
APPLICATION OF CONTROLLING AND IT SYSTEMS IN BUSINESS OF MEDIUM-SIZED AGRICULTURAL AND OTHER ENTERPRISES ACCORDING TO ASSESSMENT OF TOP MANAGEMENT

Slobodan Popović¹, Milica Lakić², Ivan Arnautović³, Dejan Sredojević⁴

**Corresponding author E-mail: slobodan.popovic49@gmail.com*

ARTICLE INFO

Original Article

Received: 31 January 2026

Accepted: 15 March 2026

doi:10.59267/ekoPolj2603685P

UDC 631.115:[005.5:004.9]

Keywords:

Controlling, it systems, making business decisions, top management, middle company.

JEL: A29, L86, B20, D81

ABSTRACT

The aim of the paper was to present the functioning of controlling in the operations of agricultural enterprises. Methodologically, the authors presented in an objective and systematic manner the importance of applying controlling in making valid management decisions by top management in the operations of medium-sized agricultural and other medium-sized enterprises. The clarity of the application was made by comparing the two types of analyzed enterprises. The contribution of the authors of the study is reflected in the presentation of a strong connection between the management decisions of top managers in both types of medium-sized enterprises in relation to the analyzed factors: legality of operations, accuracy, data protection, efficiency of application and their overall result. The author's recommendation is that controlling in the operations of the analyzed enterprises be continuously used in order to increase the efficiency and legality of operations.

Introduction

The process of applying management accounting is related to the use of controlling in the full sense of the word, and the entire process can be viewed as controlling or the functioning of such business in the work of numerous legal entities. In addition, the

-
- 1 Slobodan Popović, PhD, Faculty of Economics and Engineering Management, Cvečarska 2, 21000 Novi Sad, Serbia, Phone: +381640483563, E-mail: slobodan.popovic49@gmail.com, ORCID ID (<https://orcid.org/0000-0002-6321-8141>)
 - 2 Milica Lakić, PhD, PIM Banja Luka University, Despota Stefana Lazarevića bb, 78000 Banja Luka, Republic of Srpska, Bosnia and Herzegovina, Phone: +38751378300, E-mail: mlakic@gmail.com, ORCID ID (<https://orcid.org/0000-0002-2879-7838>)
 - 3 Ivan Arnautović, PhD, Faculty of Organizational Studies EDUKA Belgrade, Majke Jevrosime 15, 11000 Belgrade, Serbia, E-mail: info@vos.edu.rs, ORCID ID (<https://orcid.org/0000-0002-1287-4317>)
 - 4 Dejan Sredojević, PhD, High School of Modern Business, Terazije, 27, 11000 Belgrade, Serbia, Phone: +38163569023, E-mail: dsredojevic.vps@gmail.com, ORCID ID (<https://orcid.org/0000-0002-3122-9778>)

process of applying controlling is related to the making of valid business decisions by the decision-maker, and that in the business of numerous heterogeneous companies that have applied innovative approaches in regular business (Bienkovska et al., 2020).

The application of controlling as an important management factor in management accounting is applied by numerous heterogeneous companies whose top management makes numerous management and control decisions on a daily basis in order to increase the overall efficiency of operations in the companies they manage (Bienkovska et al., 2020).

More broadly, in a large number of heterogeneous legal entities, the top management that leads them continuously strives to introduce innovative solutions that involve the application of various controls in the operations of the aforementioned legal entities. Thus, the process of introducing controlling logically occurs both in numerous heterogeneous companies and within all organizational parts of the company's operations (Bourne, 2011; Bowden & Liddle, 2018; Lartey, et al., 2020).

However, it should be emphasized that the process of introducing controlling should be viewed within the framework of making real management decisions in heterogeneous companies. Basically, controlling in its work relies on the work and operation of accounting, that is, it is related to the work of management accounting as well as to the work of the financial sector in the work of companies.

The establishment of the controlling process should be seen as a process of continuity (Kunesch, 1996). The work of controlling has its own time dimension, and its duration in the work of the company starts from the moment of the top management's decision to introduce it into the regular business of the company (Kvon & Han, 2020; Trung & McMillan, 2021; Shi et al., 2021).

The goals of management can be expressed financially, first of all, within the framework of accounting and finance, but also descriptively, but in relation to the movement in the market, then in relation to the movement of the workforce process, with the note that it is necessary to monitor all the assigned plans that are set before employees in heterogeneous companies (Lutovac, 2024).

