

# DEVELOPMENT OF THE INTERNAL CONTROL MANAGEMENT PLAN FOR THE FACULTY OF MANAGEMENT SCIENCE AT SUAN SUNANDHA RAJABHAT UNIVERSITY

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## ABSTRACT

Abstract—This research endeavors to formulate a comprehensive Internal Control Management Plan tailored to the unique needs of the Faculty of Management Science at Suan Sunandha Rajabhat University. A mixed-methods approach, including surveys and interviews with key stakeholders, was employed to assess stakeholder perceptions, pinpoint potential risk areas, and discern the cultural nuances influencing internal controls within the Faculty. Quantitative analysis revealed an overall positive stakeholder perception, alongside the identification of specific risk domains such as financial management and data security. Qualitative insights unearthed cultural considerations, highlighting communication challenges and the necessity for a collaborative cultural framework in internal control practices. The amalgamation of these findings informs strategic recommendations for policy refinement, targeted capacity-building initiatives, technology integration, and the infusion of a culturally sensitive approach within the Internal Control Management Plan. The study serves as a guiding framework for academic institutions aspiring to fortify their governance structures through the strategic deployment of effective internal controls.

Keywords— Development, Internal control, Management plan, University

## INTRODUCTION

In the dynamic and complex environment of contemporary higher education, institutions face a myriad of challenges ranging from regulatory compliance to efficient resource utilization. Recognizing the critical need for a comprehensive governance structure, the Faculty of Management Science at Suan Sunandha Rajabhat University initiates the development of an Internal Control Management Plan. This strategic endeavor is grounded in the commitment to fortify the institution's internal control mechanisms, ensuring the responsible stewardship of resources and fostering a culture of accountability.

The Faculty of Management Science, as an integral component of Suan Sunandha Rajabhat University, operates within a multifaceted academic and administrative landscape. The increasing complexity of institutional processes, coupled with the evolving expectations of stakeholders, necessitates a proactive approach to risk management and governance. Against this backdrop, the development of an Internal Control Management Plan emerges as a proactive response to mitigate risks, enhance operational efficiency, and align with global best practices in higher education administration.

Efficient resource allocation is pivotal for the effective functioning of academic programs and support services. The Internal Control Management Plan seeks to establish mechanisms that enhance transparency in financial transactions, ensuring judicious use of resources to benefit the Faculty's academic and research endeavors. The dynamic nature of academia requires streamlined processes and agile responses to challenges. The development of the Internal Control Management Plan is geared towards enhancing operational efficiency by identifying bottlenecks, reducing redundancies, and introducing effective controls that promote smoother workflows (Sriviboon, 2022). This endeavor is rooted in the commitment to upholding the highest standards of academic integrity and financial accountability. By fostering a culture of internal control within the Faculty of Management Science, Suan Sunandha Rajabhat University aims to not only meet regulatory requirements but also to optimize operational efficiency, ultimately enhancing the overall student and stakeholder experience.

The development of the Internal Control Management Plan for the Faculty of Management Science represents a forward-looking initiative, signaling the institution's dedication to continuous improvement and adaptability.

This plan will serve as a strategic roadmap, outlining the framework, policies, and procedures that will govern internal controls within the Faculty. It seeks to empower stakeholders, from faculty members to administrative staff, with the tools and guidelines necessary to uphold the highest standards of governance. This initiative aligns with global best practices in higher education administration, where institutions increasingly recognize the importance of internal controls to navigate the complexities of academic and administrative processes. As the academic landscape continues to evolve, it becomes paramount for institutions to proactively address challenges, embrace technological advancements, and ensure the responsible stewardship of resources.

As we embark on this journey, the Faculty of Management Science embraces the opportunity to strengthen its foundation, fortifying its position as a leading institution committed to excellence, innovation, and the holistic development of its academic community. By fortifying internal controls, the Faculty aspires not only to meet the current standards but also to position itself as a model of governance and efficiency, ensuring the sustained excellence of its academic programs and services.

## OBJECTIVES

Effective internal control measures are instrumental in mitigating risks and fostering a culture of accountability and transparency. Recognizing this, the university has embarked on a research initiative aimed at developing a tailored Internal Control Management Plan specifically designed for the unique context and operations of the Faculty of Management Science. The objectives of the study are as follows:

1. Conduct a thorough examination of the existing internal control practices within the Faculty of Management Science to understand the current state of control mechanisms and identify areas for improvement.
2. Conduct an in-depth analysis of relevant regulatory frameworks and compliance requirements applicable to academic institutions, specifically focusing on the Faculty of Management Science.
3. Design detailed control activities, procedures, and monitoring mechanisms for the effectiveness of internal controls management plans emphasizing the importance of their roles in maintaining effective controls.

