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STRATEGIC APPROACH TO MECHANISM OF BUDGETING IN FINANCIAL PLANNING OF AGRICULTURAL ENTERPRISES

СТРАТЕГІЧНІ ПІДХОДИ ДО РЕАЛІЗАЦІЇ МЕХАНІЗМУ БЮДЖЕТУВАННЯ В СИСТЕМІ ФІНАНСОВОГО ПЛАНУВАННЯ ПІДПРИЄМСТВ АГРОПРОМИСЛОВОГО КОМПЛЕКСУ

Urgency of the research. Budgeting is a complex mechanism, the operation of which depends largely on the teamwork of all its components: the budget structure, systems, models and procedures.

Strategic approaches to budgeting process in the system of financial planning is a priority of the example of agricultural enterprises.

Target setting. The role of budgeting in the management of agricultural enterprises is becoming more and more important as budgeting is a complex system that combines well-structured set of plans describe the objectives, powers and responsibilities of different levels of management, principles of organizational structure, technology and methods of analysis and control.

Because budgets reflect future activities, the degree of this activity, they become the basis for evaluation of the entire enterprise. Comparison of actual results with the planned makes it possible to determine the efficiency and effectiveness of activities to understand how our plans correspond to the realities of today.

Actual scientific researches and issues analysis. A significant contribution to the theory and practice of budgeting have foreign and domestic scientists, including: Akkof R., I. Ansof, Ivan Balabanov, Ben T., A. Grigoriev, Y. Dohadaylo, C. Drury, Robert Kaplan, A. Karpov, Alexander Kuzmin, E. Meyer, I. Nemirovsky, D. Norton, V. Savchuk, B. Samochkyn, John. Syhel, I. Starozhukova, A. Tereschenko, V. Hrutsky, K. Schyborsch, G. Yalovoy and others.

Uninvestigated parts of general matters defining. The basis for the operation and development of the company serves budgeting system that allows you to pre-evaluate the effectiveness of management decisions, optimally allocate resources and compare costs during the business concept.

The research objective. Thus, the need to develop a budgeting system that adequately meets the challenges of the environment, leading to the need for a system of budgets at the company, which operates in the field of agriculture.

The statement of basic materials. In the article considered the features of budgeting mechanism on the example of agricultural complex. Indicated that the poor state of agricultural enterprises caused by lack of budgeting mechanism. The specified mechanism will allow companies to carry out effective agribusiness management and anticipate negative trends.

Conclusions. Application to domestic enterprises effective budget systems requires the formation of specific preconditions (organizational, economic, social, technical, etc.), taking into account the specific functioning of organizations during the reform of the national economy and contributes to solving a number of problems to ensure the sustainable management of enterprise resources and their intended use, improving cash flow management in order to maintain the required level of solvency, a reasonable decision-making and more.

Актуальність теми дослідження. Бюджетування являє собою складний механізм, функціонування якого значною мірою залежить від злагодженої роботи усіх його складових: бюджетної структури, системи, моделі та процедури.

Розроблення стратегічних підходів до процесу бюджетування в системі фінансового планування є пріоритетним напрямом розвитку на прикладі підприємств агропромислового комплексу.

Постановка проблеми. Роль бюджетування в управлінні агропромисловими підприємствами стає все більш і більш важливою, тому що бюджетування є складною системою, що поєднує в собі добре структурований набір планів, описання цілей, повноваження та відповідальність різних щаблів менеджменту, принципи побудови організаційної структури, технології та методи аналізу і контролю.

Оскільки бюджети відображають майбутню діяльність, то мірою здійснення цієї діяльності вони перетворюються на базу для оцінки діяльності всього підприємства. Порівняння фактичних результатів із запланованими дає можливість визначити ефективність і результативність діяльності, зрозуміти наскільки наші плани відповідають реаліям сьогодення.

Аналіз останніх досліджень і публікацій. Значний внесок у розвиток теорії та практики бюджетування зробили зарубіжні та вітчизняні вчені, серед яких: Р. Аккоф, І. Ансоф, І. Балабанов, Т. Бень, О. Григор'єв, Я. Догадайло, К. Друрі, Р. Каплан, О. Карпов, О. Кузьмін, Е. Майер, І. Неміровський, Д. Нортон, В. Савчук, В. Самочкин, Дж. Сигел, І. Старожукова, О. Терещенко, В. Хруцький, К. Щиборщ, Г. Яловий та інші.