Financial management in agricultural and other enterprises should be seen within the framework of generally accepted efforts undertaken by the top management of enterprises to improve overall management in enterprises in which they perform a management function and in which they make important management decisions on a daily basis (Cantino, 2009; Anwar & Sun, 2015; Baráth & Fertő, 2017).

Introducing the controlling process is one of the possible ways to improve financial management. With its application, top management is able to make important management decisions in the company's work with a greater degree of certainty (Đuranović & Popović, 2021). Prominent views come to practical expression and gain increasing importance, especially in connection with the organization of agricultural production (Nowak et al., 2016; Zelenović et al., 2018).

The functioning of important organizational decisions by decision-makers is largely related to the appreciation of financial and other reports delivered by management accounting to top management (Sun, 2022; Mielitz & MacDonald, 2022; Atatsi et al., 2023). By introducing internal control, it is possible to raise the quality of overall control functions in the work of numerous heterogeneous companies (Kabuye et al., 2019; Porras-Gómez, 2022; Jiao, 2023).

In addition to the introduction of internal control processes into the company's regular operations, top management should also take care of the introduction of numerous other forms of innovation. This can fundamentally increase the security of the overall business. One of the many ways to improve management decision-making is the application of management accounting, i.e. controlling in the business of heterogeneous companies (Oppong et al., 2023; Chen et al. al., 2023).

Materials and methods

The research framework for acquiring practical knowledge related to the business of medium-sized enterprises in the Republic of Serbia regarding the application of controlling included consideration of the criteria for the existence of a predominant activity. More precisely, controlling was analyzed in the operations of two types of companies: agricultural and so-called other companies.

The aforementioned determination to focus on the business of medium-sized enterprises was not done by accident, but the same was done intentionally to see the existence of differences in the work of agricultural enterprises in relation to the operations of other (other) enterprises in relation to the application of management accounting, i.e. controlling, especially from the point of view of the analysis of selected factors of possible influence on business results.

143 medium-sized enterprises were surveyed, i.e. 52 agricultural and 92 medium-sized enterprises, which were thus classified in relation to business operations in the domain of performing their core activity. More precisely, the methods used were based on analyzing four factors that can affect the implementation of controlling, namely: legality of operations, accuracy of financial statements in operations, implemented data protection in operations, effectiveness of implementation of business protection and, overall evaluation of the management structure that can affect the effectiveness of implementation in operations.

The survey was conducted in two types of medium-sized enterprises, with the survey being completed by accounting and finance managers in the aforementioned enterprises. The allowed evaluation interval offered ranged from 1 to 10. The weakest confidence could be evaluated with a score of 1 in relation to the offered factors, and with a score of 10 it was possible to express the highest confidence (trust) in the company's operations based on the analyzed factors by the management. The research period in which the research was conducted was from 01. 03. to 30. 03. 2024.

After the survey, the authors performed a classic statistical analysis of the initial data. In their work, they used the software IBM SPSS, version 25. The grouping of the obtained results was done in the form of the presented tables 1-2. Table 1 has been strengthened by showing the results of the T-test, where the evaluation of factors on the work of controlling in the analyzed two types of companies is systematized. The threshold, i.e. the limit value, was statistically significant at the level of 0.05.

Results

The results obtained are grouped into two large units.

The first part includes a presentation of the obtained research results, which include a substantive comparison of the evaluation of top management based on the application of controlling in relation to factors that included the impact on the actual operation of management accounting in two forms of organized companies. The obtained results are strengthened by the presentation of the t test values and the presentation of significance, which are actually shown in Table 1.

Furthermore, or within the presentation of the results that are visible in the so-called. second unit, the authors presented the results of each individual contribution in relation to the prediction of total income for the two types of medium-sized companies analyzed. The obtained results are supplemented by the amount of income tax on total income generated based on data from the final account, which were submitted by managers and which referred to the very end of business in 2023.

The above was done with the aim of observing all the above activities in order to discover the attitudes of top management in business, or financial management, which is applied in the two analyzed types of medium-sized enterprises according to the application of controlling.

The authors present the results obtained after the evaluation by top managers based on the practical application of management accounting in relation to the analyzed factors that may have an impact on the business of the two mentioned types of medium-sized enterprises in Table 1.

