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Ivana Medved

University of Novi Sad, Faculty of Economics
 in Subotica, Subotica, Republic of Serbia

e-mail: ivana.medved@ef.uns.ac.rs

Nikola Rakić

University of Novi Sad, Faculty of Economics
 in Subotica, Subotica, Republic of Serbia

e-mail: nikola.rakic@ef.uns.ac.rs

Participation (direct/virtual): direct

JEL: M41, M49, D81

Sunčica Milutinović

University of Novi Sad, Faculty of Economics
 in Subotica, Subotica, Republic of Serbia

e-mail: suncica.milutinovic@ef.uns.ac.rs

Dragana Đorđević

University of Novi Sad, Faculty of Economics
 in Subotica, Subotica, Republic of Serbia

e-mail: dragana.djordjevic@ef.uns.ac.rs

COST ACCOUNTING IN TIMES OF GLOBAL INSTABILITY: FROM COST CONTROL TO STRATEGIC RESILIENCE

Abstract: In recent years, the global business environment has been increasingly shaped by various forms of instability, including geopolitical tensions, supply chain disruptions, inflationary pressures, and energy market volatility. Such conditions challenge the traditional role of cost accounting, which has historically been focused on cost control, efficiency, and short-term performance measurement. This paper aims to examine how cost accounting can evolve to support organizational resilience in the context of global uncertainty.

The research adopts a conceptual approach, relying on a structured review of relevant literature in cost and management accounting, as well as recent developments related to risk management and business resilience. The paper critically analyzes the limitations of traditional cost accounting systems in unstable environments and highlights the need for more flexible and forward-looking approaches. In particular, it explores the potential of tools such as flexible budgeting, scenario-based costing, and real-time cost monitoring to enhance decision-making under uncertainty.

The main contribution of the paper lies in proposing a conceptual framework that redefines the role of cost accounting from a tool of cost minimization toward a strategic instrument for managing risk and supporting resilience. The findings suggest that integrating risk considerations into cost structures and decision-making processes can significantly improve an organization's ability to respond to external shocks and maintain sustainable performance.

The paper contributes to the ongoing discussion on the transformation of cost and management accounting practices in turbulent environments and provides practical implications for both academics and practitioners seeking to align cost systems with the demands of global instability.

Keywords: cost accounting, global instability, strategic resilience, risk management, decision-making, management accounting

1. INTRODUCTION

In recent years, the global business environment has been increasingly characterized by heightened levels of uncertainty and instability. A combination of geopolitical tensions, supply chain disruptions, inflationary pressures, energy market volatility and natural catastrophes has significantly altered the conditions under which organizations operate. These developments have exposed the vulnerability of traditional business models and emphasized the need for greater adaptability and resilience (Guo et al, 2025; Sudan et al, 2023; OECD, 2025). In such a context, the role of accounting,

and particularly cost and management accounting, is being reconsidered beyond its conventional boundaries (Medved et al, 2025; Medved & Jovanović, 2020).

Traditionally, cost accounting has been primarily oriented toward (Ardila-Rueda et al, 2025; Klink & Budding, 2025):

- cost control,
- maximizing business efficiency, and
- short-term performance measurement.

The fundamental objective of cost accounting has been to support managerial decision-making through accurate cost allocation and analysis, often under relatively stable operating conditions (Drury & Tayles, 2024). But, in an environment marked by frequent disruptions and rapid changes in input prices, demand patterns, and operational constraints, the assumptions underlying traditional cost accounting systems are increasingly challenged (Nørgaard et al, 2025). Static budgeting, standard costing, and variance analysis, while still relevant, may prove insufficient for capturing the dynamic nature of contemporary business risks (Medved & Đorđević, 2022). This gap is particularly relevant given that cost accounting systems represent the primary source of internal financial information for operational and strategic decision-making, especially under conditions of cost volatility and resource constraints (Ardila-Rueda et al, 2025; Drury & Tayles, 2024).

