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MANAGEMENT ACCOUNT AS ONE OF THE DIRECTIONS IMPROVING THE DOMESTIC ACCOUNTING SYSTEM

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Abstract. Considered the feasibility of the use of management accounting in various enterprises by volume. Highlighted the main differences of financial and management accounting. Management accounting allows you to get information about the activities of the enterprise for internal users in the process of managing the enterprise. The main functions, methods and components of management accounting are investigated, as well as the principles inherent in the management accounting are taken into account.

In clause the concept of the budgeting as method of the management account is analysed, the basic principles of the budgeting are considered; the display of the budgeting in the reporting is proved.

The obligatory condition of efficiency of the system of management accounting is the coherence of the work of all services and units of the enterprise, constant team cooperation in the direction of the implementation of the agreed overall goals of the enterprise. Implementation of managerial accounting at the enterprise will increase the analyticity and efficiency of data.

Keywords: accounting, budgeting, automation, functions, ERP-systems management account, tax burden, accounting organization, reporting, responsibility centers, cost centers, place of origin for costs.

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УПРАВЛІНСЬКИЙ ОБЛІК ЯК ОДИН ІЗ НАПРЯМІВ УДОСКОНАЛЕННЯ ВІТЧИЗНЯНОЇ СИСТЕМИ ОБЛІКУ

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Анотація. Розглянуто доцільність використання управлінського обліку на різних за обсягом підприємствах та основні відмінності фінансового й управлінського обліку, останній з яких дає інформацію про діяльність підприємства для внутрішніх користувачів у процесі управління підприємством.

Досліджено основні функції, методи і складові управлінського обліку, а також ураховано притаманні лише управлінському обліку принципи.

Проаналізовано поняття бюджетування як методу управлінського обліку, розглянуто основні принципи бюджетування, обґрунтовано відображення бюджетування у звітності.

Установлено, що ведення на підприємствах управлінського обліку є об'єктивною необхідністю, оскільки в кожного підприємства виникає потреба накопичувати інформацію за різноманітними аспектами з метою ефективного планування, нормування, організації виробництва, контролю та аналізу.

Зазначено, що система обліку повинна розвиватись відповідно до необхідності зменшення у процесі управління невизначеності ситуації, в якій здійснюється діяльність, а тому теоретичною основою удосконалення управлінського обліку повинні стати фундаментальні науки. При цьому зроблено наголос, що лише завдяки системній та комплексній інформації можливо уникнути невизначеності в діяльності, яка збільшує ризик ухвалення помилкових управлінських рішень.

Відмічено, що основною рисою системи обліку в сучасний період повинна стати доцільність задовольняти потреби внутрішніх користувачів. Акцентовано, що систему обліку потрібно розвивати у взаємозв'язку з плануванням, організацією та управлінням виробництвом, нормуванням, аналізом і спрямовувати згідно з потребами управління.

Запропоновано створення інформаційної інфраструктури, яка б задовольняла потреби внутрішніх користувачів. Зазначено, що сучасна система обліку повинна не лише відображати фактичну діяльність підприємств, а й забезпечувати потрібною інформацією всі рівні управління для ухвалення рішень при здійсненні поточної діяльності та пов'язаної з майбутнім підприємства.

Доведено, що управлінський облік є ефективним інструментом управління, тому що створює конкурентні переваги в ринковому середовищі, а саме забезпечує підприємство ключовою інформацією. Зроблено висновок, що поступове становлення і розвиток управлінського обліку — один із напрямів удосконалення вітчизняної системи обліку та звітності як ключового інформаційного інституту в забезпеченні конкурентоспроможності національної економіки.

Ключові слова: бухгалтерський облік, автоматизація, функції ERP-системи, бюджетування, управлінський облік, податкове навантаження, організація обліку звітність, центри відповідальності, центри витрат, місця виникнення витрат.