Table 1. Presentation of the evaluation of top managers in relation to the analyzed factors

Analyzed	The size company	Mean	Average deviation of all results from the arithmetic mean	t	p
Legality of business	Agricultural enterprises (N=52)	5.79	0.38	-30.200	<0.0005*
	Other companies (N=91)	7.81	0.36		
Accuracy of financial statements	Agricultural enterprises (N=52)	5.78	0.39	-24.854	<0.0005*
	Other companies (N=91)	7.57	0.48		

Analyzed	The size company	Mean	Average deviation of all results from the arithmetic mean	t	p
Data protection	Agricultural enterprises (N=52)	4.01	0.61	-33.751	<0.0005*
	Other companies (N=91)	6.81	0.35		
Application efficiency	Agricultural enterprises (N=52)	4.03	0.01	-40.255	<0.0005*
	Other companies (N=91)	7.60	0.46		
Total valuation	Agricultural enterprises (N=52)	4.70	0.16	-33.611	<0.0005*
	Other companies (N=91)	7.71	0.27		

*Statistical significance at level of 0.05

Source: Author's presentation of the obtained values after calculation (2024).

The results of the comparison of two types of companies operating in the economy of the Republic of Serbia in terms of the functional operation of management accounting in Table 1 clearly show the strong influence of the analyzed factors on the effectiveness of controlling in medium-sized companies that apply it. At the same time, the results presented by the authors show a great deal of overlap with the already stated views regarding the making of valid business decisions by top managers in the operations of the listed companies, which has already been shown in works such as (Bakmaz et al., 2023).

In the second part of the research, the authors presented the results of the research, which included the prediction of the movement of total revenue in the operations of the listed companies. The forecast was made in relation to five factors that influence management accounting, or controlling, and which was observed in relation to the making of important management decisions by top management, which essentially manages one of the two forms of organization of the company in real business conditions.

The results of the business operations of the authors of this study, where a presentation of the individual contributions of each of the listed analyzed factors that can influence the work of business accounting, or controlling, is given in Table 2. In it, the authors presented the individual contributions of individual factors as part of the influence whose application can affect the prediction of total revenue based on the application of controlling in two different forms of business operations of the company.

Table 2. Contribution of analyzed factors from the aspect of the forecast of total revenue in companies that have implemented controlling

A constant	Beta	t	p
	-	0.449	0.648
Legality of business	-0.324	-8.904	<0.0005*
Accuracy of financial statements	0.070	1.270	0.196
Application efficiency	0.261	6.449	<0.0005*
Data protection	-0.012	-0.129	0.890

*Statistical significance at level of 0.05

Source: Author's presentation of the obtained values after calculation (2024).

The results obtained in Table 2 showed that there is a significant influence of the factors: legality of business and efficiency of the application of control in the business of both forms of medium-sized enterprises operating in the Republic of Serbia ($p < 0.001$).

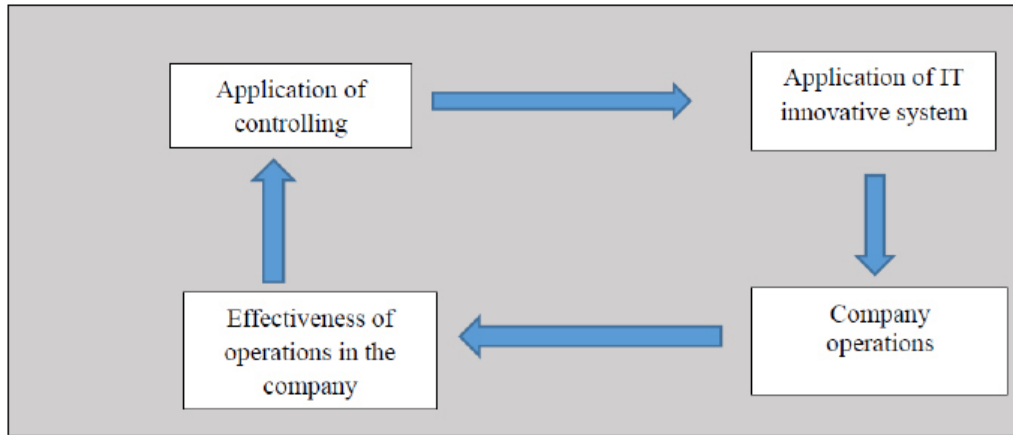
The results presented in Table 2 indicate that two factors have a statistically significant impact on the prediction of total revenues: legality of operations and enforcement efficiency. Both variables are significant at the 0.05 level, while the accuracy of financial statements and data protection do not show a statistically significant effect.

