Panida Chotiyanon
Vassili Joannisidès de Lautour

The Changing Role of the Management Accountants

Becoming a Business Partner
CONTENTS

Part I  The Emerging New Role and the Self-Orienting Process  1

1  The Emergence of Business-Oriented Role  3
   1.1  The Emergence of the Business-Oriented Role of Management Accountants  4
       1.1.1  Sociopolitical and Economic Influences  5
       1.1.2  Organizational Changes  5
       1.1.3  The Agentive Force  8
   1.2  Business Orientation of Management Accountants  13
       1.2.1  General Self-Orienting Strategies  14
       1.2.2  Self-Orienting in Everyday Life  15
       1.2.3  Self-Orienting in Cultural Context  16
       1.2.4  Self-Orienting, Culture, and Past Practices  16
       1.2.5  Self-Orienting as a Life Journey  17
   References  17

2  Self-Orienting Process and Schatzki's Lens  23
   2.1  The Turn to Practices  24
       2.1.1  Institutional Theory Study  26
       2.1.2  Foucauldian Study  29
       2.1.3  The Actor Network Theory Study  30
       2.1.4  Bourdieu's Practice Theory Study  31
       2.1.5  Giddens' Structuration Theory Study  32

xvii
2.2 Taking Stock

2.3 Schatzki’s Practice Theory
  2.3.1 Practices as the “Site of Social”
  2.3.2 Practices Perpetuating Through Variations
  2.3.3 Practice Memory Linking Activities Across Time
  2.3.4 Self-Orienting, Teleaffective Structures
      Orchestrating
  2.3.5 Self-Orienting, Teleaffective Structure, Practice
      Memory, Cultural Memory

References

3 Business Partner Developing Model (BPDM)
  3.1 Conceptualize the Self-Orienting Process
      3.1.1 Becoming a Finance Apprentice
      3.1.2 Becoming a Finance Expert
      3.1.3 Becoming a Business Partner
  3.2 Self-Orienting Process, Teleaffective Structure
  3.3 The “Turning Point” and Affectivity
  3.4 Self-Orienting, Organizational and Cultural Context,
      Past Practice, and Affectivity
  3.5 Self-Orienting Study, the Longitudinal Approach

References

Part II Self-Orienting Process: The Lifelong Experiences

4 Corporate Financial Services Career
  4.1 Becoming a CPA (2002–2005)
      4.1.1 Acquiring Technical Knowledge
      4.1.2 Acquiring Practical Know-How and Understanding
      4.2.1 Acquiring Practical Knowledge and Understanding
  4.3 Becoming a Category Analysis Manager (2011–2014)
      4.3.1 Acquiring Additional Practical Know-How
      4.3.2 Acquiring Practical Understanding Through Sharing
          the Practice
      4.3.3 Engaging in Commercial Practices

References
CONTENTS

4.4 Becoming Indochina Finance Manager (2015)  
4.4.1 Sharing the Practices, Acquiring Additional Practical Know-How  

4.5 The Lifelong Self-Orienting Process  
4.5.1 Self-Orienting Process, Teleoaffective Structure  
4.5.2 Self-Orienting, Personal Characteristics, and Affectivity  
4.5.3 Self-Orienting, the Cultural Context, and Affectivity  

References  

5 Financial Planning and Analysis Career  
5.1 Becoming a Credit Assistant (2002–2006)  
5.1.1 Acquiring Practical Know-How and Understanding  
5.1.2 Acquiring Additional Practical Understanding  
5.2 Becoming a Credit Assessment and Control Assistant (2009)  
5.2.1 Acquiring Additional Technical Knowledge, Sharing the Practice, and Gaining Additional Practical Understanding  
5.3 Becoming a Category Analysis Manager (2010–2012)  
5.3.1 Acquiring Practical Know-How, Sharing the Practice, and Acquiring Practical Understanding  
5.3.2 Sharing the Practice, Acquiring Additional Practical Understanding  
5.4 Becoming Financial Planning and Analysis Manager (2013–Present)  
5.4.1 Engaging in Other Practices, Acquiring Additional Practical Understanding  
5.4.2 Sharing the Practice  
5.5 The Lifelong Self-Orienting Process  
5.5.1 Self-Orienting Process, Teleoaffective Structure  
5.5.2 Self-Orienting, Personal Characteristics, and Affectivities  
5.5.3 Self-Orienting, the Cultural Context, and Affectivity
6 Commercial Finance Career

6.1 Becoming a Controller (1990–1999) 107
   6.1.1 Acquiring Practical Know-How and Practical Understanding 107

   6.2.1 Sharing the Practice, Acquiring Practical Understanding 108
   6.2.2 Engaging in Commercial Practice, Creating Value 110

6.3 Becoming Associated Director-Commercial Finance (2007–2012) 112
   6.3.1 Engaging in Commercial Practice, Acquiring Additional Practical Understanding 112
   6.3.2 Sharing Practice, Creating Value 113

6.4 Becoming Commercial Finance Director, Asia (2013–Present) 118
   6.4.1 Sharing the Practice, Creating Value 118
   6.4.2 Engaging in Commercial Practice, Creating Additional Value 124

6.5 The Lifelong Self-Orienting Process 132
   6.5.1 Self-Orienting Process, Teleoaffective Structure 133
   6.5.2 Self-Orienting, Personal Characteristics, and Affectivity 135
   6.5.3 Self-Orienting, Cultural Context, and Affectivity 137

References 139

7 Management Control Career

7.1 Becoming a Planning Manager (1973–1975) 142
   7.1.1 Acquiring Technical Knowledge 142
   7.1.2 Acquiring Practical Understanding 145
   7.1.3 Creating Value 148

7.2 Becoming Finance and Account Manager (1976–1978) 149
   7.2.1 Engaging in Other Practices, Gaining Additional Practical Understanding 150
   7.2.2 Sharing the Practice, Creating Value 152

7.3 Becoming Deputy Administration Manager (1979–1981) 155
   7.3.1 Sharing the Practice, Building on Practical Understanding 155
   7.3.2 Engaging in Other Practices, Creating Value 157
7.4 Becoming Central Executive Coordinating Office (CECO) Director (1982–1997) 161
7.4.1 Sharing the Practice, Building on Practical Understanding 161
7.4.2 Engaging in Other Practices, Creating Value 163
7.5 The Lifelong Self-Orienting Process 167
7.5.1 Self-Orienting, Teleoffective Structure 168
7.5.2 Self-Orienting, Personal Characteristics, and Affectivity 169
7.5.3 Self-Orienting, Cultural Context, and Affectivity 170
References 171

Part III Crafting an Orientation Program 173

8 Business Partner Development Program 175
8.1 The Crucial Role of the Mentor and the Sponsor 175
8.2 Planning and Executing of the Career Development Program 177
8.2.1 Pre-managerial Stage 178
8.2.2 Managerial Stage 179
8.2.3 Post-managerial Stage 181
8.3 Management Consideration and Challenges 182
References 184

9 Conclusion 185
References 192

References 195

Index 203