INTERNATIONAL JOURNAL OF BUSINESS STRATEGY AND INNOVATION

Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

OPEN ACCESS

A BIBLIOMETRIC ANALYSIS OF STRATEGIC MANAGEMENT ACCOUNTING RESEARCH: TRENDS, INTELLECTUAL STRUCTURE, AND FUTURE DIRECTIONS (1995–2025)

Tek Bahadur Adhikari

Associate Professor, Faculty of Management, Tribhuvan University
Aishwarya Multiple Campus Dhangadhi Kailali, Nepal
Email: tekadhikari91@amcdhangadhi.edu.np

How to cite this article:
Adhikari, T. B. (2026). A Bibliometric Analysis of Strategic Management Accounting Research: Trends, Intellectual Structure, and Future Directions (1995–2025). International Journal of Business Strategy and Innovation, 1(2), 34-59.

Received: 13 June 2026 | Accepted: 5 August 2026 | Published: 7 August 2026

DOI: https://doi.org/10.68090/IJBSIVol1Iss2-11

Abstract

The purpose of this bibliometric analysis is to assess scholarly and research efforts in the field of SMA. Basically, the study observed the important indicators such as authors, journals, affiliations, key words, annual growth rate of scientific productions and citations, topic trends, and collaborative networks among scholars. "Scientific procedures and rationales for systematic literature review (SPAR-4-SLR)" is the methodology used in the study. 462 papers from 1995 to 2025 A.D. were retrieved from the Scopus database, and the analysis tool was Bibilioshiny. The analysis focuses on the expansion of scientific output, citations, keyword changes, the appearance of new authors, and the thematic area under SMA. The thematic area of SMA from its beginning to the present, as well as the most important authors, publications, affiliations, and collaborations, were highlighted, along with pioneering scholars in the discipline. New researchers continue their work to provide further insights in this field, guided by thematic analysis and the introduction of new keywords provided by this study in the field of SMA. This study can be used to evaluate SMA and its industrial practice and need assessment. Nevertheless, the study only used papers that were retrieved from Scopus, and its search keywords are limited.

Keywords

Strategic Management Accounting, Decision-making, Bibliometric Analysis, Scopus, Biblioshiny.

Introduction

The origin of accounting was for systematic keeping of records all financial transactions but now accounting serves beyond that. The emergence of SMA will be established as a paramount field at the intersection of accounting, strategic and performance management addressing a growing need of corporates to address the decision-makings nowadays. The field of accounting has seen changes in both accounting practice and research themes over the time. Today it has been a basic discipline for the organizations in providing vital information of financial health, operational performance and budgetary constraints to assist various informational needs (Alkaraan, 2017). Currently, the emergence of SMA has broadened the range of accounting to support strategic decision making by analyzing internal and external information that are collected, refined, and analyzed from the lens of SMATs (Alkaraan, 2020; Suarez, 2022). However, traditional management accounting was to deal with the organization's own data and analyzing it to evaluate the internal resources for planning and decision-making. Decisions makings supported by management accounting might not address the issues of current business dynamism (Aghajani et al., 2023). In the emerging global corporate landscape, business scenarios are influenced by multiple factors such as intense competition, rapid technological change and increased uncertainty. Harnani (2022) had viewed the traditional management techniques as too inward looking and only focusing on short term, SMA signaling a paradigm shift towards a more strategical and clairvoyance. This evolution led to the appearance of SMA.

Simmonds (1981) introduced the concept of SMA as the analysis of management accounting information of a business and its competitors to help in developing and monitoring the organizational strategy (Abdullah et al., 2022). Unlike traditional accounting, which often operates within a one-year timeframe and maintains an internal focus, SMA is characterized by an external environment and leads for transformation for initiating an outward-looking and long-term perspective. SMA is the latest development in management accounting, and it combines elements from marketing, management and strategic management, to assist top management in developing competitive strategies and in implementing strategic planning (Coopers & Lybrand 1991).

The role of SMA techniques in managerial decision-making is multifaceted. Strategic management involves "doing the right things" to maximize total organizational effectiveness, rather than merely "doing things right" through efficiency-only focuses (Mohamed & Jones, 2014; Riviere et al., 2024). While traditional profit systems concentrate on reducing internal costs, SMA shifts the focus toward creating sustainable value by aligning organizational resources with external market opportunities (Feng & Wu, 2026). This requires a comprehensive information set that includes financial and non-financial data, competitor cost structures, and the firm's relative product-market domain. By providing this integrated data, SMA creates an opportunity for firms to move beyond traditional profitability models and adopt new strategic frameworks that enhance long-term success (Gaver, 1992; Filani et al., 2022; Suarez et al., 2024; Brogi & Lagasio, 2025).

Central discussion of SMA is to assist in the process of short term/operational or long term/strategic decision-making. This study aims to analyze the publication trends, stressing dominant authors, journals, countries and institutions that contribute to the research domain of SMA. Similarly, this bibliometric analysis comprises the exploration of intellectual structure in SMA research and detection of emerging intellectual themes, strategic investment projects and strategic decision-making. Finally, it can be mentioned that prior literature evaluations have only addressed some particular areas of SMA without providing an overview of the whole research environment of SMA. This study uses bibliometric analysis, which is a quantitative method employing statistical methods to examine scientific publications, in order to solve these shortcomings. This bibliometric analysis has focused in quantifying the numbers of publications, citation numbers and the relationships between authors, journals and keywords, provides an objective approach for identifying emerging trends and research frontiers. The purpose of this study is to present a complete review of the SMA research trajectory from 1995 to 2025, in order to track the history of the field from its early cost-based foundations to its current standing as a strategic enhancer of organizational resilience:

> ***RQ1:*** *What are the major keywords and their trends, journals and countries of top authors to associate each other in the research of SMA?*
>
> ***RQ2:*** *Which are the countries, authors and institutions contributing more to the research of SMA?*
>
> ***RQ3:*** *Which authors have been receiving the maximum citations in research area of SMA?*
>
> ***RQ4:*** *Which thematic area and topic have got greater importance in latest research of SMA?*
>
> ***RQ5:*** *What is the trend line of scientific productions and citations growth in the area of SMA over the year?*

Literature Review

Concept of Strategic Management Accounting

The coining of the term 'SMA' happened during 1981/82 by Simmond. The fall of relevance of management accounting was the incipient point of SMA (Rashid et al., 2020). Management accounting (MA) was just limited to supply organizational information to the decision makers but organizations at that time confronted the adverse influences of external factors. The knowledge and coverage of MA did not afford the compatibility to encounter to be safe from the business peripheral. Decision-makers very frequently face the exterior environmental changeability, to mitigate such in changeability, SMA attempts to explore specific strategic accounting techniques (Rashid et al., 2023). Various accounting techniques have been developed to resolve the context specific organizational problems. The SMATs like: Target costing, Attribute costing, Life cycle costing and Value chain costing have the expediency for the strategic decision regarding to costs (Abdullah et al., 2022). Similarly, Balanced scorecard, Integrated performance measurement and Benchmarking have the strategic supremacy in the domain of organizational planning and performance measurement (Abdullah et al., 2022). Likewise, Competitor cost assessment, position monitoring, performance appraisal for KPIs have been developed to assist in competitors' analysis and strategy formulation (Guilding et al., 2000; Shah et al., 2024). Strategic reflections about customers' perspective are developed using SMATs such as Customer profitability, lifetime profitability analysis can be pragmatic to develop strategy in customers' perspective (Medeckytė & Tamulevičienė 2021). SMA has developed multiple techniques which have their specific usefulness and alignment in strategic planning and decision-making.

The most used databases for bibliometric analysis are Scopus and Web of Science, with VOSviewer and Biblioshiny often used for visualization. Suriyanti et al., (2024) conducted content analysis of 121 papers indexed from Scopus database (1991–2024) to understand the current interest and trends in research, which showed a peak in 2023 and a transition from conceptual frameworks to practical applications of

SMA. Likewise, Aulia et al., (2026) studied 159 published articles that are indexed in Scopus and found two main streams: one for traditional cost and competition, and another for decision-making for performance. Tocev & Trpeska (2024) conducted a larger-scale study in which they used the PRISMA protocol and the software VOSviewer to analyse 5,059 articles indexed in the Scopus database, which enabled them to identify the most influential authors and the development of the concepts of management accounting in general. However, Ayu et al., (2023) targeted two prominent journals: 'Management and Accounting Review' and 'Journal of Management Accounting Review' and employed the VOSviewer and content analysis to recognize six research clusters: governance and performance management, management control, performance evaluation, risk-based performance management and CSR, budgeting and ethics, and lastly, the risk and interfirm relationship. Moreover, Pratiwi et al., (2025) conducted a content analysis of 55 Scopus documents (1973-2025) in VOSviewer software, which indicates that the paradigm shift in accounting education is from sustainability integration to digital transformation. This is reinforced by the study conducted by Aljawarneh et al., (2025) which investigated 1,574 papers indexed in the Web of Science and identified a deep transformation of the focus towards corporate social responsibility (CSR).

Similarly, the critical perspective was adopted by Halan (2026), who applied PRISMA and VOSviewer to data extracted from Scopus and discovered that accounting is moving towards a forward-looking tool for social justice. In relation to decision making, Purwianti et al., (2025) used Web of Science data and systematic review to demonstrate the contribution of Big Data in supporting the effectiveness of decision making in management, while Husda et al., (2025) used Google Scholar to demonstrate the role of Balanced Scorecard to increase the effectiveness of decision making for organizational quality optimization. A review study by Rashid et al., (2020) and Abdullah et al., (2022) also shows that the adoption of SMA is high in developed countries but there is still no in-depth knowledge about its effect on specific business goals. Overall, these sources suggest that SMA is moving away from a cost focus and becoming an information capability focused on data.

However, the study by Mas-Tur et al., (2020) focused on Review of Managerial Science (RMS) to be analyzed the topics, authors, institutions and countries that are involved in research in the area of managerial science since 2007 to 2019, thereby exploring an inclusive summary of the history of the journals so far. The data base was Web of Science (WOS) and papers were 285. Similarly, Aulia et al., (2026) executed bibliometric analysis for the understanding of intellectual structure, evolution of research, key themes and emerging directions of strategic management accounting (SMA), the analysis is based on 159 Scopus indexed papers. Wang & Ren (2025) conducted a thorough literature evaluation of a few papers in an attempt to quantify the impact of SMA components, both financial and non-financial information for undertaking strategic decision-making.

Jamiu et al., (2024) have covered the year from 1991 to 2024, with 121 papers in the area of SMA, however, the study does not cover the association of SMA and managerial decision-making. Similarly, the bibliometric analysis of Aulia et al., (2026) also comprises 159 Scopus index papers and the study has emphasized only tracking the key themes and emerging directions in the research area of SMA. The findings of this analysis have linked the focus of SMA with managerial decision-making and organizational performances. Nain et al., (2022) emphasized the bibliometric analysis based on 321 papers published since 1981 in the area of management accounting and SMA for the mitigation of changes in the industrial and macroeconomic climate. Rashid et al., (2020) reviewed the papers published from 2008 to 2019 in the area of advance management accounting techniques (i.e. SMA) and contingency for the adoption of

SMA in the context of organizational dynamism. A review-based study by Ojra et al., (2021) highlighted how adoption of SMA drive organizations toward the attainment of objectives.