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УПРАВЛЕНЧЕСКИЙ УЧЕТ КАК ОДИН ИЗ НАПРАВЛЕНИЙ СОВЕРШЕНСТВОВАНИЯ ОТЕЧЕСТВЕННОЙ СИСТЕМЫ УЧЕТА

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Аннотация. Рассмотрена целесообразность использования управленческого учета на различных по размеру предприятиях. Выделены основные отличия финансового та управленческого учета. Управленческий учет позволяет получить информацию о деятельности предприятия для внутренних пользователей в процессе управления предприятием. Исследованы основные функции, методы и составляющие управленческого учета, а также учтены присущие только управленческому учету принципы.

Проанализировано понятие бюджетирования как метод управленческого учета, рассмотрены основные принципы бюджетирования, обосновано отображение бюджетирования в отчетности.

Акцентируется, что обязательным условием эффективности системы управленческого учета является слаженность работы всех служб и подразделений предприятия, постоянное командное взаимодействие в направлении реализации согласованных общих целей предприятия. Внедрение управленческого учета на предприятии повысит аналитичность и эффективность данных.

Ключевые слова: бухгалтерский учет, автоматизация, функции, ERP-системы, бюджетирование, управленческий учет, налоговая нагрузка, организация учета, отчетность. центры ответственности, центры затрат, места возникновения затрат.

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Introduction. Management of the enterprise in modern conditions provides for constant need for analysis of its activities. However, the results of the analysis can not be obtained without the use of special algorithms and models aimed at improving accounting technologies, business planning and revenue and expenditure management. Modern business focuses on solving problems related to increasing profitability and lowering costs, identifying the reasons for lowering the competitiveness of products, as well as the possibility of gaining market value. All this leads to the emergence of a new accounting system — managerial.

Management accounting tends to focus primarily on the process of business management, rather than cash flow, profit or other financial indicators. Much depends on the competence of the manager. For example, a sales manager in an enterprise may be more concerned about income amounts, while a production manager may focus on working hours required to produce a certain amount of work, and the volume of income and other financial indicators may be secondary to him or not at all, may not be taken attention at management. That is why there is a need for the use of qualitative managerial accounting, which could combine the goals of managers of different units.

The focus of management accounting is to focus on shorter periods, allowing managers to act as quickly as possible adjusting the activities of the company based on current business conditions. So with the availability of managerial accounting, managers could change their both short-term and long-term goals based on the implementation of weekly plans, which, as may exceed and do not meet expectations.

Modern enterprises are characterized by a high level of competition. The constant desire to work with maximum economic returns necessitates the improvement of business management techniques at enterprises. Crisis in the economy encourages business entities to look for internal reserves of development.

A management accounting system should be directed at solving these problems. One of its effective methods is budgeting. At the same time, the widespread introduction of a comprehensive budgeting system is constrained by the

lack of developed methodological and practical approaches to budgeting and control over their implementation.

Research analysis and problem statement. The analysis of recent researches and publications shows that in the scientific literature this problem was dealt with by domestic scientists, namely: F. Butinets, S. Golov, B. Ivashkevich, L. Napadovskaya, M. Pushkar, V. Paliy, M. Chumachenko, O. Lovchak, G. Kireysev, M. Kuzhelny, A. Savchenko, A. Chumakov, among foreign researchers who studied the issues of managerial accounting were R. Germanson, T. De Marco, J. Kembel, M. Carey, V. Michael D. Peigad, R. Rocard, P. Spencer, M. Hammer, J. Champan.

The analysis of publications on the problems of managerial accounting shows that the main reasons for discussions about the content of management accounting is:

- groundless «expansion» of the functions of managerial accounting due to the identification of the functions of the accountant and accounting functions;
- unreasonable «narrowing» of the functions of managerial accounting due to the traditional approach to the concept of «accounting»;
- the confusion of the German and Anglo-Saxon concepts of managerial accounting.

