

ABSTRACT

In this study the changing role of the management accounting function is studied from the perspective of the human individual, instead of the commonly applied technical perspective. The action oriented approach and the longitudinal case study method are applied in this study. The aim of this study is to find out in which way the recent development trends challenge the role of management accountants, what is the role of the management accountants in modern business environment, what kind of competencies management accountants need in modern business environment, and finally, how this all is reflected in the theory of instrumental and participative managers? According to the results, there could be found a clear change towards business orientation and, furthermore, an increasing emphasis on the socio-cultural, innovative and emotional-moral competencies in the controller function of the case site. This is due to the expected challenges of the modern society and business environment. These new job orientations are not unique phenomena, but common to the other professions, too. The study concludes, that this kind of development calls also for the increasing notion of the participative-oriented management accountants, and more generally it calls for the increasing notion and acceptance of subjectivity in accounting practice and research.