There are numerous bibliometric analyses done by different researchers focusing the different themes for different span of time and numbers of document from the multiple data base like Scopus and WOS. SMA has been evolved to assist in managerial decision-making context in the corporate settings. After reviewing numerous bibliometric analyses in SMA, trends in SMA by Suriyanti et al., (2024); key topics, authors, institutions and countries in the research area of managerial science by Mas-Tur et al., (2020); intellectual structure of SMA by Aulia et al., (2026); co-existence of management accounting and managerial decision-making together by Nain et al., (2022); role of SMA for organizational performances by Wang & Ren (2025). Ferreira et al., (2016) have explored the findings from the bibliometric analysis that points out clear division between strategic entrepreneurship and corporate entrepreneurship. Most of the bibliometric analysis have not covered the evolution of keywords in SMA, thematic analysis of keywords of SMA and key countries and institutions contributing to scientific production of SMA. Combination of SMA and decision-making is a contemporary phenomenon in scientific management. Most of the literatures in SMA seem to address some specific organizational through decision-making. This study tries to fill that gap by looking at 462 publications from the Scopus database over 30 years from 1995 to 2025. This study has been designed to address the thematic analysis of keywords of SMA over the periods, key countries, institutions, authors and journals contributing to the field of SMA research. So, this study gives a more complete picture of SMA and decision-making. It helps us understand how strategic management accounting and decision-making are interconnected. SMA is really important for making decisions. By looking at many studies we can see how SMA has been used over time. This can help people make decisions using strategic management accounting.

Research Methodology

This research has aimed to highlight the proponents of SMA and their contributions, key research with maximum publications, citations, key sources and affiliations and countries, the trend of research keywords and themes and citation exploration by analyzing the multiple papers (articles) extracted from the Scopus. To dig-out the detailed information through the papers, and researcher applied the "Scientific Procedures and Rationales for Systematic Literature Review"(SPAR-4-SLR) strategy a described by Paul et al., (2021). The bibliometric analysis goes through basic three stages of adopting SPAR-4-SLR, known as three as: Assembling, Arranging and Assessing.

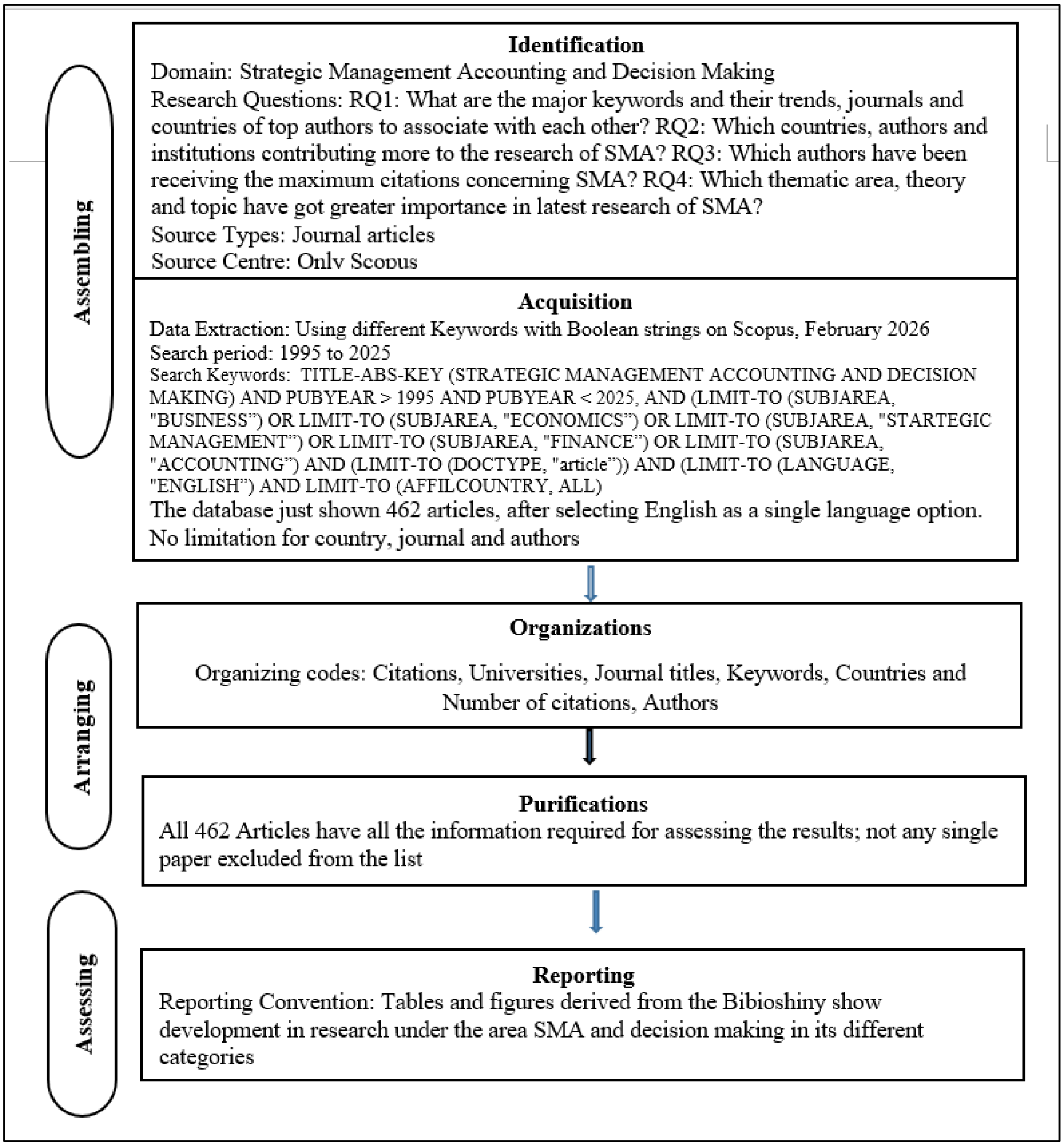

Figure 1: SPAR-4 SLR framework for systematic review (Paul et al., 2021)

Result and Discussion

After deriving the statistics from Scopus data base, using 462 articles as an input to Biblioshiny software the result as in Table 1, the time span covers from 1995 to 2025. Total 200 sources have noticed doing research and publishing papers in the domain of SMA and decision-making with an annual growth rate is 8.04%. Keywords mentioned by authors (i.e. KEYWORDS PLUS) are 1137 whereas, keywords explored from the papers, topics and references (i.e. AUTHOR'S KEYWORDS) are 1550. Total authors involved in SMA research globally in the field are 1116. Single Authored documents are not in significant numbers comprising only 110.On average, the papers in the area of strategic management accounting and decision making have crossed the average age of 10.5. It indicates that research and publications in SMA is not new.

Table 1: Main Information about the Data	
Description	**Results**
MAIN INFORMATION ABOUT DATA	
Timespan	1995:2025
Sources (Journals, Books, etc)	200
Documents	462
Annual Growth Rate %	8.04
Document Average Age	10.5
Average citations per doc	31.81
DOCUMENT CONTENTS	
Keywords Plus (ID)	1137
Author's Keywords (DE)	1550
AUTHORS	
Authors	1116
Authors of single-authored docs	102
AUTHORS COLLABORATION	
Single-authored docs	110
Co-Authors per Doc	2.58
International co-authorships %	20.35
DOCUMENT TYPES	
Article	462

According to the trend line shown in Figure 2, articles published year in 2025 were the highest in numbers, reaching 67, followed by 64 in 2024, 24 in 2020, 22 in 2007,19 in 2017, 19 in 2021 and 18 in 2022.Since 1995, the trend line has been steadily rising. It demonstrates how visible the scientific landscape in the research field and publication of SMA has been.

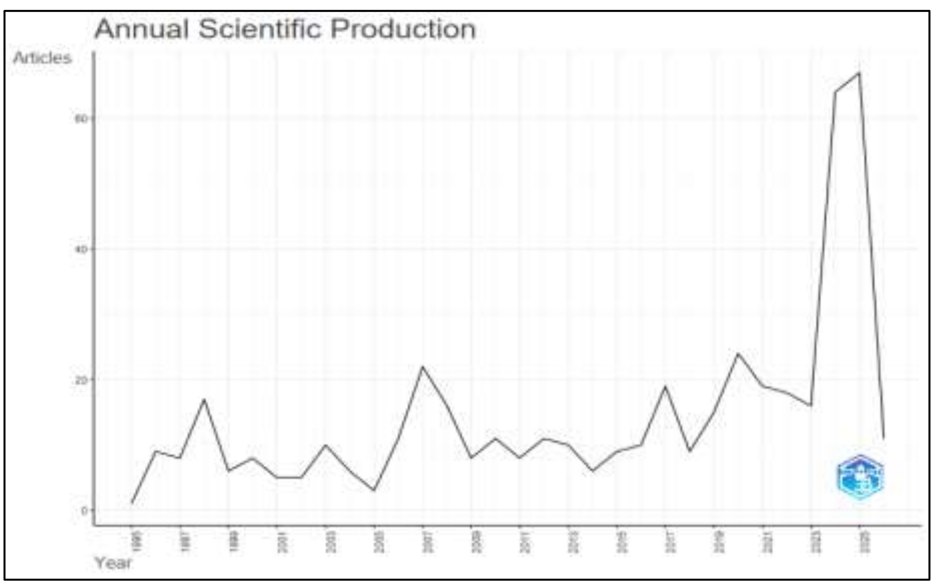

Figure 2: Annual Scientific production

INTERNATIONAL JOURNAL OF BUSINESS STRATEGY AND INNOVATION
Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

By observing Table 2, the countries that produced the most articles in the field of SMA throughout the observed time are shown in the figure. Out of the top five nations in terms of papers on SMA production over time, the USA leads the group, followed by the UK, Australia, Ukraine, and China. The table presents the countries that contribute to publications of scientific papers in the area of SMATs and managerial decision making. The United States of America (USA) is the country that has published the most articles in the subject of SMA, with 116 publications, followed by the United Kingdom (UK), Australia, Ukraine, China, Indonesia, Malaysia, India, Canada, and Italy.

