



**Faculty of Commerce
Accounting Department**

**A Proposed Accounting Framework for Integration the
System of Just-In-Time, Total Quality Management with
Business Process outsourcing to Support Competitive
Position for Industrial Companies**

– A Field Study –

*A Thesis Submitted in Fulfillment of the Require-
ments for the Degree of Philosophy Doctor in Ac-
counting*

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2013

Introduction:

Recently intensified competition among industrial companies around the world, and there were many similar products in different sources and turning the world into a small village as a result of communication technology and the Internet, which showed the competitive environment, and many companies to make every effort possible to control a large part of the market, to ensure the survival and hold long-term in light of recent technological developments, and to keep up with the climate of fierce competition, I tried some companies to reduce the cost of products and sell at competitive prices while maintaining the required quality level from the perspective of the customer, and this results in reduced production time and delivery, and access speed products to market and respond to the rates of international quality and introduce new products and sophisticated suit with all levels of customers.

However, the industrial companies in order to achieve this, face an array of constraints or bottlenecks internal and external, which hinder the achievement of its objectives, and to overcome these constraints and bottlenecks, some industrial companies to adopt some modern systems, called the accounting systems of modern management, which operate on achieve a competitive advantage for companies in the competitive environment, and these systems, production time (JIT) and total quality management (TQM), and operations outsourcing (BPO), so it is trying to researcher access to the accounting framework proposal for the integration of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO), to support the competitive position of industrial companies.

Research problem:

Exposed industrial companies Egyptian for many of the problems that limit their competitiveness, such as: the low share in the global and

local markets, and the low level of profits and prolong the production and delivery, leading to increased production costs, followed by a low level of quality of products and failure to meet the needs of customers resulting in a decline in the order of Egyptian industries in the world, on the other hand are industrial companies for many of the constraints and bottlenecks that occur due to lack of materials or low quality or crash machines one of the sections or follow the administrative policies are old, and caused those constraints or bottlenecks in the emergence of a range of issues that affect the company's ability to achieve its goals, such as gaining customer satisfaction, increase market share and improve the competitive position and maximize the profitability of the unit through increased sales, and also leads the presence of constraints or bottlenecks to the length of the production and accumulation of stocks under operating between departments in large quantities, leading to increased costs borne by company in order to complete the products and the difficulty of introducing new products and poor performance for the possibilities available. So summed up the research problem in the following points:

- 1- the inability of the industrial companies to absorb and apply the concepts of the market as a starting point to begin producing what meets the needs of customers where it appeared the concept-oriented management of the market Market - Driven Management, which grew out of it to highlight the accounting systems of modern management, such as: (a system of total quality management TQM-production system in time (JIT) - a system of external sources BPO).
- 2- lack of interest the Egyptian industrial companies leading companies in the industry to be working in isolated islands which weakens their ability to compete on a global level.

- 3- Do not use specialists in the various fields that benefit the company such as human resources management, information and communication technology and other work causing unrest and disorder in the company's operations.
- 4- Palaces current methods in the management of the activities of existing and potential bottlenecks leading to the inability of the administration to make good decisions that work on the exploitation of the limited resources available.
- 5- a low level of competitiveness of the Egyptian industrial companies on the local and global level.

Research objectives:

The primary objective of the research in "provision of the proposed accounting framework for the integration of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to support the competitive position of industrial companies."

And this goal is achieved through the following sub-objectives:

- 1- explain the concept and importance of accounting systems of modern management, including production system in time (JIT) and total quality management (TQM) and operations outsourcing (BPO) and various dimensions and philosophy that can serve industrial companies Egyptian to support the competitive position of her.
- 2- To identify the challenges and difficulties facing the implementation of a production system in time (JIT) and total quality management (TQM) and processes outsourcing (BPO) to try to overcome them.
- 3- an attempt to establish a framework for blending between the production system in time (JIT) and total quality management (TQM) and processes outsourcing (BPO) to reach the Egyptian industrial

companies to the center of global competition and give it a competitive advantage.

- 4- conduct a field study to test the impact of the proposed accounting framework on the competitive position of the Egyptian industrial companies.

The importance of research:

The importance of research through the following points:

- 1- The method of outsourcing (BPO) of modern subjects which have not received adequate attention from researchers, especially as research studies Arabic very little and does not cover the subject in all its aspects, in addition to the scarcity of Foreign Studies and Arabic, which combines the operations of outsourcing (BPO) and production system in time (JIT) and total quality management (TQM) and their role in supporting the competitive position of the Egyptian industrial companies so search is a positive step in this direction.
- 2- examine the ability to apply operations outsourcing (BPO) with the production system in time (JIT) with total quality management (TQM) in developing countries in general - and in Egypt in particular - as a combination to give industrial companies Egyptian some competitive advantages to help her in supporting its competitive position on the local and international level, because it is no substitute for progress in Egypt after the January 25 revolution only by interest aspects of many of them concern corporate industrial and developing Egypt in the foreground of all industrial companies in the world and this comes to exert effort and search for the best methods and practices in Industry and follow the advanced methods applied by the developed countries, the researcher hoping that this

study will be an initial step towards progress of Egyptian Industries.