Виділення недосліджених частин загальної проблеми. Основою функціонування і розвитку підприємства слугує система бюджетування, яка дає змогу наперед оцінити ефективність управлінських рішень, оптимальним чином розподілити ресурси і порівняти витрати під час концепції ведення бізнесу.

Постановка завдання. Таким чином, потреба до розробки системи бюджетування, адекватно відповідає викликам зовнішнього середовища, призвело до необхідності створення системи бюджетів на підприємстві, що функціонує в галузі АПК.

Виклад основного матеріалу. У статті розглянуто особливості побудови механізму бюджетування на прикладі підприємств агрокомплексу. Зазначено, що незадовільний стан діяльності підприємств агропромислового комплексу зумовлений відсутністю механізму бюджетування. Зазначений механізм дозволить підприємствам агробізнесу здійснювати ефективно управління та передбачувати негативні тенденції розвитку.

Висновки. Застосування на вітчизняних підприємствах ефективних бюджетних систем вимагає форму-

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вання певних передумов (організаційних, економічних, соціальних, технічних тощо), врахування специфіки функціонування організацій у період реформування національної економіки та сприяє вирішенню низки існуючих проблем з метою забезпечення раціонального управління ресурсами підприємства та їх цільового використання, удосконалення управління грошовими потоками для підтримання необхідного рівня платоспроможності, прийняття більш обґрунтованих управлінських рішень тощо.

Keywords: budgeting; financial planning; budgeting mechanism; agribusiness; strategic action.

Ключові слова: бюджетування; фінансове планування; механізм бюджетування; агробізнес; стратегічні дії.

Urgency of the research. Today agroindustrial enterprises conducting business in an aggressive, competitive market environment that is constantly changing. The period of market reforms has shown the inability of many companies to operate only on the basis of reactive management in response to changes in market conditions, without clear objectives and goals, without software development planning and control. Of all domestic agribusiness management challenges most relevant and least investigated in terms of the practical aspects of it in Ukraine, as we see today is the problem of defining strategic directions of budgeting mechanism in the financial planning of crisis management of agricultural enterprises.

Target setting. Scientists consider only some issues of financial planning and budgeting process. While the lack methodically grounded budgeting trends in domestic enterprises, given the experience of foreign companies necessitates the study and relevance of the problem. Analysis of recent literature suggests a significant gap between the required level of study of these problems and the actual state of scientific and practical solution. In particular, this problem of determining the need for budgeting in the financial planning for the agricultural enterprises.

The role of budgeting in the management of agricultural enterprises is becoming more and more important as budgeting is a complex system that combines well-structured set of plans describe the objectives, powers and responsibilities of different levels of management, principles of organizational structure, technology and methods of analysis and control.

Actual scientific researches and issues analysis. An important contribution to the study of the theory and practice of budgeting and implementing owned by foreign scientists: Jai K. Shim and Joule G. Siegel, C. Drury, E. Myers and others, due to the extensive use of management practices in budgeting western firms. In the scientific literature russian role, principles and practical aspects of budgeting reflected in the works of such renowned scientists as I. Blank, A. D. Sheremet, V. E. Hrutsky, T. V. Sizova, V. V. Gamayunova, K. V. Schyborsch.

Uninvestigated parts of general matters defining. However, to date due to the lack of theoretical and methodological developments and practical developments theme implementation and operation of budgeting agricultural enterprises in the domestic economic literature is not widely covered.

The research objective. This justifies the need for research use budgeting tools in the organizational economic mechanism of functioning of the enterprises of the agricultural sector.

The statement of basic materials. The experience of successful enterprises in the market shows that to ensure the viability of the enterprise for a long period of time necessary to introduce new methods of improving the effectiveness of corporate governance, one of which is budgeting [1].