Table 2: Most publishing countries

Rank	Region	Freq.
1	USA	116
2	UK	100
3	AUSTRALIA	45
4	UKRAINE	42
5	CHINA	39
6	INDONESIA	37
7	MALAYSIA	29
8	INDIA	25
9	CANADA	23
10	ITALY	23
11	GERMANY	21
12	NETHERLANDS	19
13	SWEDEN	18
14	BRAZIL	17
15	THAILAND	15
16	ETHIOPIA	14
17	FINLAND	13
18	JORDAN	12
19	SAUDI ARABIA	12

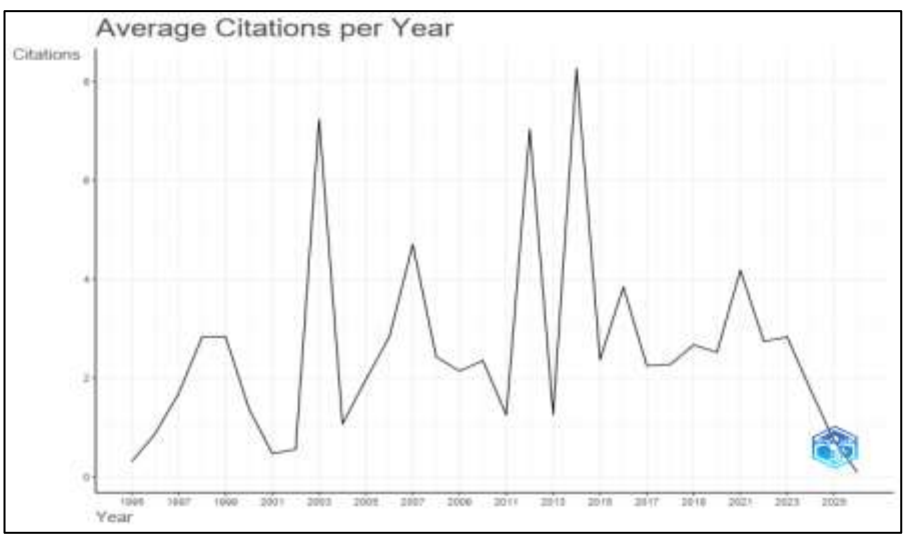

Figure 3: Average Citation per year

Figure 3 demonstrate average citation per year which is calculated dividing total mean citation per article by citable years. Year 2014 has the highest mean citation of 8.26 followed by year 2003, 2012, 2007, 2021, 2016, 1999, 1998 and 2006.

Figure 4 shows that the major ten journals that produce the papers in maximum numbers. Cogent business and management with 63 papers and followed by Management Accounting Research, Journal of Cleaner Production, Journal of Accounting and Organizational Change, International Journal of Production Economics, Strategic Management Journal, Accounting, Auditing and Accountability Journal, Academy of Accounting and Financial Studies Journal and Journal of Management in Engineering and Academy of strategic management journal are the major relevant resources contributing in the area of SMATs.

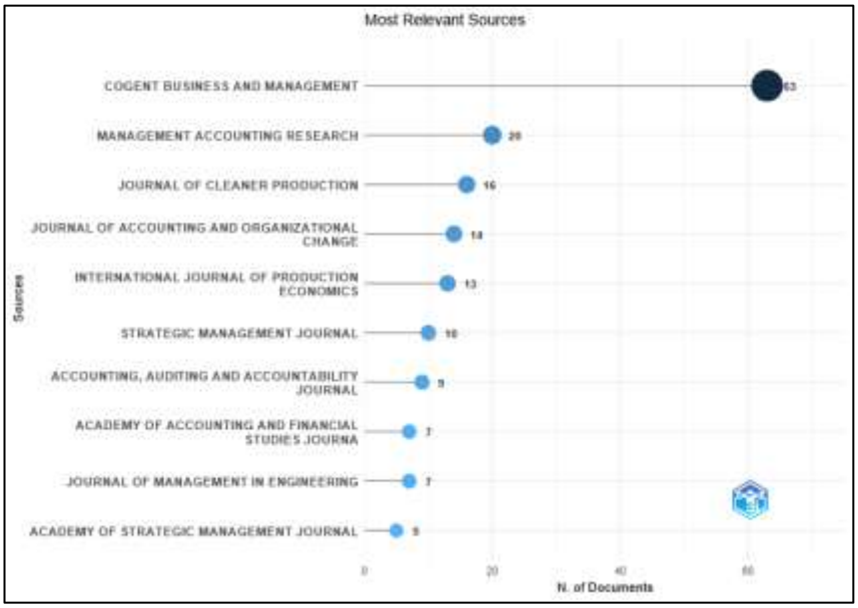

Figure 4: Most Relevant Sources

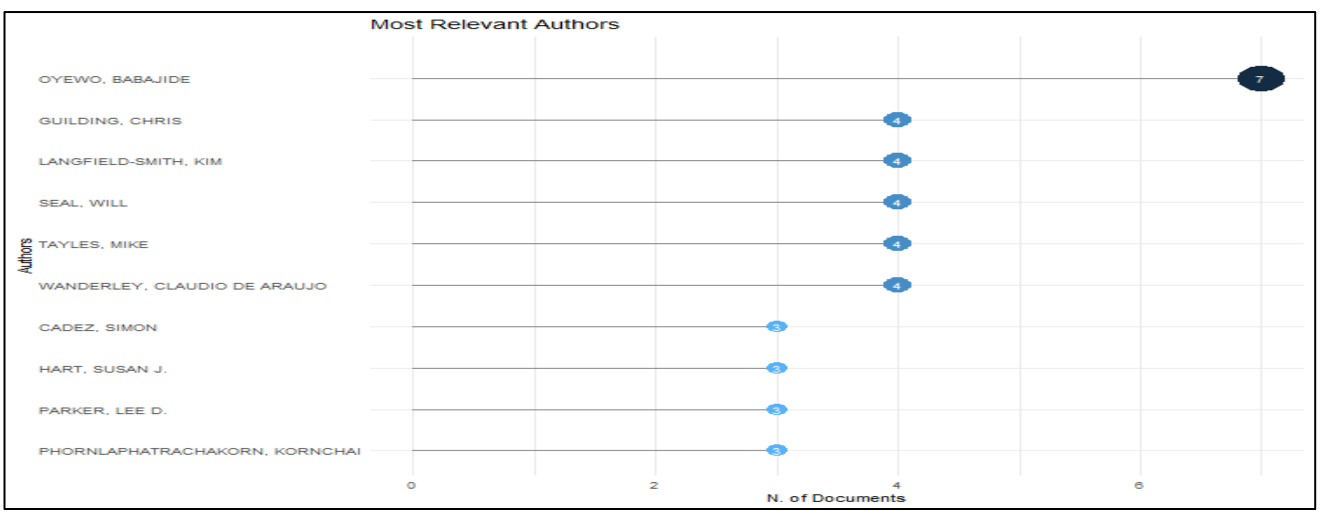

Figure 5: Most relevant Authors

Figure 5 highlights the major contributors in the research area of SMATs by publishing maximum numbers of paper research papers, Oyewo, Babajide is the leading researcher with 7 articles followed by Guilding, C; Langfield-smith, K; Seal, W; Tayles, M; Wanderley, C; Cadez, S; Hart Susan, j; Parker, Lee and Phornlaphatranhakorn, Kornchai.

Figure 6 shows that the authors such as Langfield-Smith, Kim and Guilding, Chris have started to work on scientific research works and publication from the late 1990s to early 2000s, it proves that their contribution has been recognized as pioneer researchers in the field of SMA. Likewise, Scholars like Hart, Susan J. and Seal, Will have continued their contributions for a long span of time, showing consistent involvement and influence over the time. Authors such as Oyewo, Babajide and Wanderley, Claudio de Araujo are the emerging researchers involved deeply in the field of SMA. Researcher like Hart, Susan J has the longest engagement (i.e. From 2003 to 2025) in the field of SMA.

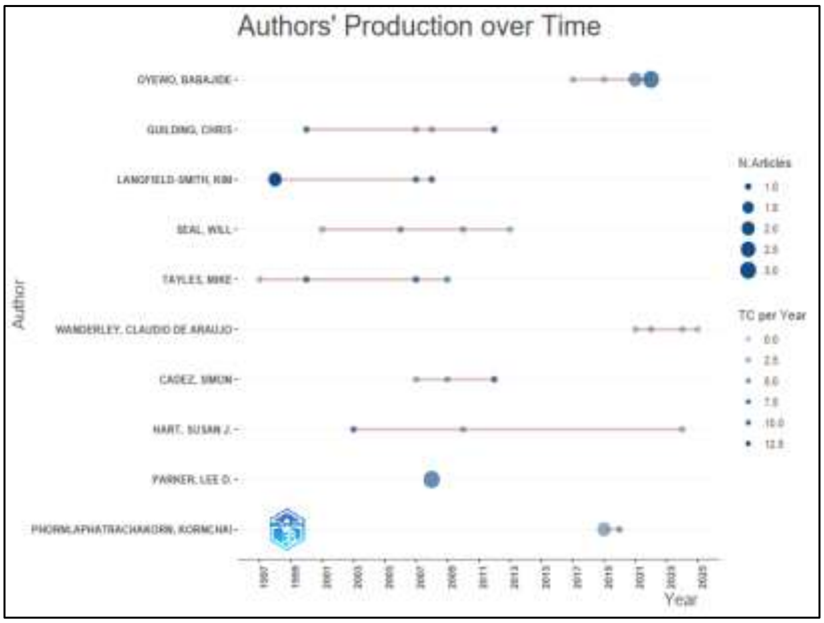

Figure 6: Authors' production over the time

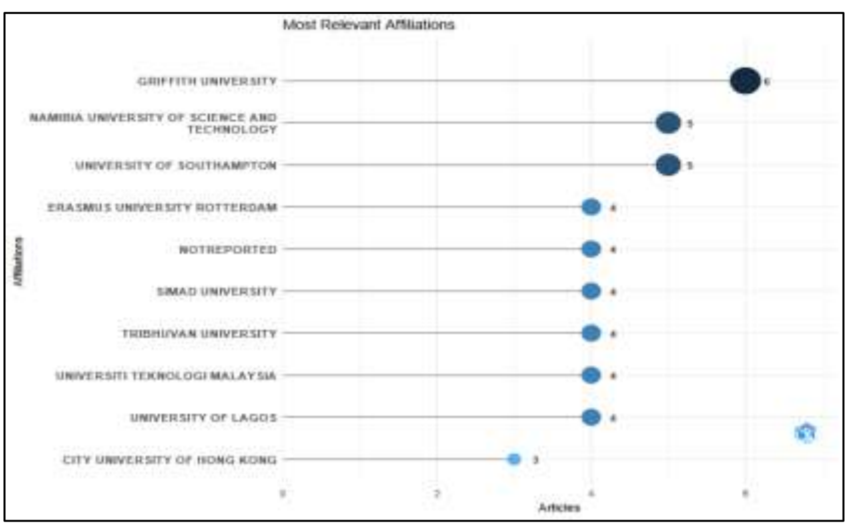

Figure 7: Most relevant Universities for production

The figure 7 shows the researchers belonging to the universities publishing papers in SMA. Since 1998, researchers at Erasmus University Rotterdam have produced articles; to date, they have published 57 papers in total, with a maximum of four papers published in a single year. Nonetheless, Griifth University has published the most articles 92 until early 2026 and a maximum of six papers in a single year. There are some unidentified affiliations working for article publication since 2004 and their total publications are 69 and they publish four papers on average annually. Similarly, University of Teknologi Malaysia since 2007; University of Southampton since 2008; University of Lagos since 2017; Namibia University of Science and Technology since 2024; Tribhuvan University since 2025 and Simad University since 2025.

