

THE ROLE OF FINANCIAL CONTROL AS A SYSTEM OF EFFECTIVE GOVERNANCE BY JOINT ACTIVITIES Applications

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Abstract

The theoretical approaches to the definition of the essence of concepts "controlling" and "financial control" are generalized and analyzed. As a result, it was discovered that scientists consider financial control as a subsystem controlling an enterprise or as an enterprise management system as a whole. Proposed self-determination of financial control of joint activities. It is substantiated that financial control is a system of effective management of financial and economic activity of a joint venture, which includes planning, accounting, control, analysis, management information provision for achievement of strategic and operational objectives of joint venture. The strategic focus of financial control is emphasized.

Keywords: controlling, financial control, planning, control, management, joint venture, joint activity.

1 Introduction

The conditions in which domestic enterprises are created and developed require the management personnel to constantly improve their business operations. A comprehensive approach to managing a business through a financial control system, as evidenced by the experience of businesses in developed countries, is one of the best ways today to achieve high business results. Exacerbation of the global financial crisis, growing dynamics of changes in the external economic environment, Ukraine's desire to integrate into the European market require enterprises to apply modern and effective management technologies. Increased competition, including from foreign firms, shortening the life cycle of products, ensuring the achievement of long-term goals set by enterprises lead to the need for prompt processing of a large amount of various financial and economic information, timely providing it to the heads of all departments for making management decisions, plans, coordination and ensuring effective control of their implementation at enterprises, including implementing companies joint activities.

Overview

Today for enterprise controlling is a necessity as prediction and prevention activities, in particular risk – one of the major challenges facing local entrepreneurs. Therefore, controlling is an important tool for the successful functioning of the enterprise because: provides management and shareholders with the necessary information for making management decisions by

integrating the collection, processing, preparation, analysis, interpretation of information; provides information for the management of human and financial resources; ensure effective use of resources and financially stable; contributes to the optimization based on "revenue – expenses – profit.

Grigorov O.O. [5] regards controlling as an adaptive, complex dynamic set of interconnected elements that serve the purpose of ensuring the long-term effective functioning and development of the enterprise by coordinating and directing the efforts of all divisions and services.

Lipich L.G. and Gadevich I.O. [13] interpret the concept of controlling as a set of methods and procedures that are intended to provide a methodological and organizational basis for supporting the basic functions of management activity in the enterprise: planning, organizing, motivating, regulating and controlling.

Prymak S.V. [19] Under control should be understood the system of information support for management decisions based on the use of a set of methods and procedures for financial diagnostics, methodological and consulting support, as well as for coordination of planning.

Meyer E. defines controlling as the guiding concept of effective management of a firm and ensuring its long-term existence. [14, p. 9] He emphasizes that feedback is provided in the control loop. Controlling ensures the survival of an enterprise in two aspects: short-term - profit optimization and long-term - maintaining and maintaining the harmonious relations and relationships of this enterprise with the social spheres: natural, social, economic. [14, p. 88] Gradov A. states that controlling

is necessary to ensure the survival of the enterprise at the stages of strategic and tactical management [4, p. 217]. Antashov V. emphasizes that controlling, as a certain concept of enterprise management, is focused on its long-term and effective functioning in constantly changing economic conditions. [2, p. 93]

From the point of view of Karminsky A., Oleneva N., Primak A., Falko S. Controlling is the philosophy and way of thinking of managers who are focused on efficient use of resources and development of the enterprise (organization) in the long run. [10, p. 12]

Thus, these definitions emphasize the focus of controlling on ensuring the survival and long-term effective functioning of the enterprise.

Mann R., Mayer E. Define Controlling as a Management System for the Process of Achieving the Ultimate Purpose and Performance of a Firm, the Enterprise Profit Management System [14, p. 8] Cost is one of the main factors affecting a company's profit. Therefore, scientists specify the content of controlling as a system of cost and performance management, which helps to achieve the goals of the enterprise, avoids surprises and promptly turn on the red light when the economy of the enterprise is threatened by the danger that requires taking counter-measures. [13, p. 21]

Zagorodniy A. states that controlling is a functionally separate line of economic work in an enterprise, connected with the realization of a financial and economic commentary function in management for making operational and strategic management decisions. [7, p. 230]