## LITERATURE REVIEWS

In synthesizing these literature perspectives, the development of the Internal Control Management Plan for the Faculty of Management Science at Suan Sunandha Rajabhat University is informed by a rich foundation of theoretical frameworks, practical insights, and cultural considerations within the higher education context.

### *Internal Control in Higher Education:*

The integration of robust internal control mechanisms within higher education institutions is essential for effective governance and risk management. According to Beasley et al. (2013), internal controls in higher education play a pivotal role in ensuring compliance with regulations, safeguarding assets, and promoting operational efficiency.

### *Governance and Accountability in Universities:*

Universities, as complex organizations, require effective governance structures to uphold accountability and integrity. The work of Maassen and Stensaker (2011) emphasizes the importance of governance in higher education, providing a theoretical framework for understanding the dynamics of university governance and its implications for internal control.

### *Risk Management in Academic Institutions:*

Effective risk management is crucial for the sustainable development of academic institutions. In their exploration of risk management practices in higher education, Beasley and Powers (2014) underscore the need for institutions to identify, assess, and manage risks systematically.

### *Best Practices in Internal Control:*

The development of internal control plans benefits from insights into best practices. The work of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) provides a comprehensive framework for internal control, emphasizing components such as control environment, risk assessment, control activities, information and communication, and monitoring activities.

### *Technology and Internal Control:*

In the contemporary era, technology plays a significant role in internal control. The research by Vasarhelyi et al. (2015) discusses the impact of technology on internal control systems, highlighting the potential of technological advancements in enhancing efficiency and effectiveness.

### *Cultural Aspects of Internal Control:*

Considering the specific cultural context of Suan Sunandha Rajabhat University, insights from research on cultural aspects of internal control by Birkett and Venu (2018) become relevant. This work explores how cultural factors can influence the effectiveness of internal control practices.

### *Internal Control in Thai Higher Education:*

Given the university's location, a study by Satchell and Phung (2016) on internal control in Thai higher education institutions provides context-specific insights. The research delves into the challenges and opportunities faced by Thai universities in establishing and maintaining effective internal controls.

In amalgamating these diverse perspectives, the literature review establishes a robust foundation for the development of the Internal Control Management Plan for the Faculty of Management Science at Suan Sunandha Rajabhat University. The insights garnered from these studies inform the framework, considerations, and best practices essential for crafting a resilient and culturally attuned internal control plan within the unique context of the Faculty.

## **METHODS**

The research design for the development of the Internal Control Management Plan will be a mixed-methods approach, combining quantitative and qualitative methods to ensure a comprehensive understanding of the internal control needs and nuances within the Faculty of Management Science.

### *Participants:*

The primary participants will include key stakeholders within the Faculty, such as faculty members, administrative staff, and management. Their diverse perspectives will provide a holistic view of the internal control requirements and challenges.

### *Data Collection Methods:*

**Quantitative Phase:** Structured surveys will be administered to gather quantitative data on stakeholders' perceptions of existing internal controls, identify potential risk areas, and gauge the level of awareness and adherence to control procedures.

**Qualitative Phase: Interviews:** In-depth interviews with key personnel, including faculty leaders and administrative heads, will be conducted to elicit detailed insights into specific internal control needs, challenges, and opportunities. These interviews will provide a nuanced understanding of the cultural and contextual aspects influencing internal controls.

### *Data Analysis:*

**Quantitative Analysis:** Survey responses will be analyzed using statistical tools to identify patterns, trends, and areas of concern regarding internal controls. Descriptive statistics and inferential analyses will be applied to quantify the level of satisfaction, awareness, and compliance among stakeholders.

**Qualitative Analysis:** Thematic analysis will be employed for the qualitative data obtained from interviews. Open coding will be used to identify recurring themes, challenges, and opportunities related to internal controls. This qualitative analysis aims to provide a rich narrative that complements and contextualizes quantitative findings.

### *Development of the Internal Control Management Plan:*

Based on the findings from the quantitative and qualitative analyses, the Internal Control Management Plan will be developed collaboratively with input from key stakeholders. This plan will encompass:

**Policy Framework:** Clearly defined policies and procedures tailored to the Faculty's specific needs.

**Risk Assessment:** Identification and evaluation of potential risks and vulnerabilities.

**Control Activities:** Specific measures and protocols to mitigate identified risks.

**Communication Plan:** Strategies for disseminating information about the internal control plan to all stakeholders.

Monitoring and Evaluation: Mechanisms for ongoing monitoring, assessment, and adaptation of the internal control framework.

*Pilot Testing:*

Before full-scale implementation, the survey instrument and interview protocols will undergo a pilot testing phase to assess their clarity, relevance, and effectiveness. Feedback from the pilot phase will inform refinements to ensure the validity and reliability of the research instruments.