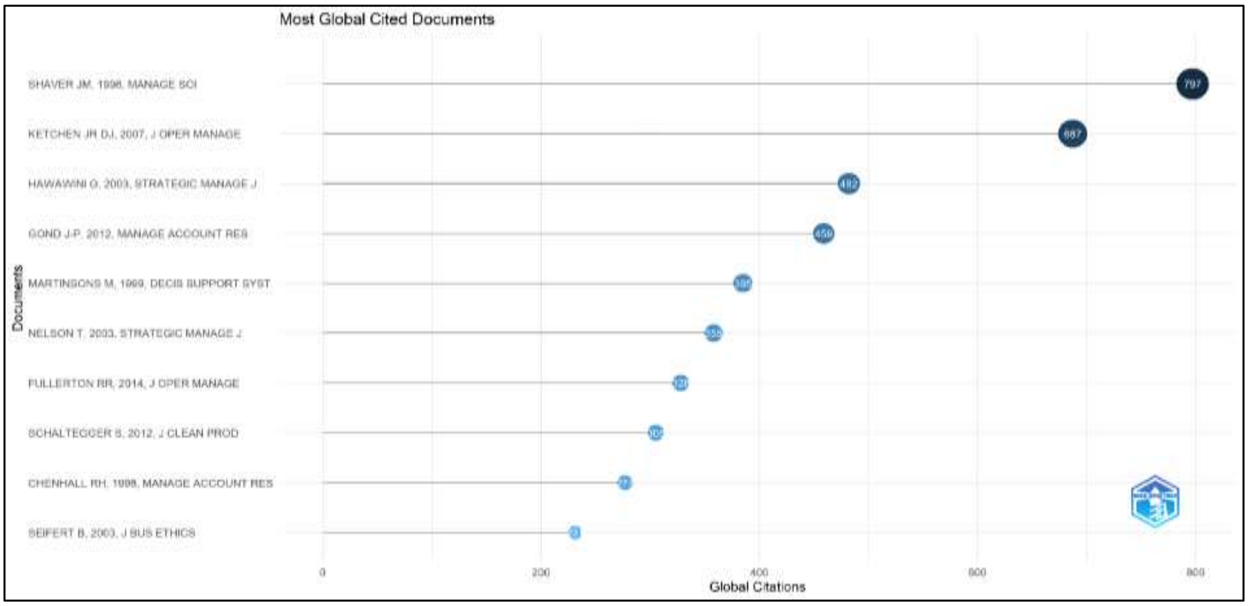

Figure 8: Impact analysis and most global cited sources

Table 3 and Figure 8 present influential researchers with maximum citations on their scientific publications in the theme of ‘strategic performance’, ‘supply chain’ ‘management, sustainability’, ‘performance measurement’, and ‘management accounting techniques’. The most cited (i.e.797 citations) paper is Shaver's (1998) work, which emphasizes the significance of scientific rigour in evaluating foreign investment survivability and strategic performance. The greatest yearly citation (i.e.34.4 citation p.a.) rate was attained by Ketchen and Hult (2007), demonstrating the robust and ongoing scholarly interest in supply chain management and organizational value creation. The strong impact of research by Gond et al. (2012) and Fullerton et al., (2014) further indicates a rising emphasis on the integration of sustainability, lean management and management control systems. Strategic performance assessment and cost management strategies continue to be relevant, as seen by the continued influence of research on the Balanced Scorecard, lean management accounting, and management accounting practices. The field has shifted from traditional accounting and performance measurement issues to more general strategic themes, including as competitive advantage, sustainability, supply chain integration, corporate governance, and organizational performance, according to the most referenced articles. The intellectual underpinnings of current Strategic Management Accounting study are these themes.

Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

Table 3: Top Global Cited Papers and Journals

Authors	Title	Year	Journal Name	TC	TCPY
Shaver J. M.	Accounting for endogeneity when assessing strategy performance: Does entry mode choice affect FDI survival?	1998	Management Science	797	27.5
Ketchen, D. J., & Hult, G. T. M.	Bridging organization theory and supply chain management: The case of best value supply chains	2007	Journal of Operations Management	687	34.4
Hawawini et al.,	Is performance driven by industry-or firm-specific factors? A new look at the evidence	2003	Strategic Management Journal	482	20.1
Gond et al.,	Configuring management control systems: Theorizing the integration of strategy and sustainability	2012	Management Accounting Research	459	30.6
Martinsons et al.,	The balanced scorecard: A foundation for the strategic management of information systems	1999	Decision Support Systems	385	13.8
Nelson, T.	The persistence of founder influence: Management, ownership, and performance effects at initial public offering	2003	Strategic Management Journal	358	14.9
Fullerton et al.,	Lean manufacturing and firm performance: The incremental contribution of lean management accounting practices	2014	Journal of Operations Management	328	25.2
Schaltegger, S., and Csutora, M.	Carbon accounting for sustainability and management. Status quo and challenges	2012	Journal of Cleaner Production	305	20.3
Chenhall, R. H., and Langfield-Smith, K.	Adoption and benefits of management accounting practices: An Australian study	1998	Management Accounting Research	277	9.6
Seifert et al.,	Comparing big givers and small givers: Financial Correlates of Corporate Philanthropy	2003	*Journal of Business Ethics*	231	9.6

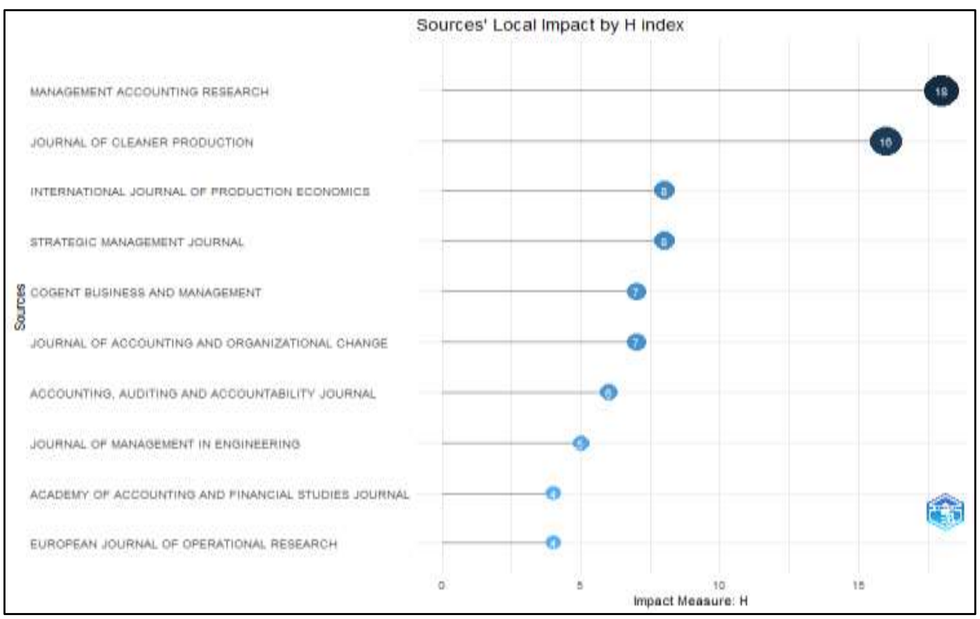

Figure 9: Sources' Local impact by H index

From the analysis of sources given by figure 9, local impact using the H-index reveals that Management Accounting Research (H = 18) and Journal of Cleaner Production (H = 16) are the most influential journals within the dataset These journals form the intellectual core of the study, indicating a strong emphasis on management accounting and sustainability-oriented research. Integration of interdisciplinary is shown by moderate contribution from journals like International Journal of Production Economics and Strategic Management Journal (H = 8). Other journals have relatively low H-index values, indicating that they play a supporting role in the knowledge structure.

Figure 10: Scientific Mapping of Keywords (Thematic mapping)

The most frequent terms in the research of SMA are ‘strategic planning’, ‘management accounting’, ‘strategic management’ and ‘cost accounting’ (Figure 10 of the ‘word cloud’). It shows that the research areas of SMA are closely related to accounting practices. The figure 8 shows the ‘word cloud’ which points out the terms ‘strategic planning’, ‘management accounting’, ‘strategic management’ and ‘cost accounting’ as the main players in the SMA research. It indicates that SMA research areas are highly related to accounting practices with strategic decision-making. The terms like ‘decision making’, ‘business management’ and ‘industrial management’ further emphasize the applied nature of the field. Furthermore, the appearance of keywords such as 'sustainable development', 'risk management', and 'supply chain management' points to emerging research trends, suggesting a shift towards sustainability-oriented and risk-aware strategic management practices.

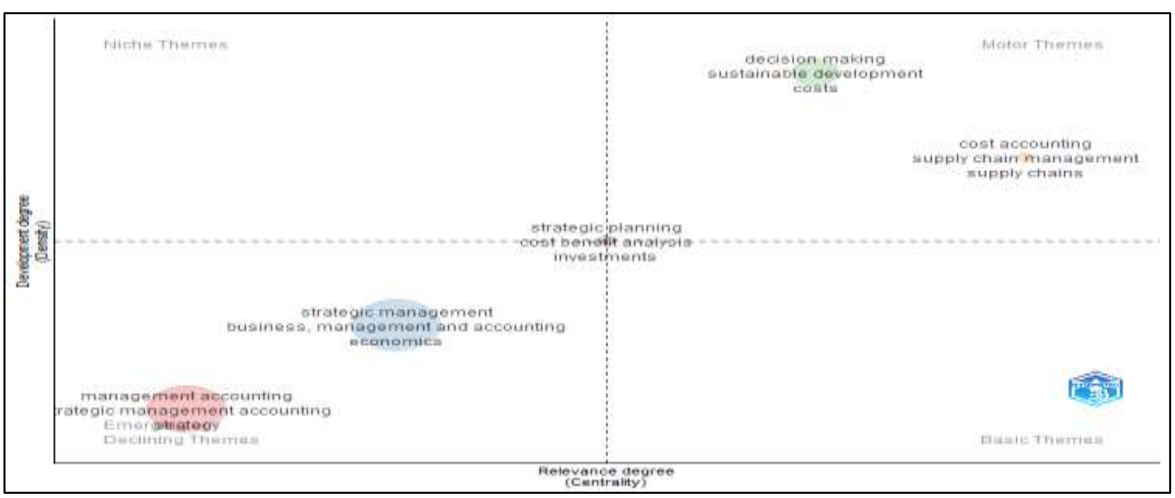

Figure 11: Scientific Mapping of Keywords

Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

The thematic map, represented in Figure 11, provides a visual representation of the conceptual structure of the literatures by classifying research themes according to their centrality and density. It demonstrates the importance and change of each theme in the area of SMA and decision making. The upper-right quadrant is considered motor themes; they are supposed to have high relevance and strong internal development. The present analysis shows that the region of motor themes includes themes such as ‘decision making’, ‘sustainable development’, ‘cost accounting’ and ‘supply chain management’, which suggests that these topics are the most mature and influential areas of current scholarly discussion. Their position reflects that the current research is giving more and more importance to the integration of accounting information with strategic decision processes and sustainability concerns.