Inclusion in the definition of managerial accounting of the terms «planning», «forecasting», «analysis», etc. is not justified, since the participation of an accountant — an analyst in these processes does not mean expanding the accounting function, but the involvement of an accountant in a team that manages.

Research results. Financial and managerial accounting are interrelated, they have both distinct and common features. In particular, distinguish such differences: the purpose, the regulation, the main object of research, the orientation in time, the relationship with other management functions, the dependence on the type of activity, the principles of accounting, methodology, the main users, the composition and frequency of reporting, meters, which are used, requirements for openness and accuracy of information, control of data compliance, cost grouping [1].

Consider the differences in managerial and financial accounting with the help of comparative *table 1*.



Table 1

The main differences between managerial and financial accounting

Managerial Accounting	Financial Accounting
1. The purpose of accounting:	
Preparation of information for managers of the organization for making them objective managerial decisions.	Preparation of information to compare revenue and expenses to determine the profit organization.
2. Compliance with legal requirements:	
Information is collected only if its receipt will bring more revenue than the cost of its collection.	Legislation regulates the formation and maintenance of financial accounting. Also, open-ended joint-stock companies must be required to place financial statements in open access.
3. Degree of reliability of information:	
Data may have false information, as the management report is prepared in a short time.	Data should be more accurate, otherwise it can lead to distrust from the outside.
4. Principles of accounting:	
The information is prepared in the form that is most convenient for the management of the organization.	Information must comply with the norms and requirements of the legislation.
5. Frequency of information submission:	
Information is prepared as needed, it can consist of daily, weekly, monthly, and so on.	Information is prepared once a year (half year, quarter).
6. Used meters:	
Information can be presented in any meter, both monetary and non-monetary.	Information is displayed in UAH - UAH.
7. Users of information:	
Managers and employees of the organization.	External users.

Source: compiled by authors.

The main difference is the information users. Financial statements are primarily intended for external users, although they are also used by the company's management.

However, enterprise management requires detailed information that takes into account the technology and organization of this particular enterprise. Therefore, the information management accounting is formed and provided just in the light of the needs of managers of a particular enterprise.

Unlike financial accounting, which is conducted in compliance with certain official regulations (instructions, standards, etc.) established by state authorities or professional organizations, management accounting is not limited to the choice of methods and rules.

It is developed by the company itself, taking into account various parameters, taking into account the

qualitative factors when preparing the options for managerial decisions. It also distinguishes it from financial accounting, where all operations are reflected in the account and reporting in a single monetary meter.

The financial statements reflect the financial position and performance of the enterprise for a year or quarter. Such reporting does not allow to evaluate and analyze activity of separate units and operational influence on deviations from the planned parameters.

Therefore, in the system of managerial accounting, information about the activities of individual segments (divisions, districts of sales, production lines, etc.) is prepared and given to managers at short intervals (day, week, month) or as needed for decision-making.

An important feature that distinguishes financial accounting from managerial is the focus (Fig.).

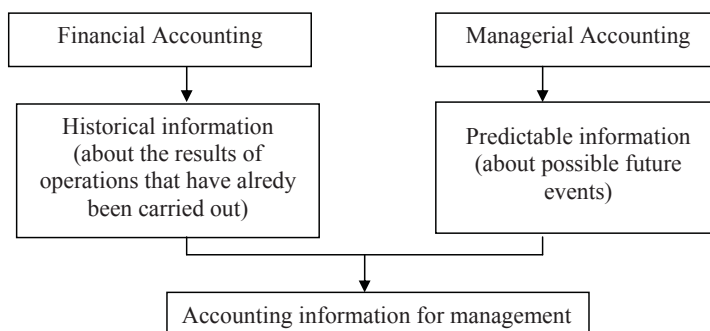


Fig. Types of accounting information

Source: compiled by authors



If the financial accounting describes the operations that have already taken place, then the main task of management accounting is to predict the effects of future operations.