Research hypotheses:

- 1- The application of the production system in time JIT and total quality management (TQM) with operations outsourcing (BPO) to achieve savings in the costs of industrial companies.
- 2- The application of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to give the company the ability to produce multiple products to meet customer requirements.
- 3- The application of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to provide high quality products and to achieve customer satisfaction.
- 4- The application of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to increase the market share of the industrial company.
- 5- The proposed framework for the application of the integrity of the production system in time (JIT) and total quality management (TQM) and processes outsourcing (BPO) has to be the use of modern methods of management accounting.
- 6- There is a fundamental effect statistically significant between the integration of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to support the competitive position of industrial companies.

Research Methodology:

To achieve the objective of this research study is divided into a theoretical study and another field, so Through:

- 1- Clear some studies, books and periodicals, references and research on the international information network (Internet) that serve the area of research.
- 2- Use a survey to gauge the importance of the integration of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to support the competitive position of industrial companies.
- 3- inductive approach which is based on observation and conclusion of scientific phenomena in the light of which will be relying on the desk study, and it extrapolated the analysis and review of studies and Arabic references and foreign study research, conferences and theses on the subject of the research, in order to configure the theoretical framework and the development of hypotheses research that need to be tested to achieve the goal of search .
- 4- deductive approach, which relies on deductive reasoning through the field study and the development of the most important results, including the possibility of verification of the validity or invalidity of research hypotheses.

Find limits:

Find limits are as follows:

- 1- would not be subjected researcher Per modern management accounting systems - except to the extent that you need to search.
- 2- will not be subject to service companies researcher - except to the extent that you need to search -.
- 3- will not be exposed to the researcher foreign industrial companies - only to the extent that serves the research -.

The research plan:

The researcher to the goal of searching through divided into four chapters can be summarized as follows:

Chapter I: production system in time (JIT) and total quality management (TQM) as one of the requirements of modern management accounting systems:

Section I: the production system in time (JIT) in Accounting Thought:

Section II: Total Quality Management (TQM).

Chapter II: the role of outsourcing (BPO) in improving the performance of industrial companies and to support the competitive position

Section I: processes outsourcing (BPO) (concept - important - goals)

Section II: the previous studies, which dealt with the operations of external sources (BPO)

Section III: the processes outsourcing (BPO) and support the competitive position of industrial companies

Chapter III: The proposed accounting framework to support the competitive position of industrial companies

Section I: conditions for the application process outsourcing (BPO) with the production system in time (JIT) and total quality management (TQM) in various industrial companies.

Section II: components of the proposed framework.

Chapter IV: The field study to test the hypothesis of the study

The study included field of industrial companies located in the Greater Cairo (Industrial Zone in Sixth of October and Tenth of Ramadan and Badr City Lugu Asna) were distributed to 120 form, where he responded 94 form by about (80%) of the total forms, The researcher used statistical techniques metadata Alastdala.

Results:

After analyzing the data of the field study reached the following conclusions:

- first hypothesis was accepted: The study sample responses on the ferries test this hypothesis did not differ substantially from the optimum value, which amounts to 86.4% or more
- The second hypothesis was accepted: sample responses on the ferries test this hypothesis did not differ substantially from the optimum value, which amounts to 85.2% or more.
- The third hypothesis was accepted: sample responses on the ferries test this hypothesis did not differ substantially from the optimum value, which amounts to 88.10%.
- fourth hypothesis was accepted: sample responses on the ferries test this hypothesis did not differ substantially from the optimum value, which amounts to 91.5%.
- hypothesis was accepted V: sample responses on the ferries test this hypothesis did not differ substantially from the optimum value, which amounts to 74%.
- been accepted hypothesis VI: systems integration of the three affect the dimensions which in turn supports Competence Center for industrial companies, shows that the total proportion of (perfectly OK and OK) 96% and the proportion of neutral 3.2% and the percentage (not OK and not OK to completely) 0.08% of the sample size .

Recommendations

- 1- draw the attention of industrial companies quickly apply the integration of the production system in time (JIT) and total quality management (TQM) with operations outsourcing (BPO) to support its competitive position

- 2- the study of the company's activities carefully divided into the activities of the President, a basic for the production of the product which is found in the stages of the product life cycle and sub-activities which assist in the completion of the company's operations, such as security and administrative functions, such as management of wages and salaries and the work of a feasibility study minutes to see any activities that are performed within the company's in-house and any activities that will be performed by external resource outsourcing?
- 3- Work continues between industrial companies and university professors to exchange Alkhbarat for knowledge of the problems, and the difficulties faced by companies to support its competitive position, it is through academics are professors study the problems and look for ways to solve this is in the interest of industrial companies and therefore the interest of the country as a whole.
- 4- Give all employees of industrial companies courses to familiarize them with modern methods of accounting and administrative costs, production, and how to apply them.
- 5- the need to establish an information system to receive customer responses and complaints of their own and try to overcome their grievances and problems because the client is the basis of the success of the company and support its competitive position and the possible selection of some customers and work with them periodic meetings to receive their opinions about the product and how development to meet their different needs
- 6- In addition to the transfer of the experiences of the major industrialized countries, especially China, India, Korea, Japan, America and Germany on how to apply the systems supporting their company's competitive center