Basic themes are in the lower-right quadrant. They are conceptually important but less developed. This encompasses ‘strategic planning’, ‘cost-benefit analysis’ and ‘investments.’ Their positioning suggests that these topics are basic to the field but still need to be explored further both theoretically and empirically. The presence of investment related themes in this quadrant is particularly significant as it suggests that, while ‘investment’ appraisal is still central to the discipline, its link to broader ‘strategic management accounting’ practices has not been sufficiently developed.

Lower left quadrant has emerging or declining themes. They have low centrality and low density. The terms ‘management accounting’ and ‘strategic management accounting’ are positioned in this quadrant in this study. This finding suggests that 'strategic management accounting' is either a new research area or a theme not well integrated with the mainstream literature. The continued practical relevance of ‘strategic management accounting’ to organizational ‘decision-making’ suggests that its location in this quadrant is more indicative of an emerging theme than one in decline. This suggests that there is still much potential for future investigation in the field.

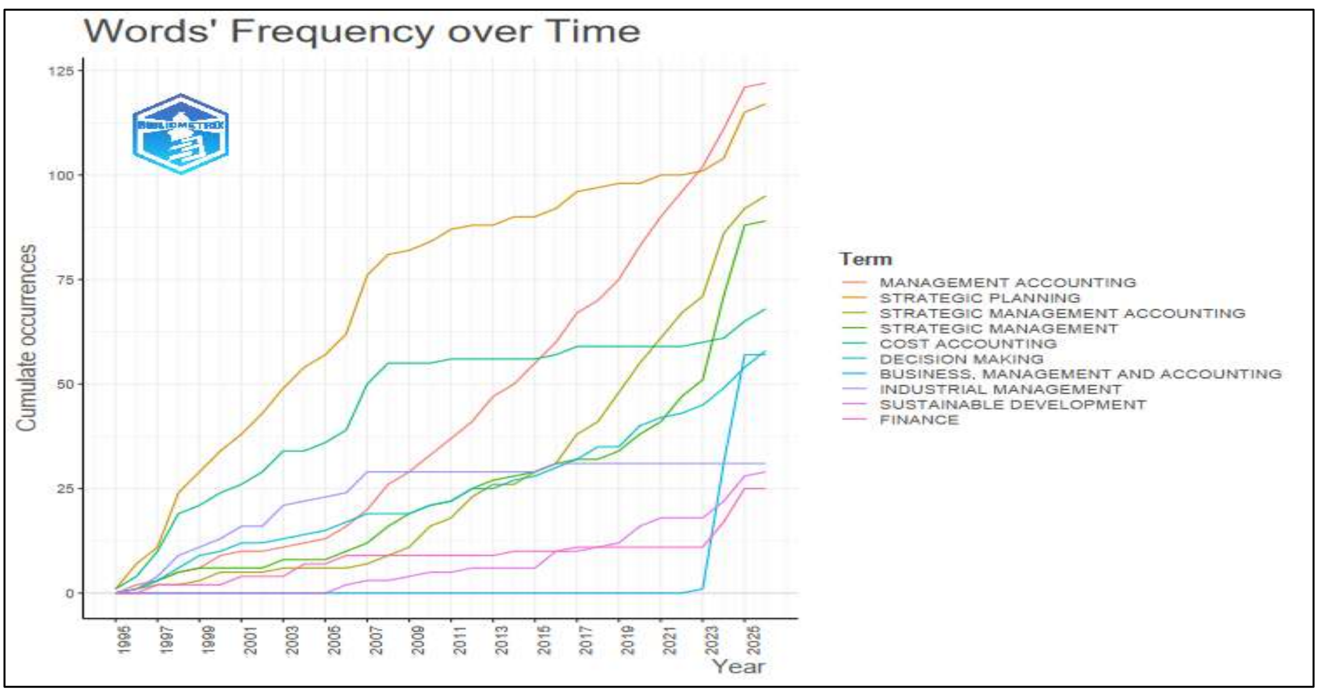

Figure 12: Word frequency over time

Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

Figure 12 analyses the keyword frequency over time with their evolution and changing focus of research themes within the area of SMA. The figure shows the number of occurrences of key terms in a cumulative manner from 1995 to 2025. This shows not only long-term trends but also emerging areas of interest. The term ‘strategic planning’ has the highest cumulative frequency in the early and mid-period (1995–2015), the term ‘strategic planning’ has been kept a central locus constantly in the research of SMA. However, there is a clear and ongoing upward trend for ‘management accounting’ and ‘decision making’, particularly after 2010. But the term ‘management accounting’ from the word frequency trend shows the fastest growth in recent years, finally surpassing other themes in cumulative frequency. Similarly, the 'term strategic management accounting' after 2015 displays a gradual but accelerating increase to broaden the implication of SMA in business decision-making perspectives. In early 2000, the term 'cost accounting' had greater presence in the research area of accounting and management but now there is very stable trend line of cost accounting.

This transition can be observed in evolving form, switching from conventional reporting of accounting concern toward more focused and specific strategic, decision-oriented, and sustainability-driven approaches. Moreover, the increasing eminence of 'strategic management accounting' further indicates broader opportunities in research, particularly in linking strategic management accounting techniques with investment decisions and organizational performance.

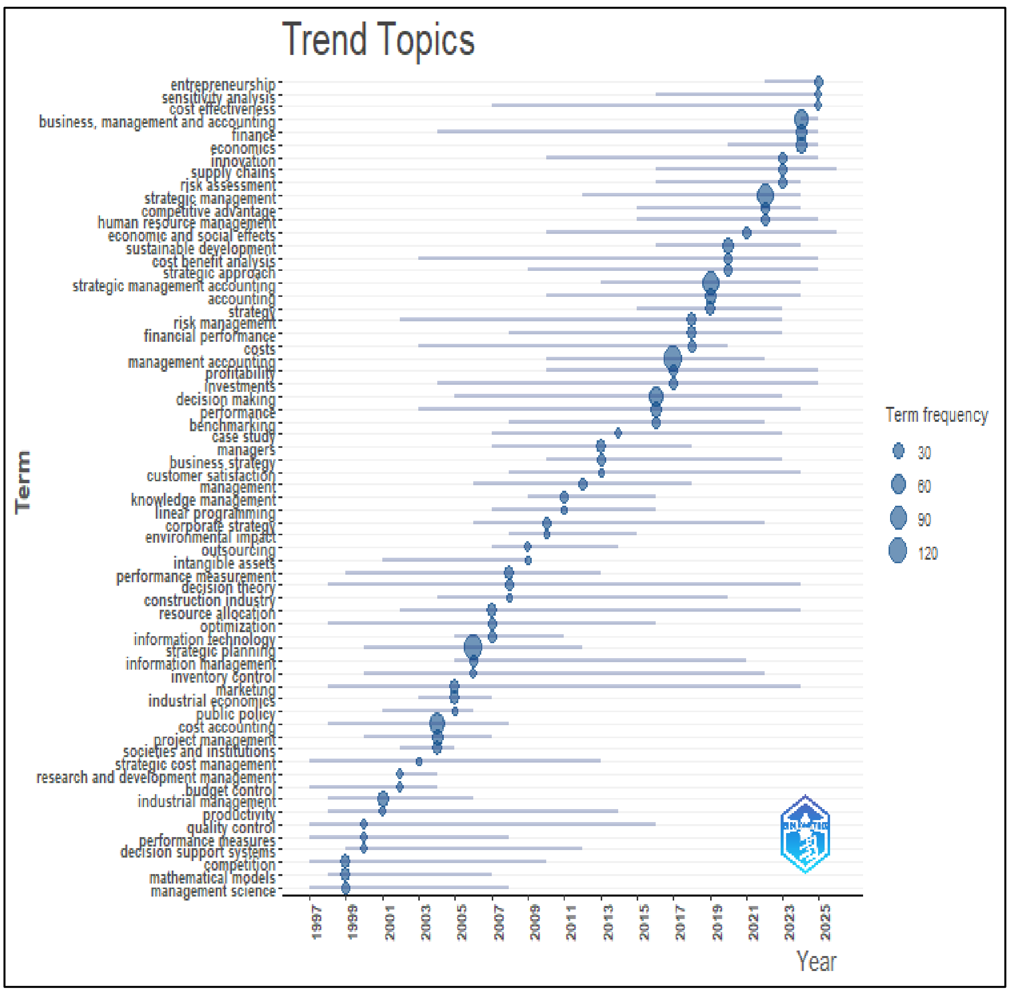

Figure 13: Trend analysis (topic trend and thematic evaluation)

The figure 14 shows the top producer like the UK and USA are the primary hubs for this research topic of SMA. However, large number of publications even in USA and UK have SCP based. It verifies fewer collaborative publications with international co-authors. Very small numbers of publications have multi country publication (MCP) status and maximum publications are based on single country publication (SCP). The corresponding authors of Canada, Ethiopia Saudi Arabia, Spain Jordan have no experience of MCP. Papers published under MCP get international recognition, network and integration of research works with higher validity.