The emerging literature in management accounting suggests a growing need to integrate flexibility, forward-looking information, and risk awareness into cost accounting practices (Ascani et al, 2021). Concepts such as flexible budgeting, scenario analysis, and real-time cost monitoring are gaining prominence as tools that can better support decision-making under uncertainty. At the same time, the notion of organizational resilience, defined as the ability to anticipate, absorb, and adapt to external shocks, has become central to both academic research and managerial practice. Despite this, the explicit connection between cost accounting systems and resilience-building capabilities remains underexplored (Alem Fonseca et al, 2026).

Against this background, the main objective of this paper is to examine how cost accounting can evolve from a predominantly control-oriented function toward a strategic tool that supports resilience in conditions of global instability. The paper adopts a conceptual approach, aiming to identify key limitations of traditional cost accounting systems and to explore potential directions for their transformation. In doing so, it seeks to contribute to the ongoing discussion on the role of management accounting in turbulent environments by proposing a framework that integrates cost information with risk considerations and strategic decision-making.

The remainder of the paper is structured as follows. The next section provides a brief overview of the traditional role and theoretical framework of cost accounting and resilience interaction. The subsequent section discusses emerging approaches and tools that enhance flexibility and resilience in modern cost accounting framework. The paper concludes with conclusions and implications for future research and practice.

2. THEORETICAL FRAMEWORK

2.1. Traditional Role and Limitations of Cost Accounting

Cost accounting has traditionally been developed as a key component of management accounting systems, primarily oriented toward cost measurement, cost control, and performance evaluation. Its fundamental purpose has been to support managerial decision-making by providing relevant and reliable information on cost behavior, cost allocation, and profitability analysis (Drury & Tayles, 2024). In stable and predictable business environments, such systems have proven effective in facilitating operational efficiency and supporting short-term planning and control.

Historically, cost accounting systems have relied on structured tools such as standard costing, variance analysis, and static budgeting. These instruments are designed to establish predefined cost benchmarks and evaluate deviations from expected performance. In such a framework, efficiency is typically assessed by comparing actual costs with planned or standard costs, while managerial attention is directed toward identifying and correcting deviations. This approach reflects a control-oriented philosophy, where cost minimization and operational discipline are the primary objectives.

However, the relevance of traditional cost accounting systems has been questioned for several decades. Early critiques emphasized that conventional cost systems often fail to provide timely and decision-relevant information in increasingly complex and competitive environments (Kaplan & Johnson, 1987). These critiques highlighted issues such as excessive focus on historical data, inadequate reflection of indirect costs, and limited support for strategic decision-making.

In contemporary business settings, these limitations have become even more pronounced (Kamal, 2015). The assumptions underlying traditional cost accounting, such as stable input prices, predictable demand patterns, and relatively linear cost behavior, are increasingly unrealistic. As a result, cost information based on static assumptions may quickly become outdated, reducing its usefulness for decision-making (Bromwich & Scapens, 2016). Global instability has introduced significant volatility in cost structures, particularly in areas such as raw materials, energy, and logistics (Almatarneh et al, 2022).

Furthermore, traditional cost accounting systems are often characterized by a time lag between data collection and reporting. In environments where rapid responses are required, delayed information can hinder managerial action and increase exposure to risk. In addition, variance analysis, while useful for retrospective evaluation, provides limited guidance for proactive decision-making under uncertainty. These challenges suggest that the conventional role of cost accounting as a tool for ex post control needs to be reconsidered in favor of more dynamic and forward-looking approaches (Bukh et al, 2025).

2.2. Management Accounting in Conditions of Uncertainty and Instability

The growing complexity and volatility of the global business environment have significantly influenced the development of management accounting practices. In recent decades, organizations have increasingly faced conditions characterized by uncertainty, discontinuity, and frequent disruptions. These include geopolitical risks, supply chain interruptions, technological changes, and macroeconomic fluctuations, all of which affect cost structures and decision-making processes (Medved et al, 2025; Medved & Jovanović, 2020).

In such an environment, the limitations of traditional planning and control systems become evident. Fixed annual budgets, for example, are often based on assumptions that may quickly become obsolete. As a result, organizations are increasingly adopting more flexible and adaptive approaches to planning and control. The literature highlights the importance of reconciling budgetary control with flexibility, particularly in uncertain environments where frequent adjustments are necessary (Frow et al., 2010).