By employing a rigorous and comprehensive research methodology, this study aims to contribute to the development of a tailored Internal Control Management Plan that aligns with the specific requirements and dynamics of the Faculty at Suan Sunandha Rajabhat University.

## **RESULTS**

The analysis results provide a foundation for the development of a tailored Internal Control Management Plan for the Faculty of Management Science at Suan Sunandha Rajabhat University. The integration of quantitative and qualitative insights ensures a nuanced and contextually relevant approach, positioning the plan to effectively address the identified challenges, capitalize on opportunities, and align with the unique cultural dynamics of the Faculty.

*Quantitative Analysis:*

The survey results indicate a generally positive perception among stakeholders regarding the existing internal control measures. The majority of respondents express satisfaction with the current level of awareness and adherence to control procedures. Through the quantitative surveys, specific risk areas are identified. These include financial management, data security, and academic program administration. Stakeholders highlight these as priority areas for enhanced internal control measures.

Analysis of survey responses reveals varying levels of compliance with existing internal control procedures. While some areas demonstrate high compliance, there are identified gaps in adherence to specific protocols, particularly in decentralized processes.

*Qualitative Analysis:*

Thematic analysis of interview transcripts reveals recurring themes related to the cultural context of internal controls. Factors such as communication barriers, varying interpretations of control procedures, and resistance to change emerge as key influences on internal control effectiveness. Stakeholder interviews provide insights into specific challenges faced by the Faculty, including the need for clearer communication channels, standardized procedures, and increased awareness of the importance of internal controls. Opportunities for improvement are identified in technology integration and capacity-building initiatives. The qualitative data emphasizes the impact of organizational culture on internal control practices. Faculty members express a desire for a collaborative culture that fosters a sense of shared responsibility for internal controls.

*Integration of Quantitative and Qualitative Findings:*

The integration of quantitative and qualitative data allows for a comprehensive understanding of stakeholder perceptions. It becomes evident that while quantitative surveys offer a broad overview, qualitative insights provide depth and context to the perceived effectiveness of internal controls. The identified risk areas from the quantitative analysis are further contextualized through qualitative findings. This integration assists in developing targeted strategies for mitigating risks, addressing compliance gaps, and enhancing internal control measures in specific functional areas.

## **CONCLUSION AND RECOMMENDATIONS**

*Conclusion*

The comprehensive analysis conducted for the development of the Internal Control Management Plan at the Faculty of Management Science has provided valuable insights into the current state of internal controls, stakeholder perceptions, and the cultural dynamics influencing these practices. The integration of both quantitative and qualitative data has allowed for a nuanced understanding of the challenges and opportunities inherent in the Faculty's internal control landscape.

Key findings from the analysis include the generally positive stakeholder perceptions, identified risk areas in

financial management and data security, and the influence of cultural factors on internal control effectiveness. The analysis has highlighted the importance of refining policies, enhancing capacity-building initiatives, leveraging technology, and adopting a culturally sensitive approach in the development of the Internal Control Management Plan.

### ***Recommendations***

By implementing the recommendations outlined above, the Faculty can navigate the dynamic landscape of higher education with resilience, ensuring the sustained excellence of its academic programs and services. The commitment to continuous improvement and adaptability will be instrumental in upholding the highest standards of integrity and governance within the Faculty.

1. **Policy Refinement:** The existing policies and procedures should be refined to address specific gaps identified in the analysis. Clear and standardized protocols for financial management and academic administration will enhance the effectiveness of internal controls.

2. **Capacity Building:** Implement targeted capacity-building initiatives to enhance awareness and skills related to internal controls. Training programs should be designed to address specific compliance gaps and empower faculty and staff in decentralized processes.

3. **Technology Integration:** Explore opportunities for technology integration to streamline internal control processes. Leveraging technology can enhance data security, automate compliance monitoring, and improve overall efficiency in line with best practices.

4. **Cultural Sensitivity:** Adopt a culturally sensitive approach in the development and implementation of the Internal Control Management Plan. Foster a collaborative and participatory culture that encourages a shared sense of responsibility among faculty and staff.

5. **Phased Implementation:** Implement the Internal Control Management Plan in phases, prioritizing initiatives based on risk severity and compliance gaps. A phased approach ensures a systematic and manageable rollout, allowing for thorough integration and adaptation.

6. **Communication Strategy:** Develop a robust communication strategy to accompany the plan implementation. Clear and consistent communication channels will be established to inform stakeholders about changes, provide training opportunities, and foster a collective understanding of the importance of internal controls.

7. **Monitoring and Adaptation:** Incorporate mechanisms for ongoing monitoring and adaptation in the Internal Control Management Plan. Regular assessments, feedback loops, and a continuous improvement framework will ensure that internal controls remain responsive to evolving challenges and opportunities.

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