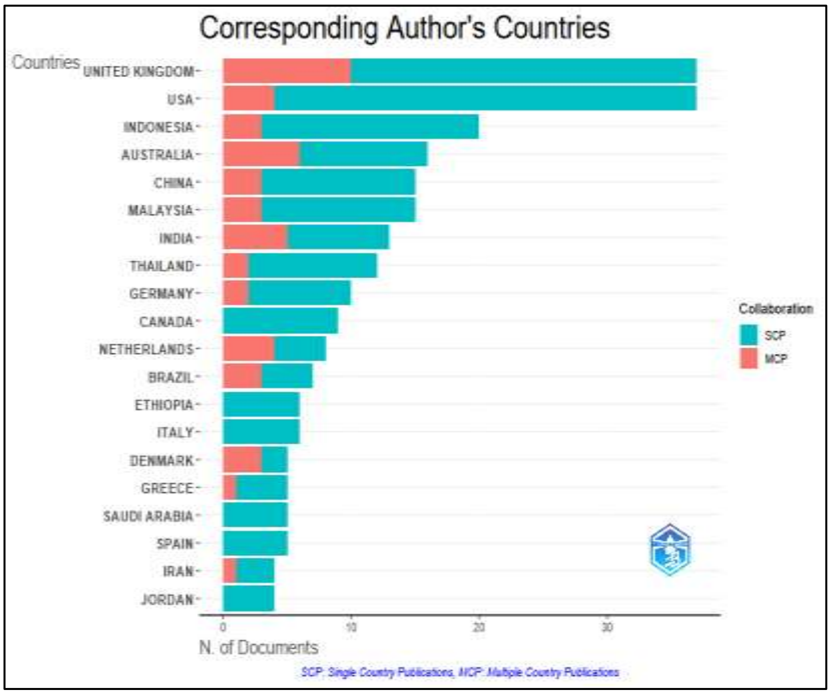

Figure 14: Co-authorship analysis

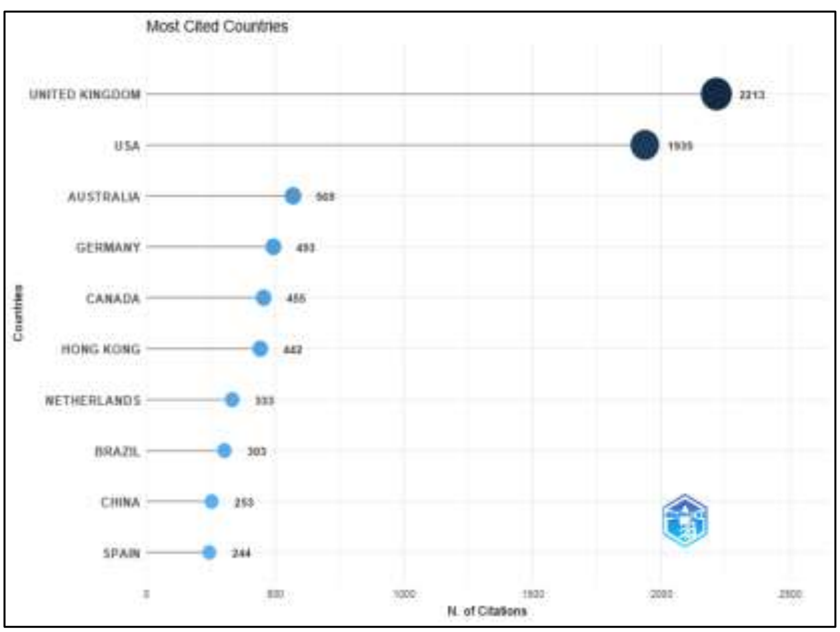

Figure 15: Most cited Countries

INTERNATIONAL JOURNAL OF BUSINESS STRATEGY AND INNOVATION
Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

Figure 15 explains the most leading countries that are working on research projects on the topic of SMA. It also indicates the multiple researchers worked on the topic of SMA and managerial decision-making perspectives. They reviewed the scientific works done by others and gave the credit to earlier researchers on similar research works. UK is the prime country to hold highest citations of 2213 followed by USA, Australia, Germany, Canada and China. However, highest publishing countries do not mean comprising the highest citations. Hong Kong, Brazil, Netherland, and Spain are those countries having substantial numbers of citations but no extensive publications in the area SMA. Co-citation analysis by Suriyanti et al., (2024) has highlighted the journals that have maximum citations.

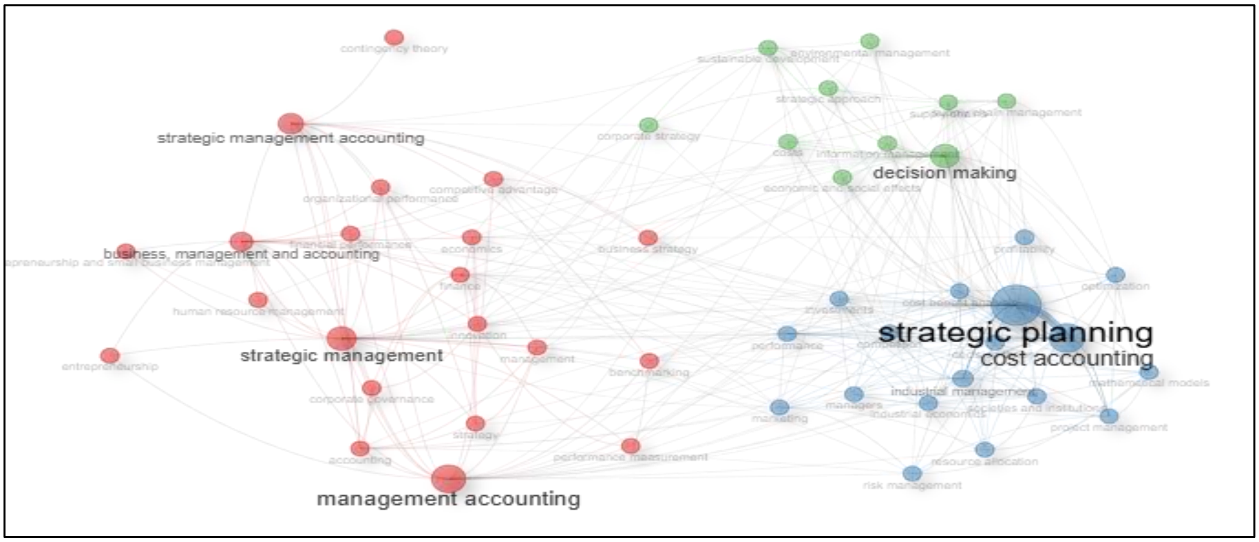

Figure 16: Keyword co-occurrence

The keyword co-occurrence network groups three major thematic clusters within the dataset. The dominance blue cluster is led by the keywords 'strategic planning', following by the keywords: cost accounting, performance, and decision-making processes. In the early stage of SMA research, words like 'business', 'management', 'accounting', 'strategic management', 'corporate governance', 'competitive advantages', 'benchmarking', 'entrepreneurship', 'performance measurement' 'contingency theory' were highlighted in red web of keywords. another stage of SMA research emphasized the words like 'sustainable development', 'environmental management', 'strategic approach', 'supply chain management', 'costing', 'information management', 'decision-making', 'economic' and 'social effect' as highlighted in the green web of keywords. The contemporary words like 'strategic planning', 'cost accounting', 'cost-benefit analysis', 'profitability', 'optimization', 'industrial management', 'mathematical modelling', 'project management', 'risk management', 'resource allocation' are the keywords highlighted in light blue colour.

Int. J. Bus. Strategy Innov. (ISSN Online: 3139-9088)
Volume 01 | Issue 02 | 2026 | Page 34-59

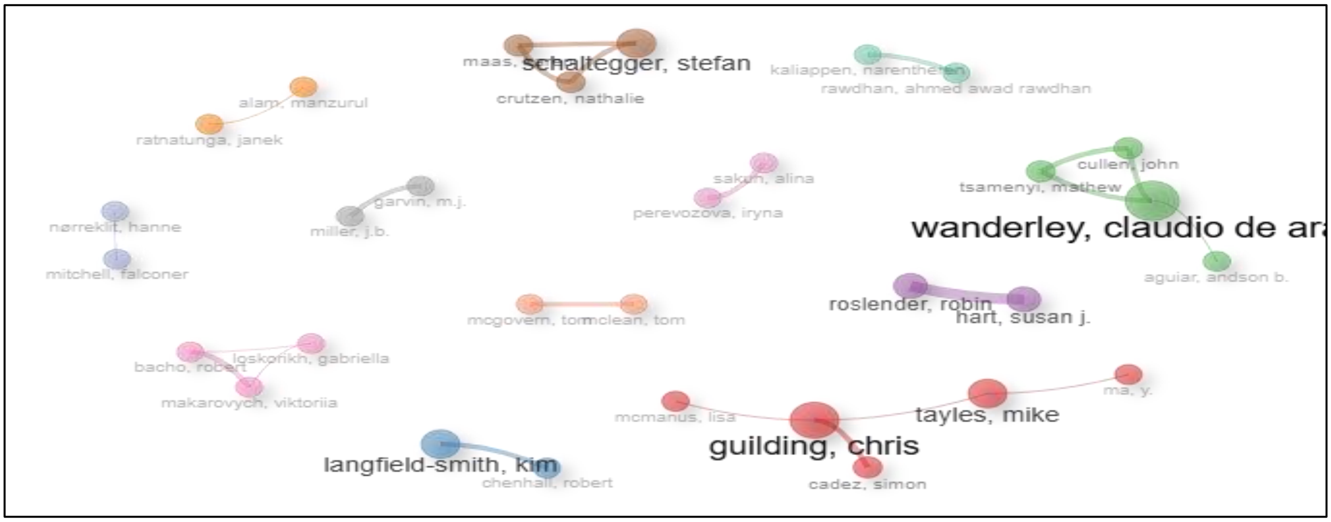

Figure 18: Collaborative Networks

An active collaborative research network by Wanderley, Claudio de, Cullen John, Tsamenyl and Mathew; and Agular Andson, B. from 2021 to 2026 is indicated by green cluster. In a similar vein, collaborative network of Guilding, Chris, Tayles, Mike, Mcmanus, lisa highlighted in red cluster was active in the primitive period of 1995 to 2009. Researchers like Langfield-Smith, Kim, Chenhall, Robert were actively in the research collaboration during 1995 to 2007 in the light blue cluster.

Discussion

This bibliometric analysis draws on 462 publications captured in Scopus that have focused on Strategic Management Accounting (SMA) to help understand the development, structure, thematic evolution and collaboration trends of the field. The results show that SMA has a relatively short body of research by comparison with other accounting fields, and that research has been a relatively stable phenomenon since the early '90s. The annual growth rate of the SMA publications is 8.04%, while the average number of citations per paper is 31.81, indicating that SMA is now a well-established and significant research field. The result is similar to Suriyanti et al., (2024) who found a significant rise in SMA publications culminating in the peak in 2023, and Aulia et al., (2026) who noted an increase in SMA related studies to the exam of SMA and competitive advantage since 2018. Both studies pointed in the same direction: SMA has slowly moved from the special case of accounting to a strategic field that plays a role in the competitiveness of businesses and their decision making.

The present study also recognizes Langfield-Smith, Kim and Guilding and Chris as influential researchers who have contributed to SMA research since the mid-1990s. The result also aligns with Suriyanti et al., (2024) who listed Cadez & Guilding (2008) as the two most influential SMA researchers with the highest citation impact. Moreover, the engagement of Susan J. Hart is the longest among scholars (2003–2025) and represents the ongoing and influential scholars in the field of SMA. The collaborative network also demonstrates the chronological development of research networks with the earliest collaborations centered around the Guilding, Tayles, McManus, Langfield-Smith and Chenhall group of co-authors and more recent collaborations around the Wanderley, Cullen, Tsamenyi, Mathew and Aguilar-Andson group.

The intellectual framework of SMA research revealed in this study has a synergic relationship with the previous bibliometric evidence but also shows some differences. As in Balstad & Berg (2020) 'Management Accounting Research' is one of the most influential journals with the highest H-index in the sample. Likewise, the Journal of Cleaner Production has become one of the most influential ones, which reflects the growing importance of sustainability issues in SMA research. Unlike Merigó & Yang (2017) whose study focused on the most influential journals in the field of accounting research broadly, the current study identifies the most fruitful journal for SMA to publish in, which is Cogent Business and Management with 63 articles published. The source of this difference can be viewed as the differences in scope of research and search strategies. The previous studies examined the accounting literature in general, while the current study is dedicated to the analysis of the SMA publications that are included in Scopus, thus providing insights into the specialism of the accounting publications.

