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**Management accounting implementation and engineers' networking:
Mitsubishi Electric, 1921-1932**

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ABSTRACT

This paper seeks to demonstrate the role of engineers in the implementation process of management accounting within a group company of Japanese conglomerate during the interwar period. Drawing on a historical case study of a Japanese manufacturing company, Mitsubishi Electric, we examine the relationship between implementation of management techniques and reinforcement of network of the engineers. Engineers at Mitsubishi Electric played a key role in implementing production management techniques in 1922, discussing design details of the budgeting system in 1928, and facilitating the cost reduction project in 1930. They assimilated overseas management knowledge from books and magazines and, at the same time, put the knowledge into action, which had something in common with their experience in education. Through the implementation process, engineers of the process control section, sales engineers and design engineers had been connected to the network. This paper illustrates the interaction between the management accounting implementation and engineers' networking. By describing the micro process of engineers' implementation efforts, this paper studies the possible conflict inherent in the educational approach and the decentralisation of the Mitsubishi conglomerate. The findings of this study can provide additional evidence for the diffusion and adaptation of management accounting into non-western countries.

Keywords: Budgetary control, accountant, engineers, accounting history, Japanese company