Today Ukrainian enterprises are faced with a serious political and economic instability, which leads to high risk and very negative impact on business. In this case, the budgets play an important role in the conduct of business. Budgeting as one of the most important tools of corporate planning has come a long and difficult path of development from the birth of cameral accounting to a central place in modern management accounting. Budgets were important, but controversial management tool for modern enterprises and non-commercial organizations. This is due to the fact that the budgeting performs many tasks in organizations, covering all areas of organizational activity [2].

The basis for the operation and development of the company serves budgeting system that allows you to pre-evaluate the effectiveness of management decisions, optimally allocate resources and compare costs during the business concept.

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The word «budget» comes from the Roman word «bulga», which meant a leather bag or bag traders that tied to horses and when merchants went to trade [3]. Today the budget is called quantitative expression of a plan of action on a specific period proposed by management, which should help to coordinate actions to implement this plan.

Traditionally, when the term "budget", underneath mostly understand a fiscal plan. However, the budget is often not only a fiscal plan. For example, you budget staff positions, achievements, political mandates, procedures and processes. Sometimes the budget is rightly regarded only as a plan and a tool that can be used as a source of information. According to other views, the budget is a plan, and when it is approved, it shall take the force of law. With a few exceptions the budget is a plan that proposed expenditures do not exceed available resources or anticipated, that it is balanced, noted Richard and Zodi [4].

In a world of economic thought, there are many definitions of "budget". Most economists link "budget enterprise" with the management entity and treat it as a quantitative plan [1-6], which is a set of related indicators reflecting its activities. Another approach to budgeting seen in the company of authors who identify as budget planning document (financial plan, the current plan) [2-4]. This approach to budgeting concept opens wider enterprise budget as an important element of financial planning, its qualitative aspect, which manifests itself in the comparison of costs incurred and the results obtained, but does not specify how the achieved financial results of its operations.

One should consider an approach that determines the budget as a tool for business management [1; 5], which defines it as a combination of planning, analysis and control of businesses at all stages of its operation during the budget period.

Budget - is operational financial plan that reflects the costs and revenues in certain areas of financial and economic activities, coordinated by the unit, which is the basis of financial management of the company.

Budgeting - part of financial planning, the results of which are issued system budgets agreed by the activities of departments and enterprises.

In this regard, we propose to consider budgeting a permanent management and control of all operations company aimed to obtain relevant, correct and dynamic information on the operational and strategic decision making.

The concept of budgeting formed in advanced western countries and was becoming quite a while. Today, knowledge and skills for budgeting of enterprises is the result of technologies, methods and tools of financial management of many enterprises and academic world. Direct formation of the concept of budgeting as a separate scientific field took place in several stages. In historical perspective, one can identify periods reflect the occurrence in the literature and practice of the particular features of modern budgeting.

Budgeting has become widely practical development in the first half of the twentieth century and has now become a central element of management accounting in most western companies. Basic principles and budgeting procedures have been developed close to 1920 on the American industrial giant - corporations DuPont and General Motors. The objectives of budgeting at the time were coordination of structural units and internal capital allocation.

In the administrative work of European and American companies use budgeting from the beginning of the twentieth century. The formation of budgets, covering all aspects of economic activity due to two factors - the development of theoretical research and increased competition among western industrial enterprises. At present, budgeting is widely used in international business practice.

Overview of the evolution of budgeting in foreign economic practice allowed us to identify the main stages of budgeting (Fig. 1).

Thus, budgeting is the process of planning of industrial and business enterprises, development, implementation, monitoring and analysis of the financial plan that covers all aspects of the economic structure that allows you to compare all costs and results for the next period. In the process of budgeting the company has solved a number of these problems (Fig. 2).

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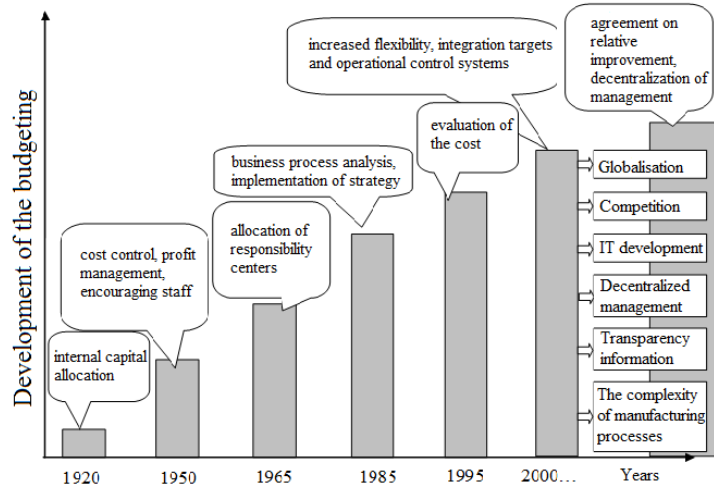