The coefficient for business legality is negative and statistically significant ($\beta = -0.324$; $p < 0.0005$), indicating an inverse relationship with the dependent variable in the estimated business model of medium-sized enterprises regarding the application of controlling in regular business operations.

Implementation efficiency has a positive and statistically significant coefficient ($\beta = 0.261$; $p < 0.0005$), which suggests that higher perceived efficiency of controlling in the work of medium-sized enterprises is associated with higher predicted total revenue in both forms of analyzed enterprises operating in the Republic of Serbia.

In the third part, the authors presented a possible schematic view that essentially shows a business model in which the connection of the functioning of controlling with the active participation of the IT System, which the top management of medium-sized companies can apply with the aim of increasing the efficiency of operations in the work of companies in which they make valid management decisions, is given.

The presentation of the model that takes into account the controlling and functioning of the IT system is shown in Figure 1 by the authors.

Figure 1. Modeling the connection of controlling and IT innovative system

Source: Author's (2024).

Discussion

The evaluation by the top management in two forms of different companies showed that there is a significant difference in the matter of practical understanding of the application of management accounting, i.e. controlling, noting that in all the analyzed factors of influence, the existence of significant deviations in the application of the two forms of the analyzed companies in regular business can be seen.

The results obtained largely coincide with the authors' previously stated views on the great importance of establishing a functional control system in the operations of numerous companies (Novaković et al., 2018; Bakmaz et al., 2024). The t-test results indicate statistically significant differences between agricultural and other medium-sized enterprises for all analyzed factors. In particular, the largest differences were observed for application efficiency ($t = -40.255$; $p < 0.0005$) and data protection ($t = -33.751$; $p < 0.0005$), which is visible in the presentation of the obtained results in Table 1.

The results of the t-test indicate that the overall observed values of all analyzed factors are statistically significant ($t = -33.611$; $p < 0.0005$), i.e., there are differences between the two aforementioned forms of organizing medium-sized enterprises in the Republic of Serbia in terms of management accounting applied in regular business operations.

The evaluation by top management in two forms of different companies showed that there is a significant difference in terms of practical perception of the application of management accounting, or controlling, with the note that for all analyzed influence factors, the existence of significant deviations in the application in the two forms of analyzed companies in regular business operations can be seen.

The results presented in the study are such that it can be seen that the application of controlling in the business of medium-sized enterprises is of great importance for correct, optimal, i.e. timely management decisions in the business of heterogeneous companies.

However, the application of one of the forms of introducing control is a complex and comprehensive issue, which can be seen in numerous works that were created before the preparation of this study, such as works (Oievo et al., 2021) and which fully coincides with the obtained results of this study where the focus was on the application of top management beliefs regarding the introduction of controlling into regular operations.

Therefore, based on the obtained results presented in this paper, it follows that the application of controlling is of great importance. At the same time, its introduction is justified in different companies according to the form of organization but also in relation to the application of other determining factors, which may be the subject of some future research, where the results of this study will serve as the basis for future upgrades in defining the discovery of some new ways of applying control in business.

The results of the study show that the application of controlling is of great importance in the operations of the two analyzed forms of business of medium-sized enterprises, i.e. in the operations of medium-sized agricultural enterprises, which essentially organize the largest part of the agricultural production of an economy, but also in the operations of those enterprises that do not carry out their main activity in agriculture, which was also the basis for comparative observation in this study, because other enterprises carry out their main activity in other areas of the economy (outside the organization of agricultural activity).

The above-mentioned basic positions are reinforced in the second part of the research. Namely, based on a comparison of the impact of the set factors and the forecast of total revenue, the authors of this study determined the existence of a strong connection with the process of establishing controlling in the operations of the listed companies (Table 2).

Based on the results presented in Table 2, it can be seen that there is a statistical significance at the 0.05 level for the factors: legality of business operations and efficiency of application in the functioning of controlling for the two mentioned forms of medium-sized enterprises in the Republic of Serbia.

The obtained results, especially those research results that are given in the third part of the obtained results, namely the formation of an innovative model of behavior between controlling and the introduction of an innovative IT system that will enable its business to increase the safety in the work of numerous companies and their effectiveness to a large extent relates to the improvement of overall business. In addition, modeling that takes into account controlling and the IT system that supports it affects the improvement of the accuracy of financial statements, largely coincide with the views of authors from several countries, the so-called Western Balkans, such as (Duhovnik, 2017; Blanchat, 2018; Amidu et al., 2021; Wimmeret al., A2022; et al., 2023, Meronzanotte et al., 2023).

