourism industry', *Tourism Management*, Vol. 31, No. 5, pp.621–628.

Garrison, R.H., Noreen, E.W., Brewer, P.C. and McGowan, A. (2010) 'Managerial accounting', *Issues in Accounting Education*, Vol. 25, No. 4, pp.792–793.

Gerber, M. (1995) *The E Myth Revisited: Why most Small Businesses Don't Work and What to Do About It*, Harper Collins, London.

Giliomee, J. (2004) *The Small Business Environment*, Entrepreneurial Business School, Bellville.

Gowthorpe, C. (2008) *Management Accounting*, Cengage Learning, London.

Green, L., Jones, B. and Miles, I. (2012) 'Skills and innovation', *Innovation Policy Challenges for the 21st Century*, Vol. 27, No. 1, pp.185–224.

Gupta, M. and Galloway, K. (2003) 'Activity-based costing/management and its implications for operations management', *Technovation*, Vol. 23, No. 2, pp.131–138.

Johnson, J.B. and Reynolds, H. (2011) *Political Science Research Methods*, CQ Press, Washington, DC.

Joubert, C., Schoeman, N. and Blignaut, J. (1999) 'Small, medium and micro sized enterprises (SMMEs) and the housing construction industry: a possible solution to South Africa's socio economic problems, *SAJEMS NS*, Vol. 2, No. 1, pp.21–33.

Kasekende, L. and Opondo, H. (2003) *Financing Small and Medium-scale Enterprises (SMEs): Uganda's Experience*, Research Department Working Paper, Bank of Uganda, November.

Katz, R.L. (1974) 'Skills of an effective administrator', *Harvard Business Review*, Vol. 52, No. 5, pp.90–102.

Kelly, D., Singer, S. and Herrington, M. (2016) *Global Entrepreneurship Monitor: 2015/16 Global Report*.

Kongolo, M. (2010) 'Job creation versus job shedding and the role of SMEs in economic development', *African Journal of Business Management*, Vol. 4, No. 11, pp.2288–2295.

Mabaso, N.R. (2008) *An Investigation into Small Business Failures with Specific Reference to Retrenched Telkom Employees in the Far West Rand (Mogale City, Randfontein and Soweto)*, unpublished manuscript (thesis), University of South Africa, Pretoria.

Masama, B. and Bruwer, J-P. (2018) 'Revisiting the economic factors which influence fast food South African small, medium and micro enterprise sustainability', *Expert Journal of Business Management*, Vol. 6, No. 1, pp.19–28.

Masama, B.T. (2017) *The Utilisation of Enterprise Risk Management in Fast-Food Small, Medium and Micro Enterprises Operating in the Cape Peninsula*, unpublished manuscript (thesis), Cape Town.

Matambele, K. (2014) *Management Accounting Tools Providing Sustainability Information for Decision-making and its Influence on Financial Performance*, unpublished manuscript (thesis), University of South Africa, Pretoria.

Mayanja, M.K. (2010) *Management Accounting as an Instrument for Corporate Governance in Botswana*, unpublished manuscript (thesis), University of South Africa, Pretoria.

Mott, G. (2012) *Accounting for Non-accountants: A Manual for Managers and Students*, Kogan Page Publishers, London.

Mumford, M.D., Zaccaro, S.J., Harding, F.D., Jacobs, T.O. and Fleishman, E.A. (2000) 'Leadership skills for a changing world: solving complex social problems', *The Leadership Quarterly*, Vol. 11, No. 1, pp.11–35.

Naimy, V.Y. (2004) 'Financing problems faced by the Lebanese SMEs: an empirical study', *International Business and Economics Research Journal*, Vol. 3, No. 1, pp.27–38.

Needles, B. and Crosson, S. (2013) *Managerial Accounting*, Cengage Learning, Ohio.

Niemand, G. (2006) *Small Business Management*, VanSchaik, Pretoria.

Reeve, J., Warren, C. and Duchac, J. (2009) *Principles of Managerial Accounting*, South-Western Cengage Learning, USA.

Reider, R. (2008) *Effective Operations and Controls for the Small Privately Held Business*, Wiley, New Jersey.

Rogerson, C.M. (2013) 'Improving market access opportunities for urban small, medium and micro-enterprises in South Africa', *Urbani izziv*, Vol. 24, No. 2, pp.133–143.

Rootman, C. and Kruger, J. (2010) 'Adapting SMME business functions during economic turmoil', *Acta Commercii*, Vol. 10, No. 1, pp.107–119.

Ryan, J.D. and Hiduke, G.P. (2006) *Small Business: An Entrepreneur's Business Plan*, South-Western Cengage Learning, Ohio.

Saayman, M. and Slabbert, E. (2001) 'Tourism entrepreneurs: opportunities and threats. A South African perspective', *Conference Proceedings of the 46th International Council for Small Business*.

Schmidt, H.J., Mason, R.B., Bruwer, J-P. and Aspeling, J. (2017) 'Access to finance problems for small retail businesses in South Africa: comparative views from finance seekers and finance providers', *Banks and Banking Systems*, Vol. 12, No. 2, pp.20–30.

Shaku, M.D. (2011) *The Gap of Management Accounting Skills by Venture Capital Providers and those Possessed by Small and Medium Enterprises in the Craft Industry*, unpublished manuscript (thesis), University of South Africa, Pretoria.

South Africa (1996) *National Small Business Act No. 102 of 1996*, Government Printer, Pretoria.

Talha, M., Raja, J. and Seetharaman, A. (2010) 'A new look at management accounting', *The Journal of Applied Business Research*, Vol. 26, No. 4, pp.83–96.

Talley, J.L. (2011) *Decision Making in Organizations*, JL Talley & Associates Bloomingdale's, California.

Tassiopoulos, D. (2010) *An Investigation into the Co-producers of Preferred Strategic Behaviour in Small, Micro and Medium Tourism Enterprises in South Africa*, unpublished manuscript (thesis), University of Stellenbosch, Cape Town.

Toms, J.S. (2010) 'Calculating profit: a historical perspective on the development of capitalism', *Accounting, Organizations and Society*, Vol. 35, No. 2, pp.205–221.

Tumaini, M.K. and Zheng, Q. (2011) 'Supply chain management (SCM) and small and medium-sized enterprises (SMEs): is it a myth?', *Applied Mechanics and Materials*, Vol. 58, No. 1, pp.2613–2620.

Urban, B. and Naidoo, R. (2012) 'Business sustainability: empirical evidence on operational skills in SMEs in South Africa', *Journal of Small Business and Enterprise Development*, Vol. 19, No. 1, pp.146–163.

Van Eeden, S., Viviers, S. and Venter, D. (2003) 'A comparative study of selected problems encountered by small businesses in the Nelson Mandela, Cape Town and Egoli metropoles', *Journal of South African Institute for Management Statistics*, Vol. 12, No. 3, pp.13–23.

Weygandt, J.J., Kimmel, P.D. and Kieso, D.E. (2009) *Managerial Accounting: Tools for Business Decision Making*, John Wiley & Sons, New York.

Yanta, T. (2001) 'Local government supporting or stunting SMME growth? University of Natal, Centre for Applied and Social Sciences', *Indicator South Africa: A Barometer of Social Trend*, Vol. 18, No. 2, pp.44–48.