Flexible budgeting represents one of the key tools in this transformation. Unlike static budgets, flexible budgets adjust cost expectations based on changes in activity levels, thereby providing a more realistic basis for performance evaluation. Similarly, rolling forecasts and continuous planning processes enable organizations to update their expectations more frequently and respond to emerging trends in a timely manner. These approaches shift the focus from rigid control toward ongoing adaptation.

Another important development is the increasing use of scenario analysis in managerial decision-making. Scenario-based approaches allow organizations to evaluate the potential impact of different future conditions, such as changes in input prices, demand fluctuations, or supply disruptions. By considering multiple possible outcomes, managers can better prepare for uncertainty and reduce the risk of adverse consequences.

In addition, advances in digital technologies have facilitated the emergence of real-time cost monitoring and data analytics. The availability of timely and detailed cost information enables organizations to detect changes more quickly and respond more effectively. This represents a significant departure from traditional cost accounting systems, which often rely on periodic reporting and aggregated data.

Overall, the evolution of management accounting in conditions of instability reflects a broader shift from control-oriented systems toward decision-support systems. In this context, cost accounting is no longer viewed solely as a tool for measuring efficiency, but as a critical component of organizational adaptability. The integration of flexibility, timeliness, and forward-looking information becomes essential for effective decision-making in uncertain environments (Branicki, et al, 2023).

2.3. Organizational Resilience as a Theoretical Framework

The concept of organizational resilience has gained increasing attention in business and management research, particularly in response to the growing prevalence of disruptions and crises. Organizational resilience is commonly defined as the ability of an organization to anticipate, absorb, and adapt to adverse events while maintaining its core functions and performance (Mikael K. Linnenluecke, 2017; Sophie Duchek, 2020).

Resilience is not a static attribute but a dynamic capability that develops over time. It encompasses multiple dimensions, including preparedness, response, and recovery. Preparedness involves the ability to anticipate potential disruptions and develop contingency plans. Response refers to the capacity to react effectively during a disruption, while recovery focuses on the ability to restore operations and adapt to new conditions.

Recent research emphasizes that resilience is closely linked to organizational capabilities, such as flexibility, learning, and resource reconfiguration. Rather than merely returning to a previous state, resilient organizations are often able to transform and improve their processes in response to external shocks. This perspective highlights the importance of proactive and adaptive behavior, as opposed to reactive responses.

From an accounting perspective, resilience has important implications for information systems and decision-making processes. In order to support resilience, organizations require timely, relevant, and forward-looking information that enables them to identify risks, evaluate alternatives, and make informed decisions under uncertainty. Traditional accounting systems, which focus primarily on historical performance, may not fully meet these requirements.

In this context, management control systems play a crucial role in enabling resilience. They provide the mechanisms through which organizations monitor performance, allocate resources, and coordinate activities. When designed appropriately, these systems can enhance organizational awareness of risks and support adaptive responses. Conversely, rigid and inflexible systems may constrain managerial action and reduce the ability to respond to changing conditions.

2.4. Integrating Cost Accounting and Resilience

The integration of cost accounting and organizational resilience represents an emerging area of research within management accounting. While cost accounting has traditionally focused on efficiency and cost minimization, its potential role in supporting resilience has only recently begun to receive attention.

The transformation of cost accounting in conditions of global instability can be summarized through a shift from a traditional control-oriented approach toward a resilience-oriented framework. Table 1 presents a comparative overview of the key differences between these two paradigms, highlighting changes in objectives, tools, and managerial roles. The comparison illustrates that contemporary cost accounting systems increasingly emphasize flexibility, risk integration, and forward-looking information, thereby supporting organizational adaptability and strategic resilience. In particular, the

transition from static and control-oriented systems to adaptive and risk-integrated frameworks reflects a fundamental shift in the role of cost accounting in contemporary organizations.