Of course, in management accounting, historical information is used, but mainly for forecasting.

While the main function of financial accounting is continuous, complete and continuous reflection of all business transactions in the reporting period and the provision of necessary and reliable information to users, management accounting performs the following functions [2]:

- 1) budget planning;
- 2) organization of activity;
- 3) control and revision;
- 4) internal forecasting;
- 5) motivation and stimulation;
- 6) definition of break-even point.

For qualitative and effective implementation of managerial accounting at the enterprise, it is necessary:

- provide managers with all the necessary information, as well as confidential, because in case of incomplete possession of information management accounting loses any sense;

- develop a methodology specific to each enterprise. Such a methodology should include the parameters of managerial accounting (directions, articles of income and expenditure, distribution of total for all costs), accounting policies, reporting formats, procedures for obtaining information. In developing the methodology it is necessary to remember that in the management accounting the economic essence of the operation is higher than its legal form. In addition, in operational accounting, it is sometimes permissible to use documented non-verified information [3].

In this case, it is necessary to clearly distinguish the objects of management accounting, so the objects can be attributed:

- 1) directly structural units (subdivisions, projects, enterprises);
- 2) resources of the enterprise (fixed assets, stocks, goods, personnel, etc.)
- 3) business processes (consistent, targeted and regulated actions that transform resources into results);
- 4) performance results and key performance indicators [3].

Although management accounting may, in certain cases, comply with the general principles of accounting, but there are such principles that are inherent only for managerial accounting. The main principles of managerial accounting are:

- methodological independence — each structural unit can set its own rules regarding the order of management accounting;
- orientation of accounting for achievement of strategic goals of the enterprise — priority decisions at any level of the organization are the interests of the enterprise;

- effectiveness — the cost-benefit comparison is constantly carried out. In this case, the result of the activity must exceed the costs, if the damage is not included in the interim plan of the enterprise;

- responsibility — for the achievement and failure to achieve the results is the responsibility of the individual;

- completeness and analyticity — information should be as complete and accurate as possible;

- periodicity — the data should be displayed with a certain cyclicity [4].

In international accounting practice, there are two main options for linking management and financial accounting.

The first option involves an autonomous principle, in which there are accounts of both financial and managerial accounting. The connection between them is carried out with the help of paired control accounts, called mirror or screen accounts.

The financial result of the activity is determined both in financial and management accounting. Such a combination of these two types of accounting is quite common in the practice of Ukrainian enterprises, since this financial accounting is aimed at determining the financial result for tax purposes, and in the autonomous management accounting, economically viable results from the enterprise standpoint are found. The use of this method is due to the fact that the tax pressure on the majority of enterprises is so significant that jeopardizes its continued existence and normal functioning.

Also, the significant advantage of separating management accounting records from financial accounting accounts, in addition to improving the information services of different levels of management, creates conditions for maintaining commercial secrecy on the level of production costs and profitability of individual types of products [5].

The second version of the communication involves the one-knit (integrated) principle of interaction between accounts of financial and managerial accounting, which correspond with each other within the limits of one system of accounts. The use of an integrated approach to building a chart of accounts is typical for countries where there is no strict accounting regulation by the state and, consequently, there is no national plan of accounts. Accounting in these states is a self-regulatory system, since its rules, principles and concepts are developed and adopted by professional accountants [6, p. 96].

For qualitative and fast management of accounting at the enterprise it should be automated, so the researchers distinguish five main methods of automation, which have their advantages and disadvantages (*Table 2*). Therefore, in accordance with the specifics of each business, its scale and needs, enterprise management can choose the most suitable option among means of automation of management accounting. For example, a small enterprise with low incomes, a small number of employees and a



small amount of sales can use the electronic Excel systems that are affordable and multifunctional. While large enterprises, which need to maximize automation of work

and reduce the human impact factor on the account will use a lot of expensive, but that will save time for manual filling of ERP data system.