In scientific works it is possible to allocate approach to defining the essence of controlling with emphasis on supervision. Borisov A. argues that the controlling – the system of continuous evaluation of all aspects of activity of the enterprise, its departments, officers, employees terms of timely and quality execution of tasks of the strategic plan, identification of deviations and acceptance of urgent, robust measures that set targets were achieved in all the changes in the economic situation. [3, p. 330] of Louth Yu., Gerasimov B. define controlling as a control system, which provides the concentration of control actions on the most priority directions of financial-economic activity of the enterprise, the timely detection of deviations of actual results from planned and management decisions to ensure its normalization. [12]

This view is supported Grigorash I. A. that determines that the controlling is a system of business management that integrates, coordinates and directs the activities of all divisions on achievement of short-and long-term goals. [6] that Is controlling, is designed to ensure the achievement of business objectives through coordination of activities of all departments and management subsystems.

Considering controlling as a system, scientists distinguish several of its elements. Stefanyuk I. defines controlling as an accounting and analytical system that implements the synthesis of elements of accounting, analysis, planning, control, provides both operational and strategic

management of the process of achieving the goals and results of the enterprise. [20, p. 149]

From the point of view of Petrenko S., the controlling system is a synthesis of elements of accounting, analysis, control, planning, implementation of which ensures the development of alternative approaches during the operational and strategic management of the process of achieving the ultimate goal and results of the enterprise. [17, p. 15].

Anankina E., Danilochkina N., Danilochkin S. argue that controlling is a complex structure that integrates such diverse elements as goal setting, planning, accounting, control, analysis, management of information flows and making recommendations for management solutions. [1, p. 22]

According to Tereshchenko, O. controlling is a special self-regulatory system of methods and tools, which is aimed at functional support of enterprise management and includes information support, planning, coordination, control and internal consulting. [21, p. 404].

In practice, there are different areas (sectors) of controlling: financial control, sales control, divisional control, production and purchasing control, etc.

Depending on the control object allocate financial, investment, marketing, production controlling, personnel controlling. The study revealed that financial controlling is interpreted in a narrow and broad sense. In the narrow sense of financial controlling is the subsystem of controlling of enterprises implementing result-oriented management of the finances of the company through the use of methods and tools of financial management, ensure a continuous flow of internal and external information to make management decisions. [10]

A. Tereshchenko, argues that financial controlling is an information management system for coordinating all management subsystems and involves the use of methods and procedures of budgeting, strategic planning, management accounting, financial diagnostics, investor relations, risk management and internal control, which collectively focused on improving the efficiency of financial and economic decisions and increase the value of the company [21].

Decision

The ambiguity of the interpretation of the essence of financial controlling is related to the historical development of views on the process of managing the financial and economic activity of the enterprise, with the complexity of management and accounting functions, their distribution in time and between departments of the enterprise.

Financial control is based on a system of costing, determining the relationship between output, cost and profit, the amount of time spent on production, the cost of operating machinery and the management of other indicators that characterize the level of production capacity and resources of all types.

Therefore, financial controlling as a science is related to the management and regulation of financial activity, which uses a system of obtaining and processing financial information on the technical and economic performance of the enterprise. It should be noted that the control services do not make decisions directly, but carry out their preparation, functional and information support and control over the implementation.

Management information should be provided in a user-friendly form. To this end, relevant information is first processed, summarized, analyzed and submitted to users in the form of reports, reports, notes, summaries, recommendations, forecasts. In Ukraine, financial controllers mainly need foreign-owned companies, branches and representative offices of international corporations, as well as those companies that plan to enter the global securities market.

Conclusion

Thus, the constituent elements of financial control, as an enterprise management system, are the

purpose, tasks, functions, principles, methods, tools, information support, workflow system, controlling service.

Financial Controlling is an effective technology for managing a joint venture of an enterprise, focused on the future with an integrated system of elements of information support, accounting, analysis, control and planning. Financial Control ensures the achievement of strategic and operational goals of the enterprise on the basis of coordination of plans and activities of all divisions.

Harmonization of theoretical approaches to determining the essence of financial controlling is the basis for developing a system of theoretical, methodological and practical recommendations for its implementation at joint ventures, taking into account the features of the external and internal environment of the functioning of joint ventures at present.

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