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THE ACCOUNTING AND ANALYTICAL SUPPORT OF CRISIS MANAGEMENT AT BUILDING ENTERPRISES

The paper is devoted to the peculiarities of the accounting and analytical support of management at building enterprises, that combines elements of accounting, planning, analysis and integrated control and is able to timely and fully meet the requirements of managers in information for decision making in crisis situations. The suggested approach to accounting and analytical systems as a part of crisis management at building enterprises is to integrate accounting, analysis, and control organization, allowing to detect the early stages of a crisis in the activities of construction companies and to provide preventing measures against its occurrence and directions of adapting the system to changes in the external environment.

Keywords: *accounting, analysis, building, control, crisis, management, support.*

Nowadays a majority of Ukrainian enterprises is in crisis, so they are periodically unable to continue normal economic activity and promptly pay for financial liabilities. Especially, during the crisis significant losses are experienced by building complex, which is one of the most important sector of the economy and it's mission is to implement renovation, modernization, technical re-equipment of production in various sectors of the national economy. Therefore more than 50% of construction companies in Ukraine were unprofitable previous years [9].

The main reasons for the rapid economic downturn of Ukrainian building enterprises include:

- Raising interest rates and restricting mortgage lending to households, as a result reducing the availability of loans;
- Reducing lending for developers, which led to a decrease in project lending;
- The rising cost of building materials, construction work and energy, as a result increasing costs of construction;
- High inflation and the associated loss in savings have resulted in reduced demand for housing.

Considering these problems, in the business environment, which is characterized by risk and uncertainty, the accounting and analytical support of management is significantly important for the enterprises, those are in crisis or are close to it.

Practical experience demonstrates that the solution of problems concerning the accounting and analytical support of crisis management requires detailed theoretical study and development of specific methodological approaches to its organization, especially for companies that may be or are in crisis. Contemporary aspects of accounting organization are discussed in papers [4, 10]. The issues of crisis

management, financial management and aspects of economical security are now considered in papers [1-3, 6, 7, 11-13]. Highlighting the value of the research of these authors it should be noted that a number of unresolved theoretical and methodological issues concerning accounting and analytical support of crisis management at building enterprises has not received sufficient coverage and need more detailed study. These issues include the creation of information system at an enterprise, which combines elements of accounting, planning, analysis and integrated control and is able to timely and fully meet the requirements of managers in information for decision making in crisis situations. This determines the relevance of the study, the results of which will help improve the economical development of the construction companies.

The effectiveness of entrepreneurial activity largely depends on the rational organization of analytical work, covering all financial and economic processes in the company and is an integral part of its organizational and administrative structure. Insufficient attention to the formation of organizational structure leads to disruption of the logical relationship between the level of decision-making – accounting, control, analysis, planning and regulation [5]. A systematic approach to accounting and analytical process should be implemented for sustainable development of enterprises.

Accounting and analysis system is a system, based on operational data, statistical, financial and management accounting, uses statistical analysis of economic, industrial, and other background information.

Accounting and analysis system for building enterprises within crisis management is shown in Fig 1. The accounting and analysis system, that can provide the necessary information to take adequate current