The presentation of the influence of important factors that influence the prediction of the formation of the future amount of total income is of great importance for the future business of heterogeneous companies. In order for such an observation to be relevant, it is necessary to supplement it with the application of other factors, including the application of control factors (Jordan et al., 2023; Jakubovska et al., 2023).

Conclusions

The significance of this paper is that it clearly confirmed the importance of applying management accounting or controlling in the management processes of primarily agricultural enterprises. The paper points out the importance of the growing trust of top management in the application of controlling in the analysed enterprises. The study indicates the possible practical application of controlling in numerous heterogeneous enterprises.

After reading this study, the conclusions are visible.

First, there is a strong connection between the analysed factors, which influence the establishment of management accounting or controlling on the basis of making important business decisions by top management who wants to increase business efficiency.

The second conclusion would be that there is a distinct or strong individual contribution of the projection of two factors, namely: the legality of business and the efficiency factor of the application of the established form of control by the top management of the analysed companies.

Third, there is no strong connection in terms of the accuracy of financial reporting and data protection in relation to the future operations of companies that have opted for the implementation of controlling.

Based on the three conclusions obtained, it follows that there is a fundamental need to introduce controlling into the regular operations of medium-sized agricultural enterprises, but also in the operations of the so-called other medium-sized enterprises.

Conflict of interests

The authors declare no conflict of interest.

References

1. Aburishah, K. E., Dahiyat, A. A., Owais, W. O., Al Shanti, A. M., & AlQudah, L. A. (2022). The effect of ownership structure and board structure on accounting conservatism throughout financial reporting: Evidence from Jordanian industrial corporations. *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2112819>
2. Amidu, R., Levy, D., & Bolomope, M. (2021). Conceptualising valuation quality in practice: a valuer perspective. *Journal of Property Research*, 38(3), 213–237. <https://doi.org/10.1080/09599916.2021.1930108>

3. Anwar, S. & Sun, S. (2015). Taxation of labour income and the skilled–unskilled wage inequality. *Economic Modelling*, 47, 18-22 <https://doi.org/10.1016/j.econmod.2014.12.037>
4. Atatsi, E., Azila-Gbette, E., Akuma-Zanu, H. & Mensah, C. (2023). Financial management practices and life satisfaction: Mediating effect of financial satisfaction, *Cogent Education*, 10(2) <https://doi.org/10.1080/2331186X.2023.2251746>
5. Bakmaz, O., Bjelica, B. & Jelena Vitomir, J. (2023). Application of internal audit in processes of reducing corruption in a transitional economy like the Republic of Serbia, *Temel-ij*, 7(1), 36-42. https://www.temel-ij.org/_files/ugd/29815f_8cc551e7088e4ad2b3206259dd40b319.pdf
6. Bakmaz, O., Bjelica, B. & Vukasović, D. (2023-a). The importance of monitoring the realization of income and costs in the management and business of agricultural enterprises in relation to the introduced forms of internal-control mechanisms, *Agricultural Engineering*, 2, 45–51, <https://scindeks.ceon.rs/article.aspx?artid=0554-55872302045B>
7. Bakmaz, O., Anđelić, S., Dragosavac, M., Grublješić, Ž., Nastić S., Popović, D., Tubić M. & Popović S. (2024). The importance of determining the efficiency of business of agricultural farms in relation to the use of credits in agriculture, the example of the Republic of Serbia, *Agricultural Engineering*, 1, 10-16, DOI: <http://jageng.agrif.bg.ac.rs/index.php?strana=naslovna&jezik=en>
8. Baráth, L. & Fertő, I. (2017). Productivity and Convergence in European Agriculture. *Journal of Agricultural Economics*, 68, 228-248. <https://doi.org/10.1111/1477-9552.12157>
9. Bieńkowska, A., Tworek, K. & Zabłocka-Kluczka, A. (2020). IT Reliability and Its Influence on the Results of Controlling: Comparative Analysis of Organizations Functioning in Poland and Switzerland, *Information Systems Management*, 37(1), 33-51. <https://doi.org/10.1080/10580530.2020.1696545>
10. Blanchat, M. (2018). Beyond COUNTER-Compliant: Ways to Assess E-Resources Reporting Tools. *The Serials Librarian*, 74(1–4), 87–93. <https://doi.org/10.1080/0361526X.2018.1428464>
11. Bourne, M. (2011). Controlling the Shadow Trade, *Contemporary Security Policy*, 32(1), 215-240. https://www.researchgate.net/publication/232883789_Controlling_the_Shadow_Trade
12. Bowden, A. & Liddle, J. (2018). Evolving public sector roles in the leadership of place-based partnerships: from controlling to influencing policy, *Regional Studies*, 52(1), 145-155. <https://doi.org/10.1080/00343404.2017.1346369>
13. Calderon, F., Manuela Jr., S., & Briones, T. (2023). The impact of sustainability reporting on organizational behavior from Western and Asian perspectives: a systematic review of literature. *Journal of Sustainable Finance & Investment*, 13(2), 990–1008. <https://doi.org/10.1080/20430795.2021.1879560>