Table 1: From Traditional Cost Accounting to Resilience-Oriented Cost Accounting

Dimension	Traditional Cost Accounting	Resilience-Oriented Cost Accounting
Primary objective	Cost control and efficiency	Cost resilience and adaptability
Time orientation	Historical, ex post analysis	Forward-looking, predictive orientation
Decision focus	Operational efficiency	Strategic decision-making under uncertainty
View of environment	Stable and predictable	Volatile, uncertain, and dynamic
Cost behavior assumptions	Relatively stable and linear	Volatile, non-linear, and scenario-dependent
Budgeting approach	Static, annual budgets	Flexible budgets and rolling forecasts
Costing approach	Standard costing, variance analysis	Scenario-based costing, dynamic costing
Role of variance analysis	Retrospective performance evaluation	Complemented by proactive and real-time analysis
Information timeliness	Periodic, delayed reporting	Real-time or near real-time information
Risk consideration	Limited or implicit	Explicit integration of risk into cost analysis
Flexibility of systems	Low (rigid structures)	High (adaptive and responsive systems)
Managerial role	Monitoring and control	Interpretation, adaptation, and strategic response
Supply chain perspective	Efficiency-driven (lean focus)	Balance between efficiency and resilience
Resource allocation	Based on planned efficiency targets	Based on scenarios and risk-adjusted priorities
Performance measurement	Cost minimization, variance reduction	Sustainable performance and continuity
Strategic role of cost accounting	Supporting operational control	Supporting resilience and long-term sustainability

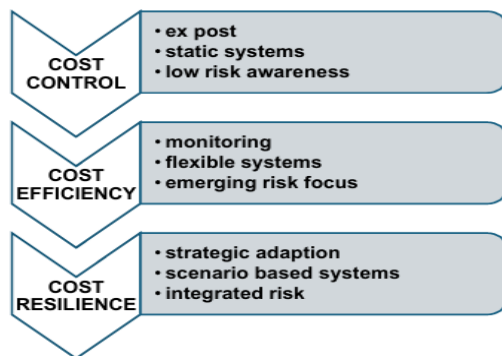
Source: Author's conceptualization based on Drury & Tayles (2024); Frow et al. (2010); Linnenluecke (2017); Duchek (2020).

One of the key challenges in this integration lies in reconciling the objectives of cost efficiency and adaptability. Traditional cost accounting systems are designed to minimize costs and eliminate inefficiencies, often under the assumption of stable operating conditions. However, in volatile environments, strict cost minimization may reduce flexibility and increase vulnerability to disruptions. For example, lean supply chains and minimal inventory levels may enhance efficiency under normal conditions but can lead to significant risks in the event of supply disruptions.

In this regard, cost accounting needs to evolve toward a more balanced approach that considers both efficiency and resilience. This involves incorporating risk considerations into cost analysis and decision-making processes. For instance, scenario-based costing can be used to evaluate the financial implications of different risk scenarios, while flexible budgeting can support adaptive planning. Similarly, real-time cost monitoring can enhance visibility and enable quicker responses to changes.

Another important aspect is the role of cost information in strategic decision-making. Cost accounting systems can provide valuable insights into the cost implications of alternative strategies, such as diversification, localization, or investment in redundancy. By integrating cost and risk information, organizations can make more informed decisions that balance efficiency with resilience.

Figure 1: Evolution of Cost Accounting toward Resilience-Oriented Systems



Source: Author's conceptualization

Figure 1 illustrates the conceptual evolution of cost accounting from a traditional control-oriented approach toward a resilience-oriented framework. The model highlights a gradual shift from ex post cost control, focused on monitoring and efficiency, toward more flexible and adaptive systems, culminating in a resilience-oriented perspective where cost

accounting integrates risk considerations and supports strategic decision-making. This transition reflects the increasing importance of adaptability and forward-looking information in environments characterized by uncertainty and volatility. The evolution of cost accounting can be understood as a gradual shift from a control-oriented approach toward a more adaptive and resilience-oriented framework.

Recent studies also suggest that the planning function of budgeting, when combined with a strong risk management orientation, can significantly enhance organizational resilience. In this context, budgeting is not merely a tool for financial control but a mechanism for anticipating uncertainties and preparing for different scenarios. This perspective aligns with the broader shift in management accounting toward supporting strategic objectives and long-term sustainability.

Overall, the integration of cost accounting and resilience requires a redefinition of the role of cost systems. Rather than focusing solely on cost control, these systems should be designed to support adaptability, risk awareness, and strategic decision-making. This transformation reflects the changing demands of the business environment and highlights the importance of aligning accounting practices with organizational objectives in conditions of global instability.