Table 2

Means of automation of management accounting

Method of automation	Advantages	Disadvantages
Excel spreadsheets	It does not require the cost of acquiring software — software, nor does it need to teach personnel to work with this program. Extensive work with this software.	There is a likelihood of errors occurring during data entry and calculation. Disadvantages are related to the program interface.
Accounting programs combining the functions of management accounting	Allows you to save time on entering operations, as the data taken by the accountant, fall into the management reporting.	Incompatibility of accounting data with the data of management reporting. Difficulties in implementation and technical support. Large resources in case you need to change the structure of the program.
Own developments	With a high qualification of specialists in the development of their own software, it is possible to get such a program that would satisfy all the features and requirements of the enterprise.	Significant development costs. It is necessary to constantly support and configure the software product. Great probability of error detection in the created program.
ERP systems	Wide possibilities for automation of all processes of the enterprise.	High cost, long-term implementation and great difficulty in changing the system architecture.
A regular accounting program, customized for managerial accounting	Cheaper, introduction over a short period of time, meets all the necessary requirements.	The need to engage third-party professionals to significantly change the structure of the system.

Source: compiled by authors based on [3].

One of the most important methodological stages of managerial accounting is the formation of a budgeting system. The main reasons for using budgeting in the system of managerial accounting are the need for qualitative planning, forecasting, monitoring and motivation. Budgeting is a specific method of management accounting, and at the same time, it is the object (budgeting process) and forms such «new» objects of management accounting, as:

1. The budget units of the enterprise, which are allocated in a separate structural unit or in a separate process and which are subject to budgeting. Often, in the management accounting such centers become «centers of responsibility», «cost centers»;

2. Budget expenditures are a set of expense indicators approved by the budget for a separate budget center;

3. Budget deviations are the difference between budget expenditures and actual cost figures for a predefined accounting period [7].

Budgeting, as an element of planning, promotes communication and coordination of enterprise departments, besides developing budgets and controlling their use, it allows:

- carry out periodic planning;
- identify resource requirements;
- optimize cash flows;
- allocate responsibility for budget execution;
- evaluate the performance of work in specific areas of activity;
- provide incentives for staff incentives depending on the level of budget execution [8].

The role of budgeting in the activities of enterprises is, first of all, that it contributes to the increased efficiency of the use of resources and costs. This task of budgeting is a

priority, since it determines the efficiency of the activity, the use of resources and costs, and compares them with the result achieved in the previous period. Budgets promote coordination in the following way:

- the availability of a well-designed plan, since the performers have to reconcile the relationship between individual operations and the enterprise as a whole;
- expanding the thinking of individual executives who help eliminate the narrow professionalism of specialists;
- detection of weak links in the organizational structure, problem communication, fixing responsibility of performers [9].

Conclusions. So, summing up the need for the use of managerial accounting at the enterprise, it can be argued about its critical need, even on an autonomous principle in relation to financial accounting, since it is management accounting that is aimed at obtaining profits by the enterprise. There is no need for significant investments for small businesses that can afford to use Excel spreadsheets to obtain complete information about their activities and set forth further goals adjusted for the data received. Also, it should be noted that for businesses of any size, it is expedient to use the method of budgeting to plan their activities and assess the implementation of previously set tasks.

The process of implementation of the management accounting system should be carried out in a calculated, phased, with an assessment of the effectiveness of each stage and careful planning of the next, since the costs of improving the management system should lead to undeniable and tangible effect for the enterprise. The obligatory condition of efficiency of the system of management accounting is the coherence of the work of all services and units of the enterprise, constant team



cooperation in the direction of the implementation of the agreed overall goals of the enterprise.

The main problem aspect at the present stage of management remains the question of the practical

application of the system of managerial accounting and the use of its information. Implementation of managerial accounting at the enterprise will increase the analyticity and efficiency of data.

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