14. Cantino, V. (2009). Corporate governance, performance measurement and regulatory compliance of the internal control system. DataStatus, Belgrade. [in Serbian: Cantino, V. (2009). Korporativno upravljanje, merenje performansi i normativna usaglašenost sistema internih kontrola. DataStatus, Beograd].
15. Chen, S., Lakkanawani, P., Suttipun, M. & Xue, He. (2023). Environmental regulation and corporate performance: The effects of green financial management and top management's environmental awareness, *Cogent Business & Management*, 10(1), <https://doi.org/10.1080/23311975.2023.2209973>
16. Duhovnik, M. (2007). The problems of accounting in a public institution: The case of Slovenia, *Financial Theory and Practice*, 31, 421–445. <https://hrcak.srce.hr/en/22170>
17. Đuranović, D. & Popović, S. (2021). Risk evaluation in the business of medium-sized companies on the example of the Republic of Serbia, *Temel-ij*, 5(2), 26-33. https://www.temel-ij.org/_files/ugd/29815f_300afdfb775d4daabe52ceec25264a3e.pdf
18. Jakubowska, D. & Sadílek, T. (2023). Sustainably produced butter: The effect of product knowledge, interest in sustainability, and consumer characteristics on purchase frequency, *Agricultural Economics – Czech*, 69(1), 25–34. <https://www.agriculturejournals.cz/pdfs/age/2023/01/02.pdf>
19. Jiao, J. (2023). Financial management early warning model of enterprise circular economy based on chaotic particle swarm optimization algorithm, *Journal of Industrial and Production Engineering*, <https://doi.org/10.1080/21681015.2023.2280184>
20. Jordan, C., Donoso, G. & Speelman, S. (2023). Irrigation subsidy policy in Chile: lessons from the allocation, uneven distribution and water resources implications, *International Journal of Water Resources Development*, 39(1), 133-154. <http://hdl.handle.net/10.1080/07900627.2021.1965964>
21. Kabuye, F., Kato, J., Akugizibwe, I. & Bugambiro, N. | Ntim, C. (Reviewing editor) (2019). Internal control systems, working capital management and financial performance of supermarkets, *Cogent Business & Management*, 6(1), <https://doi.org/10.1080/23311975.2019.1573524>
22. Kunesch., H. (1996). Planning and control systems in materials management-an empirical study, *Production Planning & Control*, 7(2), 205-211. <https://doi.org/10.1080/09537289608930343>
23. Kwon., Y. & Han., S. (2020). Controlling Shareholders' Preference in Business Groups: Evidence from Korea, *Emerging Markets Finance and Trade*, 56(4), 940-959. <http://hdl.handle.net/10.1080/1540496X.2018.1553157>
24. Lartey., P, Kong., Y, Bah., F, Santosh., R. & Gumah., I. (2020). Determinants of Internal Control Compliance in Public Organizations; Using Preventive, Detective, Corrective and Directive Controls, *International Journal of Public Administration*, 43(8), 711-723. https://www.researchgate.net/publication/335082288_Determinants_of_Internal_Control_Compliance_in_Public_Organizations_Using_Preventive_Detective_Corrective_and_Directive_Controls