3. Redefining Cost Accounting under Global Instability

While the existing literature provides extensive insights into the limitations of traditional cost accounting systems and highlights the growing importance of flexibility and adaptability, it often stops short of offering an integrated conceptualization of how cost accounting can actively support organizational resilience under conditions of global instability. Building on these insights, this paper proposes a redefinition of cost accounting as a cost–risk–decision system, in which cost information is not treated as static or deterministic, but as inherently uncertain and closely linked to risk factors and managerial choices.

In this context, the role of cost accounting shifts from a predominantly control-oriented function toward a dynamic and decision-support framework. Rather than focusing exclusively on cost minimization and variance control, cost accounting is conceptualized as a mechanism that enables organizations to interpret cost variability, assess risk exposure, and support strategic decision-making in volatile environments. This perspective reflects a broader transformation in management accounting, where the emphasis is placed on forward-looking information, adaptability, and the integration of financial and non-financial considerations.

The following sections build on the theoretical foundations discussed earlier and extend them by identifying the key limitations of traditional cost accounting under uncertainty, as well as by proposing contemporary tools and approaches that operationalize the cost–risk–decision framework.

3.1. Limitations of Traditional Cost Accounting under Uncertainty

Building on the previously identified limitations of traditional cost accounting systems, their reliance on static and predetermined frameworks becomes particularly problematic under conditions of uncertainty. Standard costing and fixed budgeting systems are based on predefined expectations that may quickly become obsolete in dynamic environments. When input costs fluctuate significantly, as is often the case with energy prices or raw materials, standard cost benchmarks lose their relevance. Consequently, variance analysis may produce misleading signals, as deviations from planned values may reflect external volatility rather than inefficiencies in operations.

Another critical limitation is the predominantly retrospective nature of cost accounting information. Traditional systems focus on historical data and ex post performance evaluation, which limits their usefulness in situations that require rapid decision-making. In environments characterized by uncertainty, managers need timely and forward-looking information that allows them to anticipate changes and respond proactively. The time lag inherent in conventional reporting systems can therefore reduce organizational responsiveness and increase exposure to risk.

Furthermore, traditional cost accounting often assumes relatively stable relationships between costs and activity levels. However, under conditions of uncertainty, cost behavior becomes increasingly complex and non-linear. Supply chain disruptions, for instance, may lead to sudden increases in logistics costs or require alternative sourcing strategies, thereby altering cost structures in unpredictable ways. Similarly, fluctuations in demand may lead to underutilization of capacity, affecting cost allocation and profitability analysis. In addition, traditional cost accounting systems tend to treat risk as an external factor, rather than integrating it into cost analysis and decision-making processes. As a result, cost information may not fully reflect the uncertainty associated with different operational and strategic choices. This separation between cost accounting and risk management can lead to suboptimal decisions, particularly in volatile environments where risk considerations are central (Eichholz et al, 2024).

These limitations suggest that the traditional role of cost accounting as a tool for cost control and efficiency optimization needs to be redefined. In conditions of global instability, cost accounting must evolve to provide more flexible, timely, and risk-informed information that supports adaptive decision-making. Empirical evidence further suggests that cost accounting practices are often difficult to implement effectively in turbulent environments, particularly in smaller organizations, where instability amplifies existing system limitations (Roffia et al., 2024).

3.2. Redefining Cost Accounting: Integrating Risk and Forward-Looking Perspectives

In response to the limitations outlined above, there is a growing need to reconceptualize cost accounting as a system that integrates cost information with risk considerations and supports forward-looking decision-making. This transformation reflects a broader shift in management accounting from a control-oriented paradigm toward a decision-support paradigm. A key element of this transformation is the integration of risk into cost analysis. Rather than treating costs as deterministic values, organizations need to recognize that cost outcomes are often subject to uncertainty. This implies a shift toward probabilistic and scenario-based approaches, where cost estimates are evaluated under different assumptions about future conditions. By explicitly incorporating risk into cost calculations, managers can better assess the potential variability of outcomes and make more informed decisions (Barreto et al, 2025).