The geographic distribution of publications also indicates that the majority of SMA articles continue to be authored in developed economies. The results are similar to what Merigó & Yang (2017), Rao & Shukla (2023) and Suriyanti et al., (2024) reported, in which the United Kingdom and the United States are the top two countries by the number of publications and the impact of citations. Furthermore, there is a high percentage of Single Country Publications (SCP) in these countries, indicating that the research capacity is strong in these countries and continues to be a strong factor for SMA scholarship. Rao & Shukla (2023) highlighted the rising role of Europe/Asia in sustainability related SMA research; however, the present results suggest that the intellectual leadership of SMA is still in the hands of the developed economies. The imbalance indicates the ongoing need for empirical studies in developing countries where institutional, economic and organizational settings can substantially impact the approval and success of SMA practices.

Continuities and variations are highlighted through the keyword and thematic analyses of the SMA research. Similar to the results of Pratiwi et al., (2025) and Aulia et al., (2026) the traditional concepts of 'strategic planning', 'management accounting', 'strategic management', and 'cost accounting' are still among the most frequently used keywords, thereby showing that these concepts are still used as the conceptual background of the concept of SMA. But thematic mapping offers a more subtle picture of the evolution of research. The motor themes in the present study are different from Aulia et al., (2026) due to the different themes identified, where Aulia et al., (2026) have identified the motor theme as 'investment', 'profitability', and 'decision-making', while the present study has identified the motor theme as 'decision-making', 'sustainable development', 'cost accounting' and 'supply chain management'. In the same way, the study puts 'management accounting' and 'strategic management accounting' in the emerging/declining quadrant, whereas Aulia et al., (2026) both identified it as emerging and declining. Such differences may come from methodological differences, such as the much larger 462 papers, number of publications analyzed as compared to only 159 papers by Aulia et al., (2026), methodological variations in search terms and/or the much wider time scope, which always affects thematic structures extracted from bibliometric mapping.

The longitudinal study also shows that there is a time shift in research priorities. During the early days of the study of SMA, the areas of concern were 'competition', 'management science', and 'mathematical modelling'. The emphasis of more recent studies increasingly shifts towards 'sustainability', 'cost effectiveness', 'sensitivity analysis', 'entrepreneurship', and 'strategic decision making'. The results in this study validate the results of Rao & Shukla (2023) who pointed out 'sustainability' as a new strategic priority in management accounting. In similar vein, the recent bibliometric analysis by Aljawarneh et al., (2025), Pratiwi et al., (2025) and Elawadly (2026) shows that the research focus of the SMA has shifted to the latest organizational problems of digital transformation, artificial intelligence, big data analytics, and corporate social responsibility. The results of this study differed from Farrukh et al., (2020), who focused on the technology-oriented themes in technology management research through their bibliometric analysis (innovation, biotechnology, aviation, climate change), as the current study shows that SMA research has preserved a stronger focus on 'organizational strategy', 'accounting systems', and 'managerial decision-making' and that it is increasingly shifting its research agenda towards 'sustainability' and 'digital transformation'.

The findings also help to advance the overall theory of management accounting. The Agency Theory, Contingency Theory and Institutional Theory are recurrently applied in SMA research, and SMA research also incorporates modern management concepts like 'benchmarking', 'outsourcing', 'lean management', 'business process reengineering' and 'performance management' (Harnani, 2022; Kwaśniewski, 2025). This evolution shows that the financial control mechanisms are no longer only financial but are seen as a multidimensional strategic management system of a combination of financial and non-financial information to promote organization performance and competitive advantage.

Overall, the present study validates many of the key bibliometric trends found in earlier studies, but offers a more nuanced and detailed picture, given a much larger body of data. The similarities validate the strength of the available evidence in terms of the growth and geographical concentration of SMA research, the influential researchers, and the thematic trajectories of the field. Concurrently, the differences seen across productive journals, motor themes, new themes and collaboration networks show that the intellectual climate of SMA is still developing as the number of publications grows and new fields of research emerge. The study's results indicate that further research on SMA in developing economies needs to be empirical and incorporate artificial intelligence and digital technologies into SMA strategies and investigate the role of SMA practices in achieving long-term organization resilience, innovation and competitive advantage.

Implications

The successive evolution of scientific research in the field of SMA has been explored in this paper. Numerous developments, including researchers, journals, keywords, subject areas, alignment with contemporary theories, and connectivity among affiliations and authors, have been discovered after analyzing 462 publications from 1995 to 2025, or almost 30 years. The findings of this study are useful to the new researchers, policymakers and educators interested in elevating accounting and management knowledges, practitioners hoping to implement evidence-based SMA practices, and researchers looking to discover knowledge gaps can all benefit from the findings. Additionally, the study identifies new fields that will probably influence SMA research in the future, including sustainability, digital transformation, strategic investment, big data analysis and intangible asset management.

Future Research Directions

A number of interesting routes for further research are suggested by the topic and keyword analyses, including sustainable accounting, digital transformation, artificial intelligence, ESG reporting, strategic investment decision-making, and intangible asset management. The paper also recommends that more research to be done on developing economies, cross-national comparisons, and the application of SMA approaches in other organizational situations.

All things considered, this bibliometric analysis advances knowledge of the past, present, and future directions of SMA research, acting as a guide for academics and professionals who want to further the discipline.

Limitations

This study has used basically four keywords to search and retrieve the papers (i.e. Strategic, Management, Accounting and Decision-Making) from the merely data base, Scopus. The papers belonging to SMA might not be covered fully. There are few other extensive data bases as well, but it is based only on papers from Scopus. There are numerous thematic areas of SMA that have not been covered by this bibliometric analysis. The most researched topics in SMA include benchmarking, attribute costing, target costing, balanced scorecard, industrial revolution (I.4), big data analysis, competitive analysis, life cycle costing, customer analysis, value chain analysis, supply chain analysis, green accounting, and enterprise resource planning (ERP). However, these topics have received less attention in this bibliometric analysis. The study has not been able to analyze the abstracts of analyzed papers. Similarly, other analysis such as a three-field plot, Bradford's law, Lotka's law, bibliographic coupling, co-citation analysis, country collaboration maps, conceptual structure mapping (MCA), Sankey diagrams have not been covered in this study because of omission of some information while extracting data from data base.

Conclusion

As per the objectives of this bibliometric analysis was to investigate scholarly publications, important authors, affiliations, nations, thematic areas, issue trends, and influential articles and authors in the field of SMA and decision-making. Using SPAR-4-SLR as a method, this study analyzed 462 papers published from 1995 to 2025 in the area of SMA that were extracted from the data base of Scopus. This study highlights maximum papers published in the 2025 and 2024 but annual average growth of scientific production is only 8.04%. USA and UK are the leading countries getting highest scientific research and as well as maximum citations but higher single country publication (SCP) base, it means less international or multi country collaboration in the field of SMA. Highest mean citation per article by is 2014 with 8.26 p.a. ‘Cogent Business and Management’ and ‘Management Accounting Research’ are the leading source of publishing impactful papers in SMA. Oyewo, Babajide; Guilding, C; and Langfield-Smith are pioneer authors publishing papers in SMA. Researchers from the Erasmus University Rotterdam are pioneer but maximum papers are in the name of Griifth University. Shaver (1998) and Ketchen & Hult (2007) are the authors who scored maximum citations in their papers. ‘Management Accounting Research’ and ‘Journal of Cleaner Production’ are the most relevant sources that pose maximum H- index. Authors like Hart, Susan J has the longest activeness in research field of SMA. The keywords such as ‘management accounting’, ‘strategic planning’, and ‘strategic management’ have highest frequency in the analyzed papers. However, in thematic mapping and keyword occurance analysis the keywords like ‘management accounting’ and ‘strategic management accounting’ pose the developmental stage and lower centrality and emerging words, it indicates that there is higher scope of further investigation to add in SMA literature. On the other hand, ‘decision making’, ‘sustainable development’, ‘cost accounting’ and ‘supply chain management’, are the most mature and influential themes of current SMA scholarly discussion.

The study shows how SMA has evolved from being a practice of strategic costing and competitor accounting to a more comprehensive approach which includes strategic decision making, performance management, digital transformation, and sustainability. In addition, there are theoretical gaps identified, from the bibliometric analysis, lack of incorporation of newer concepts like artificial intelligence, big data analytics, ESG, and dynamic capabilities. This study will contribute to the development of SMA theory by synthesizing the disconnection of the knowledge, creating a conceptual framework and suggesting future theoretical directions.

References

Abdullah, N. H. N., Krishnan, S., Zakaria, A. A. M., & Morris, G. (2022). Strategic management accounting practices in business: A systematic review of the literature and future research directions. Cogent Business & Management, 9(1). https://doi.org/10.1080/23311975.2022.2093488

Aghajani, M., Ruge, G., & Jugdev, K. (2023). An Integrative review of project portfolio management literature: thematic findings on sustainability mindset, assessment, and integration. Project Management Journal, 54(6), 629–650. https://doi.org/10.1177/87569728231172668

Aljawarneh, N., Alqmool, T., Huson, Y. A., Jarbou, S., & Alqudah, M. (2025). Bibliometric Analysis of Accounting and Corporate Sustainability Research: Trends and Insights. ABAC Journal, 45(2). https://doi.org/10.59865/abacj.2025.8

Alkaraan, F. (2017). Strategic investment appraisal: Multidisciplinary perspectives. In C. L. Cooper & S. Finkelstein (Eds.), Advances in Mergers and Acquisitions (Vol. 16, pp. 67–82). Emerald Publishing Limited.

Alkaraan, F. (2020). Strategic investment decision-making practices in large manufacturing companies. Meditari Accountancy Research, 28(4), 633–653. https://doi.org/10.1108/medar-05-2019-0484

Aulia, A., Soenaria, S., & Tanzil, N. (2026). Strategic management accounting and competitive advantage: A Scopus Bibliometric Analysis. Jrak, 18(1), 121–135. https://doi.org/10.23969/jrak.v18i1.43073

Ayu, K., K., Suryanawa, K., Sisdyani, E. A., Made, N., Erawati, A., et al. (2023). Management accounting research trends: Bibliometrics and content analysis. Uncertain Supply Chain Management. https://doi.org/10.5267/j.uscm.2023.7.014

Balstad, M. T., & Berg, T. (2020). A long-term bibliometric analysis of journals influencing management accounting and control research. Journal of Management Control, 30, 357-380. https://doi.org/10.1007/s00187-019-00287-8

Brogi, M., & Lagasio, V. (2025). Do corporate governance frameworks affect sustainability reporting? Corporate Social Responsibility and Environmental Management, 32(3), 3928–3943. https://doi.org/10.1002/csr.3159

Cadez, S., & Guilding, C. (2008). An exploratory investigation of an integrated contingency model of strategic management accounting. Accounting, Organizations and Society, 33(7-8), 836–863. https://doi.org/10.1016/j.aos.2008.01.003

Cheng, J. L., & Kesner, I. F. (1997). Organizational slack and response to environmental shifts: The impact of resource allocation patterns. Journal of Management, 23(1), 1-18. https://doi.org/10.1016/S0149-2063(97)90003-9

Chenhall, R. H., & Langfield-Smith, K. (1998). Adoption and Benefits of Management Accounting Practices: An Australian Study. Management Accounting Research, 9(1), 1–19. https://doi.org/10.1006/mare.1997.0060

Coopers and Lybrand (1991) International Accounting Summaries: A Guide for Interpretation and Comparison"(Book Review). The Accounting Review, 67(3), 634.Alkaraan, F. (2020).