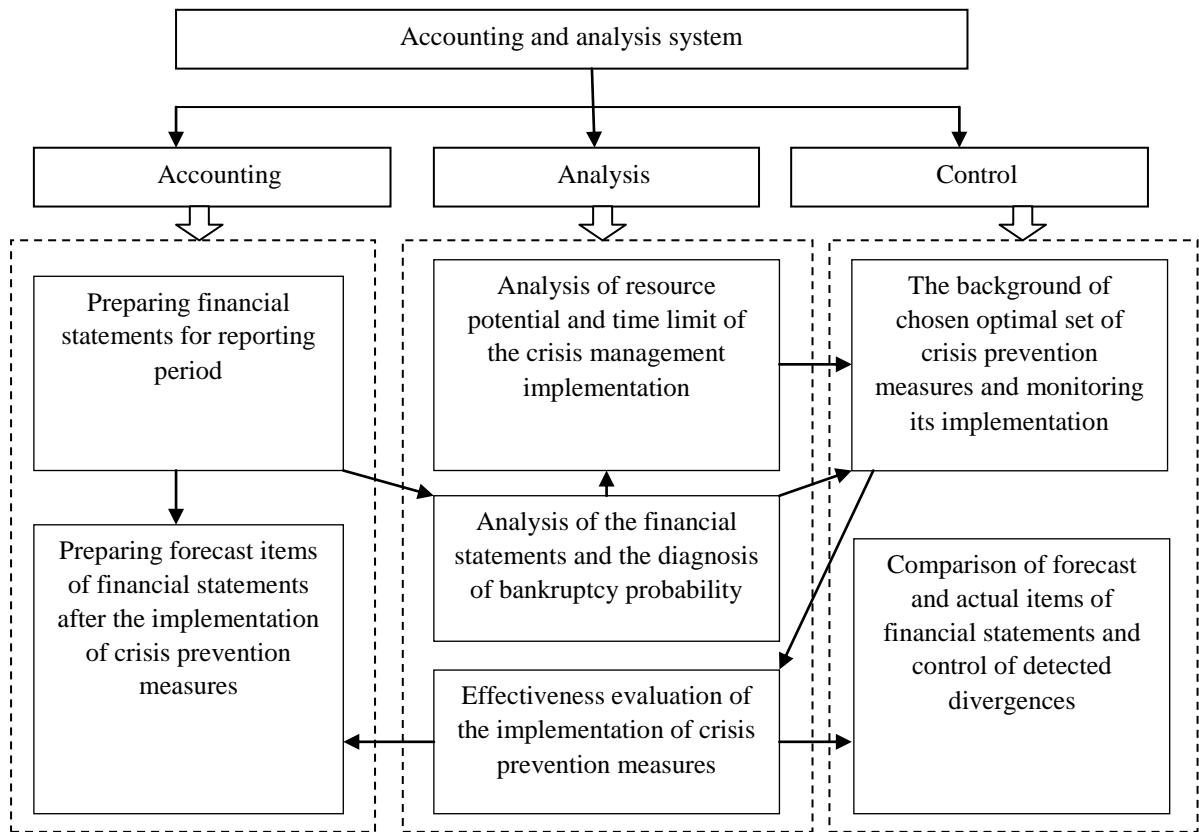


Fig. 1. Accounting and analytical support for crisis management at building enterprises

needs of management decisions in a crisis situation, includes subsystems of accounting, control and analysis.

The accounting subsystem is a process of identifying, measuring, recording, accumulating, aggregating, storing and transmission of information about the entity's activities to external and internal users for making decisions.

Analytical subsystem consists of the analysis of indicators selected as controlled by finding abnormalities, evaluation of divergences, determining relationship between these divergences and enterprise performance. The basic unit of analytical subsystems must include the analysis of the financial position of a company and the diagnosis of bankruptcy probability [8]. The results of the analysis and diagnosis make it possible to determine the depth of the crisis that has engulfed a company and, therefore, can determine the purpose and objectives of crisis management. Depending on the depth of the crisis the objectives may include: removing juridical entities with bankruptcy; prevent a situation of bankruptcy; localization of the crisis; financial stabilization; prevent recurrence of the crisis.

In the control subsystem includes monitoring and compliance checking process of the object taken control management solution, determining the results of

managerial influence on the managed object with deviations admitted in the course of these decisions.

To implement accounting and analytical support of crisis management it is advisable to create a special department at construction enterprises - accounting and analytical office. It's organizational structure should ensure consistent implementation of the classical management functions. This department should be based on the chosen strategy and specific management principles such as the observance of handling, delegation of authority, formation of optimal information flows [7].

The purpose of accounting and analytical office of a company is to increase the effectiveness through making informed operational and strategic management decisions. This is important for the development of technology and organization of accounting and analytical process in the construction business.

The objective of accounting and analytical office consists of continuous research of the relationship between production resources and production process (the technology of a company). The results are aimed at evaluating the structural subdivisions (responsibility centers) of enterprises, diagnosing and looking for new opportunities to reach the goal, forming the new criteria to correct operational plans and objectives influenced by external and internal environment, and developing

effective management decisions under uncertainty, conflict and risk.

The functions of accounting and analytical office of companies are in collecting primary data; fixing the information coming from the external environment and structural subdivisions (responsibility centers) of business; its processing and systematizing; analysis and structuring of findings; forming reports.

The suggested approach to accounting and analytical systems as a part of crisis management at building enterprises is to integrate accounting, analysis, and control organization, allowing to detect the early stages of a crisis in the activities of construction companies and to provide preventing measures against its occurrence and directions of adapting the system to changes in the external environment.

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ОБЛІКОВО-АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ АНТИКРИЗОВОГО УПРАВЛІННЯ НА БУДІВЕЛЬНИХ ПІДПРИЄМСТВАХ

Ю.І. Мізік

Стаття присвячена особливостям обліково-аналітичного забезпечення антикризового управління на підприємствах будівельного комплексу, що поєднує у собі елементи обліку, планування, аналізу та інтегрованого контролю і здатна своєчасно і в повній мірі забезпечити потреби менеджерів у інформації для прийняття рішень в кризових ситуаціях.

Ключові слова: аналіз, будівництво, забезпечення, криза, менеджмент, облік.

УЧЕТНО-АНАЛИТИЧЕСКОЕ ОБЕСПЕЧЕНИЕ АНТИКРИЗИСНОГО УПРАВЛЕНИЯ НА СТРОИТЕЛЬНЫХ ПРЕДПРИЯТИЯХ

Ю.И. Мизик

Статья посвящена особенностям учетно-аналитического обеспечения антикризисного управления на предприятиях строительного комплекса, сочетающего в себе элементы учета, планирования, анализа и интегрированного контроля и способна своевременно и в полной мере обеспечить потребности менеджеров в информации для принятия решений в кризисных ситуациях.

Ключевые слова: анализ, кризис, менеджмент, обеспечение, строительство, учет.