Another important aspect is the adoption of forward-looking perspectives in cost accounting. Traditional systems emphasize historical performance, but in volatile environments, past data may have limited predictive value. Instead, organizations need to focus on forecasting and simulation, using available information to anticipate future developments. This requires the use of analytical tools that can model different scenarios and evaluate their implications for costs and performance (Barreto et al, 2025).

Flexibility also becomes a central characteristic of modern cost accounting systems. Rigid structures and fixed assumptions are incompatible with environments that require frequent adjustments. Flexible budgeting, rolling forecasts, and adaptive cost models allow organizations to update their expectations and respond to changes more effectively. These tools enable a continuous planning process, where decisions are revised as new information becomes available (Bukh et al, 2025; Medved & Đorđević, 2022).

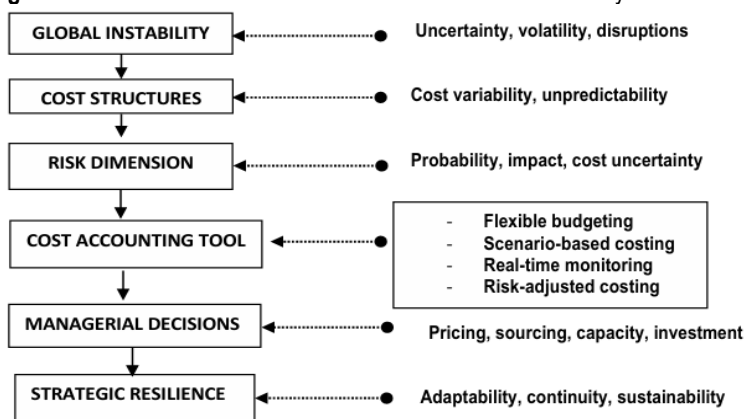
Moreover, the role of cost accounting in strategic decision-making becomes increasingly important. In unstable environments, decisions such as supplier selection, pricing strategies, capacity utilization, and investment in redundancy or diversification have significant cost implications. Cost accounting systems must therefore provide relevant and timely information that supports these decisions, taking into account both efficiency and resilience considerations. Managing trade-offs between cost efficiency and resilience has become a central challenge in contemporary organizations (Alem Fonseca et al., 2026).

This transformation also implies a change in the role of managers and cost accountants. Rather than focusing solely on monitoring performance and controlling costs, managers are expected to interpret complex information, evaluate trade-offs, and make decisions under uncertainty (Branicki et al, 2023; Zhu et al, 2026). Cost accounting systems should support this role by providing insights that are not only accurate but also meaningful in a strategic context.

3.3. Operationalizing Cost-Risk-Decision Framework

Real-time cost monitoring and data analytics further contribute to the effectiveness of cost accounting systems. Advances in digital technologies have made it possible to collect and analyze cost data in near real time, providing managers with up-to-date information on operational performance. This enables quicker detection of deviations and more timely responses to emerging issues. Real-time information also enhances transparency and supports more informed decision-making. In addition, the integration of risk-adjusted cost measures can improve the relevance of cost information. This involves incorporating risk factors, such as volatility or uncertainty, into cost calculations and performance evaluation. For example, risk-adjusted costing may consider not only expected costs but also the variability and potential downside risks associated with different options. This approach aligns cost accounting with risk management and supports more balanced decision-making (Zhu et al, 2026).

Figure 2: Cost–Risk–Decision Framework under Global Instability



Source: Author's conceptualization

Building on the evolutionary perspective presented in Figure 1, Figure 2 provides a more detailed conceptualization of how modern cost accounting systems operate under conditions of global instability. Figure 2 illustrates the proposed cost–risk–decision framework, emphasizing the sequential and interdependent relationship between external instability, cost

structures, risk dimensions, and managerial decision-making. The model highlights that cost accounting systems do not operate in isolation, but rather function as integrative mechanisms that translate environmental uncertainty into actionable managerial insights. In this way, cost accounting becomes a critical enabler of strategic resilience.

These tools collectively form the basis of a conceptual *cost-risk-decision* model, in which cost information is not analyzed in isolation but in conjunction with risk factors and decision-making requirements. In this model, cost accounting serves as a bridge between operational data and strategic choices, enabling organizations to evaluate alternatives in terms of both efficiency and resilience.