Fig. 1. Stages of budgeting in practice of the foreignenterprises [6; 7; 4]

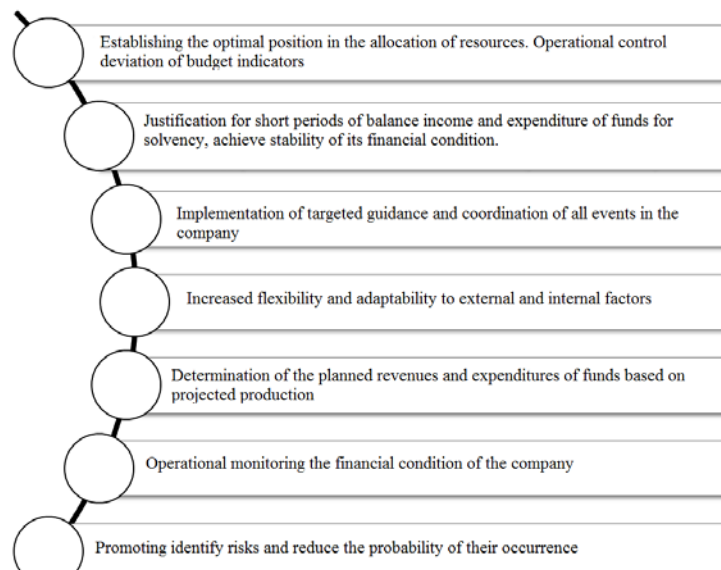


Fig. 2. Key tasks of budgeting in the company [8-10]

Budgeting is a complex mechanism, the operation of which depends largely on the teamwork of all its components: the budget structure, systems, models and procedures. According fiscal framework is a set of objects budgeting, that is units for which separate budgets will be formed. The system includes budgeting for budget companies and their performance. Budgeting Model defines the calculation of each budget figures and general scheme of consolidation of the budgets of different levels. The procedure reflects the organizational aspect of budgeting mechanism that involves budgeting and setting deadlines, responsible persons and consistency of implementation of individual stages of the budget process.

The main goal of the budgeting process of implementation in organizations grain subcomplex ACC is budgeting business process of production of the product, based on information received by conducting marketing research and compiled the budget of implementation the product [5; 9-15].

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Thus, the need to develop a budgeting system that adequately meets the challenges of the environment, leading to the need for a system of budgets at the company, which operates in the field of agriculture. Implementation of budgeting can allow to take into account not only changing internal and external environment, but also solve several problems: delegating responsibility for budgets, budget holders; providing accurate and timely information managers at all levels; monitoring and control of financial indicators; linking the provision of services and agricultural production with financial resources to ensure cost-effectiveness; improvement in work and reduce costs by increasing efficiency [5; 15].

Implementation of the budgeting of the Ukrainian agricultural enterprises are almost always confronted with the methodological and organizational problems. Budgeting - a very laborious process of introducing the system can last months or even years. In time costs it requires highly skilled specialists in budgeting and computer technology, without which the process cannot be made.

Conclusions. Budgeting is a complex mechanism, the operation of which depends largely on the teamwork of all its components: the budget structure, systems, models and procedures. Budgeting Model defines the calculation of each budget figures and general scheme of consolidation of the budgets of different levels. The procedure reflects the organizational aspect of budgeting mechanism involves budgeting and setting deadlines, responsible persons and consistency of implementation of individual stages of the budget process.

One of the main goals of the agricultural enterprises today is to ensure their stability. As economic conditions radically changing approaches to planning and its role in the process of expanded reproduction compared with centrally managed economies, in turn, generates new forms of financial planning and economic activities.

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