Elawadly, H. S. H. (2026). Comprehensive analysis of digitalization in management accounting: a bibliometric and coding analysis. Journal of Financial Reporting & Accounting, 1–49. https://doi.org/10.1108/jfra-01-2025-0002

Farrukh, M., Shahzad, I. A., Meng, F., Wu, Y., & Raza, A. (2020). Three decades of research in the technology analysis & strategic management: a bibliometrics analysis. Technology Analysis and Strategic Management, 33(9), 989–1005. https://doi.org/10.1080/09537325.2020.1862413

Feng, X., & Wu, X. (2026). Strategic Orientations and Organizational resilience: The moderating role of digital technology. Systems, 14(2), 159. https://doi.org/10.3390/systems14020159

Ferreira, J. J. M., Fernandes, C. I., & Ratten, V. (2016). A co-citation bibliometric analysis of strategic management research. Scientometrics, 109(1), 1-32. https://doi.org/10.1007/s11192-016-2008-0

Filani, O. M., Sakyi, J. K., Okojie, J. S., Nnabueze, S. B., & Ogedengbe, A. O. (2022). Market research and strategic innovation frameworks for driving growth in competitive and emerging economies. Journal of Frontiers in Multidisciplinary Research, 3(2), 94–108. https://doi.org/10.54660/.ijfmr.2022.3.2.94-108

Fullerton, R. R., Kennedy, F. A., & Widener, S. K. (2014). Lean Manufacturing and Firm Performance: The Incremental Contribution of Lean Management Accounting Practices. Journal of Operations Management, 32(7–8), 414–428. https://doi.org/10.1016/j.jom.2014.09.002

Gaver, J. J. (1992). Incentive effects and managerial compensation contracts: A study of performance plan adoptions. Journal of Accounting, Auditing & Finance, 7(2), 137-156. https://doi.org/10.1177/0148558X9200700203

Gond, J.P., Grubnic, S., Herzig, C., & Moon, J. (2012). Configuring Management Control Systems: Theorizing the Integration of Strategy and Sustainability. Management Accounting Research, 23(3), 205–223. https://doi.org/10.1016/j.mar.2012.06.003

Guilding, C., Cravens, K. S., & Tayles, M. (2000). An international comparison of strategic management accounting practices. Management Accounting Research, 11(2), 113–135. https://doi.org/10.1006/mare.1999.0120

Halan, Y. (2026). Critical Accounting: A Bibliometric and Systematic Review. Contabilita: Journal of Accounting and Finance. https://doi.org/10.37477/caf.v2i1.926

Harnani, S. (2022). Examining the Evolution of Management Accounting: A Qualitative Review. Atestasi: Jurnal Ilmiah Akuntansi. https://doi.org/10.57178/atestasi.v5i2.786

Hawawini, G., Subramanian, V., & Verdin, P. (2003). Is performance driven by industry-or firm-specific factors? A new look at the evidence. Strategic Management Journal, 24(1), 1–16. https://doi.org/10.1002/smj.278

Husda, A. P., Rustam, T. A., & Banjarnahor, H. (2025). Strategic management accounting practices: a literature review. Jurnal Akuntansi Barelang. https://doi.org/10.33884/jab.v9i2.10007

Jamiu, M., Rashid, N., & Johari, R. J. (2024). Research Trend on Strategic Management Accounting Techniques in Business: A Bibliometric Analysis Approach. Asia-Pacific Management Accounting Journal, 19(3). https://doi.org/10.24191/apmaj.v19i3-02

Ketchen, D. J., Jr., & Hult, G. T. M. (2007). Bridging Organization Theory and Supply Chain Management: The Case of Best Value Supply Chains. Journal of Operations Management, 25(2), 573–580. https://doi.org/10.1016/j.jom.2006.05.010

Kwaśniewski, J. P. (2025). Orientations and trends in management theory. Revista Internacional de Desarrollo Humano y Sostenibilidad. https://doi.org/10.51660/ridhs22332

Martinsons, M., Davison, R., & Tse, D. (1999). The Balanced Scorecard: A Foundation for the Strategic Management of Information Systems. Decision Support Systems, 25(1), 71–88. https://doi.org/10.1016/S0167-9236(98)00086-4

Mas-Tur, A., Kraus, S., Brandtner, M., Ewert, R., & Kürsten, W. (2020). Advances in management research: a bibliometric overview of the Review of Managerial Science. Review of Managerial Science, 14(5), 933–958. https://doi.org/10.1007/s11846-020-00406-z

Medeckytė, K., & Tamulevičienė, D. (2021). Research on the Awareness and Application of Strategic Management Accounting Instruments in Lithuanian Companies. Buhalterinės apskaitos teorija ir praktika. https://doi.org/10.15388/batp.2020.29

Merigó, J., & Yang, J. (2017). Accounting Research: A Bibliometric Analysis. Australian Accounting Review, 27, 71-100. https://doi.org/10.1111/auar.12109

Mohamed, A. A., & Jones, T. (2014). Relationship between strategic management accounting techniques and profitability – a proposed model. Measuring Business Excellence, 18(3), 1–22. https://doi.org/10.1108/MBE-04-2013-0023

Nain, S., Lajuni, N., & Mail, R. (2022). Management Accounting Practices: A Bibliometric analysis. Management and Accounting Review, 21(1). https://doi.org/10.24191/mar.v21i01-01

Nelson, T. (2003). The Persistence of Founder Influence: Management, Ownership, and Performance Effects at Initial Public Offering. Strategic Management Journal, 24(8), 707–724. https://doi.org/10.1002/smj.328

Ojra, J., Opute, A. P., & Alsolmi, M. M. (2021). Strategic management accounting and performance implications: a literature review and research agenda. Future Business Journal, 7(1). https://doi.org/10.1186/s43093-021-00109-1

Paul, J., Lim, W. M., O'Cass, A., Hao, A. W., & Bresciani, S. (2021). Scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR). International Journal of Consumer Studies, 45(4), 1-16. https://doi.org/10.1111/ijcs.12695

Pratiwi, R. J., Imaniyah, S. A., Handayani, P., & Restuningdiah, N. (2025). The Transformation of Planning and Forecasting in Management Accounting: A Bibliometric Analysis of Global Literature from 1973 to 2025. Khatulistiwa: Jurnal Pendidikan dan Sosial Humaniora. https://doi.org/10.55606/khatulistiwa.v5i1.6090

Purwianti, A., Cholifah, E. N., Handayati, P., & Restuningdiah, N. (2025). Bibliometric analysis and systematic literature review: Effective decision making with the help of accounting information. Journal of Applied Business Taxation and Economics Research, 4(6), 936-946. https://doi.org/10.54408/jabter.v4i6.447

Rao, P. K., & Shukla, A. (2023). Sustainable strategic management: A bibliometric analysis. Business Strategy and the Environment, 32(6), 3902-3914. https://doi.org/10.1002/bse.3344

Rashid, M. M., Ali, M. M., & Hossain, D. M. (2020). Revisiting the relevance of strategic management accounting research. PSU Research Review, 4(2), 129–148. https://doi.org/10.1108/prr-11-2019-0034

Rashid, M., Ali, M., & Hossain, D. (2020). Strategic management accounting practices: a literature review and opportunity for future research. Asian Journal of Accounting Research. https://doi.org/10.1108/ajar-06-2019-0051

Rashid, M., Hossain, D., & Alam, M. (2023). The external organizational environment and its impact on strategic management accounting practices: an empirical investigation. Asian Review of Accounting. https://doi.org/10.1108/ara-02-2023-0041

Riviere, M., Andersson, U., & Bass, A. E. (2024). Strategic internationalization decisions and dynamic capability deployment for the internationally growing firm (IGF). Multinational Business Review, 32(3), 386-404. https://doi.org/10.1108/MBR-05-2023-0072

Schaltegger, S., & Csutora, M. (2012). Carbon Accounting for Sustainability and Management: Status Quo and Challenges. Journal of Cleaner Production, 36, 1–16. https://doi.org/10.1016/j.jclepro.2012.06.024

Seifert, B., Morris, S. A., & Bartkus, B. R. (2003). Comparing Big Givers and Small Givers: Financial Correlates of Corporate Philanthropy. Journal of Business Ethics, 45(3), 195–211. https://doi.org/10.1023/A:1024199411807

Shah, B., Sah, R., & Sah, K. (2024). Exploring the Role and Impact of Strategic Management Accounting Tools: A Comprehensive Literature Review. International Journal of Humanities, Education, and Social Sciences. https://doi.org/10.58578/ijhess.v2i3.3614

Shaver, J. M. (1998). Accounting for endogeneity when assessing strategy performance: Does entry mode choice affect FDI survival? Management Science, 44(4), 571–585. https://doi.org/10.1287/mnsc.44.4.571

Simmonds, K. (1981). Strategic management accounting. Management Accounting, 59(4), 26-29.

Suarez, J. (2022). Hallmarks of strategic management accounting: seeking to support decision-making processes. Journal of Business Management, 20, 79–99. https://doi.org/10.32025/JBM22007

Suarez, J., Ludviga, I., & Mavlutova, I. (2024). The Role of Strategic Management Accounting Techniques in the Improvement of a Company's Financial Performance: The Case of low-cost Airlines. Wseas Transactions on Business and Economics, 21, 2190–2202. https://doi.org/10.37394/23207.2024.21.180

Suriyanti, L. H., Md Nasir, N. A. B., & Zainuddin, S. A. B. (2024). Research trend on strategic management accounting techniques in business: a bibliometric analysis approach. Asia-Pacific Management Accounting Journal, 19(3), 25-47. https://doi.org/10.24191/apmaj.v19i3-02

Tocev, T., & Trpeska, M. (2024). Research Trends and Developments in Management Accounting: A Bibliometric Analysis. Proceedings of the international conference "Economic and Business Trends Shaping the Future". https://doi.org/10.47063/ebtsf.2024.0007

Wang, J., & Ren, C. (2025). Exploring the Theory and Practice of Strategic Management Accounting: A Literature review. Journal of Social Science Humanities and Literature, 8(3), 53–58. https://doi.org/10.53469/jsshl.2025.08(03).10