The *cost-risk-decision* model emphasizes three key relationships. First, it recognizes that cost structures are influenced by external uncertainties, and therefore must be analyzed in a dynamic and scenario-based manner. Second, it highlights the role of risk as an integral component of cost analysis, rather than an external consideration. Third, it positions decision-making as the ultimate objective of cost accounting, with information systems designed to support informed and timely choices (Burke et al, 2025; Eichholz et al, 2024).

The transformation of cost accounting toward a *cost-risk-decision* framework has important implications for organizational resilience. By providing more relevant and timely information, modern cost accounting systems can enhance the ability of organizations to anticipate and respond to external shocks (Burke et al, 2025).

First, the integration of risk into cost analysis improves organizational awareness of potential vulnerabilities. By understanding how different risk factors affect cost structures, managers can identify areas of exposure and develop appropriate mitigation strategies. This contributes to the absorptive capacity of the organization, enabling it to withstand disruptions more effectively.

Second, the use of flexible and adaptive tools supports organizational responsiveness. When cost accounting systems allow for continuous updates and scenario analysis, organizations can adjust their plans and actions more quickly in response to changing conditions. This enhances adaptive capacity, which is a key dimension of resilience.

Third, the alignment of cost accounting with strategic decision-making enables organizations to balance efficiency and resilience. Rather than focusing solely on cost minimization, managers can consider the long-term implications of their decisions, including the potential benefits of redundancy, diversification, or investment in flexibility. This supports sustainable performance and reduces the likelihood of severe disruptions.

Finally, the transformation of cost accounting contributes to organizational learning. By analyzing different scenarios and evaluating their outcomes, organizations can gain insights into the effectiveness of their strategies and improve their decision-making processes over time. This continuous learning process is essential for building resilience in an increasingly uncertain environment.

4. CONCLUSION

The increasing instability of the global business environment has fundamentally challenged the assumptions underlying traditional cost accounting systems. As organizations face growing uncertainty driven by geopolitical tensions, supply chain disruptions, inflationary pressures, and market volatility, the limitations of conventional cost accounting, particularly its static, retrospective, and control-oriented nature become increasingly evident. In such conditions, reliance on historical cost information and rigid planning frameworks may hinder timely and effective decision-making.

This paper has argued that cost accounting needs to be redefined in order to remain relevant in contemporary business environments. Building on insights from the existing literature, the study has proposed a shift from a traditional cost control paradigm toward a resilience-oriented perspective, in which cost accounting serves as a strategic tool for managing uncertainty and supporting adaptive decision-making. Rather than focusing exclusively on efficiency and variance reduction, modern cost accounting systems should integrate flexibility, forward-looking information, and risk considerations.

The main contribution of the paper lies in the development of a conceptual *cost-risk-decision* framework, which positions cost accounting as a bridge between operational data, risk exposure, and managerial decision-making. In this context, cost information is not treated as static or deterministic, but as inherently uncertain and dependent on evolving environmental conditions.

Furthermore, the paper has identified a set of contemporary cost accounting tools that support this transformation, including flexible budgeting, scenario-based costing, real-time cost monitoring, and risk-adjusted cost analysis. As summarized in Table 1, these tools enhance the ability of organizations to respond to changing conditions, improve the relevance of cost information, and support more informed and timely decisions. Together, they operationalize the transition from a control-oriented to a resilience-oriented cost accounting system.

The findings suggest that the integration of cost and risk perspectives can significantly enhance organizational resilience. By providing timely and forward-looking information, modern cost accounting systems contribute to improved risk awareness, greater adaptability, and more balanced decision-making. This enables organizations not only to withstand external shocks but also to maintain continuity and achieve sustainable performance in the long term.

Despite its contributions, this paper is subject to certain limitations. As a conceptual study, it does not provide empirical validation of the proposed framework. Future research could address this limitation by testing the applicability of the *cost-risk-decision* model in different industries and organizational contexts. In addition, further studies could explore the role of digital technologies and advanced analytics in enhancing the integration of cost accounting and risk management.

In conclusion, the transformation of cost accounting toward a resilience-oriented framework represents a necessary response to the challenges of global instability. By aligning cost systems with the demands of uncertainty and strategic decision-making, organizations can strengthen their capacity to navigate complex environments and build long-term resilience.

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