25. Lenggenhager, L. (2021). Response to the reviews of Ruling Nature, Controlling People, *Journal of Southern African Studies*, 47(4), 732-734. <https://ideas.repec.org/a/taf/cjssxx/v47y2021i4p732-734.html>
26. Lutovac, J. (2024). Macroeconomic influences on financial stability in the context of banks association an example of the functioning of the national bank of Serbia, *Temel-ij*, 8(1), 1-8. https://www.temel-ij.org/_files/ugd/29815f_561d8acfaedf40d9a10520707c72ac56.pdf
27. Mezzanotte, E. (2023). Corporate sustainability reporting: double materiality, impacts, and legal risk. *Journal of Corporate Law Studies*, 23(2), 633–663. <https://doi.org/10.1080/14735970.2024.2319058>
28. Mielitz, K. & MacDonald, M. (2022). Social Desirability in Multivariate Context for Inmate Survey Research, *Corrections*, 7(4), 247-261 <https://doi.org/10.1080/23774657.2020.1789520>
29. Novaković, S., Vukasović, D., Laban, B., Ivić, M., Popović, V. & Popović, S. (2018). Managing agricultural company by using internal control and significance of risk presentation, *Economics of Agriculture*, 2, 801-812. <https://scindeks.ceon.rs/journalDetails.aspx?issn=0352-3462>
30. Nowak, A., Janulewicz, P., Krukowski, A. & Bujanowicz-Haraś, B. (2016). Diversification of the level of agricultural development in the member states of the European Union. *Cahiers Agricultures*, 25(5). <https://doi.org/10.1051/cagri/2016040>
31. Oppong, C., Atchulo, A., Akwaa-Sekyi, E., Grant, D. & Kpegba, S. (2023). Financial literacy, investment and personal financial management nexus: Empirical evidence on private sector employees, *Cogent Business & Management*, 10(2), <https://doi.org/10.1080/23311975.2023.2229106>
32. Oyewo, B., Vinh. V. X. & Akinsanmi, T. (2021). Strategy-related factors moderating the fit between management accounting practice sophistication and organizational effectiveness: The Global Management Accounting Principles (GMAP) perspective, *Spanish Journal of Finance and Accounting/Revista Española de Financiación y Contabilidad*, 50(2), 187-223. <https://doi.org/10.1080/02102412.2020.1774857>
33. Porras-Gómez, A. (2022). Multi-level governance of grant programs. The case of Cohesion and External Action in the European Union, *Public Money & Management* <https://doi.org/10.1080/09540962.2022.2071050>
34. Shi, X., Bu, D., Wen., C. & Lan, Z. (2021): Financial background of controlling shareholder and corporate financialization, *China Journal of Accounting Studies*, 9(3), 383-407.
35. Shonkoff, E., Cara, K., Pei, X., Chung, M., Kamath, S., Panetta, K., & Hennessy, E. (2023). AI-based digital image dietary assessment methods compared to humans and ground truth: a systematic review. *Annals of Medicine*, 55(2). <https://doi.org/10.1080/07853890.2023.2273497>

36. Stevanović, A., Bošković, J., Zečević, V., Pešić, V., Ćosić, M., Šarčević-Todosijević Lj., Burić, M., Popović, V. (2023). Variability and heritability of technological characteristics of *Amaranthus* leaves and seeds. *Notulae Botanicae Horti Agrobotanici Cluj-Napoca*, 51(2). https://www.researchgate.net/publication/371753276_Variability_and_heritability_of_technological_characteristics_of_Amaranthus_leaves_and_seeds_leaves
37. Sun, J. (2022). Essential skills for public budgeting and financial management, *Journal of Public Affairs Education*, 28:3, 290-301, <https://doi.org/10.1080/15236803.2022.2031473>
38. Trung., N. & McMillan., D. (Reviewing editor) (2021). The relationship between internal control and credit risk – The case of commercial banks in Vietnam, *Cogent Business & Management*, 8(1). https://www.econstor.eu/bitstream/10419/270263/1/10.1080_23311975.2021.1908760.pdf
39. Wimmer, C., Whalley, B., & Hollins, J. (2021). “I can’t skip it”: does free report improve accuracy in false memories? *Memory*, 29(3), 353–361. <https://doi.org/10.1080/09658211.2021.1895223>
40. Zelenović, V., Vojinović, Ž & Cvijanović, D. (2018). Serbian agriculture loans with the aim of improving the current situation, *Economics of Agriculture*, 323-336. https://www.academia.edu/56723416/Serbian_agriculture_loans_with_the_aim_of_improving_the_current_situation?email_work_card=titledoi:10.5937/ekoPolj1801323