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Table of Contents

Physics

M. Pardy	From Einstein to Stobbe-Sauter photoeffect and Related Problems	1
-----------------	---	---

Chemistry

Y. Honchar	Investigation of the Kinetics of Fermentation of Pumpkin Pulp	51
-------------------	---	----

Economics

V. Gavrylenko	Budgeting in Anti-Crisis Management	64
----------------------	---	----

Architecture

G. Negay	Architectural Environment and Emotions	69
-----------------	--	----

Linguistics

H. Lukianets	Semantic Extensions of Green Colour Terms in Contemporary English and Ukrainian Fiction	78
---------------------	---	----

M. Lukianets	Basic Notions and General Characteristics of Conflict Communication	83
---------------------	---	----

T. Lukianets	Transformation of Traditional Characters' Images in Contemporary English and Ukrainian Literary Fairy Tales	88
---------------------	---	----

Pedagogic

N. Mukhitdinova, E. Eshov	Improvement of Psychology and Pedagogical Process on Physical Training	93
--------------------------------------	--	----

S. Kushniruk	Classification of Principles of Education and Teaching Learning Process in Ukrainian Didactics in XXth – the beginning of the XXIst Century: Attempt of Retro Analysis	97
---------------------	--	----

N. Radwan, O. Shcholokova	Methodological Means of Forming Performance Skills in Teacher-Violinist in the Process of Professional Preparation	108
--------------------------------------	--	-----

H. Ruda	The Features of Pupils' Music Development in Primary School	120
----------------	---	-----

Tourism

J. Kurbanov	Ecological Tourism: Prospects of Development	128
--------------------	--	-----

	Manuscript Guidelines. Where to Find Us	133
--	---	-----

Toronto, January/February 2018

Budgeting in Anti-Crisis Management

Valentyna Gavrylenko

*Candidate of Economic Sciences, Associate Professor,
Cherkasy State Technological University, Head of the Department of Accounting,
Analysis and Audit, Cherkasy, Ukraine*

Abstract

The economic essence of budgeting as a tool of anti-crisis management in accounting is considered. It is determined the role of management accounting information as the source of information in the budgeting system. The task and the classification of functions of budgeting in anti-crisis management are characterized. It is concluded that the use of management accounting information allows budgeting not only individual business processes but also the enterprise as a whole, and considering it as a single integral business process.

Keywords: budgeting, anti-crisis management, accounting, management accounting, business processes, budgets

JEL Classification: G 33, D 57, M 21, M 40, M 49

Introduction. In conditions of market competition, uncertainty and risk, enterprises seek to achieve the highest financial results by reforming both the internal structure of the enterprise and management methods. The deterioration in the financial position of an enterprise can occur both internally and externally. However, such a reason may be a variant of inefficient enterprise management, which could lead to bankruptcy of the enterprise.

Research analysis and problem statement. The study of scientific literature made it possible to conclude that a holistic scientific and methodological approach to the system of managing the activity of an industrial enterprise in conditions of uncertainty and risk that can be applied at all enterprises is absent, therefore, the introduction of a budgeting system for the implementation of anti-crisis management tasks is an actual topic of research. The purpose of the article is to determine the place of management accounting information and budgeting in anti-crisis management.

Budgeting (planning, budgeting) is a system of coordinated management of separate structural units of an enterprise that uses certain financial instruments - budgets, on the basis of systematic processing of economic information and balanced financial indicators for the achievement of strategic tasks in a dynamically changing environment. As it was proved earlier, it is possible to achieve a high level of activity and to avoid a crisis by introducing an effective anti-crisis management, which is intended to predict the emergence of a crisis, take measures to reduce its risk, increase the competitiveness of business and prevent bankruptcy of the enterprise.

The most important component of anti-crisis management is a planning process, during which the development of plans (strategies) of the enterprise in the conditions of resource constraints is carried out. One of the most effective tools for modern planning is budgeting, which provides management of the company with timely, accurate and complete information. The main task of budgeting in anti-crisis management is to create a holistic management system to ensure the effective operation of the business entity through the targeted orientation and coordination of all actions involving the change of own and involved economic assets of the enterprise and the sources of their formation, in order to identify the symptoms of the crisis on early stages and reduce its impact on financial performance.

An effective budgeting system is aimed at developing and implementing measures that allow: to adjust the activities of all structural subdivisions of the enterprise to achieve the planned financial result, allocating areas of responsibility by appointing responsible persons and distributing the functions of management between the heads of divisions; to accelerate the information exchange and interaction of structural subdivisions of the enterprise with each other by introducing automated accounting and reporting technologies for the adoption of constructive managerial decisions;

to predict critical periods in the enterprise's activity, to determine the necessity and the maximum limit of external financing and optimize the financial flows of the enterprise, taking into account external and internal factors of influence by applying the most effective forms of organization for achieving their balance and simultaneous growth; to identify strengths and weaknesses in enterprise management and factors contributing to the emergence of a crisis, to make necessary management decisions to prevent bankruptcy; identify the risks of the company in a timely manner and develop models for efficient use of resources by choosing alternative solutions; to identify possible internal and external reserves of the enterprise in order to prevent the crisis phenomena or minimize its negative consequences; evaluate the effectiveness and impact of the internal control system on the accomplished goals and objectives.

The generalization of scientific ideas to the definition of the concept of budgeting functions of both foreign and domestic scientists made it possible to distinguish the main ones: planning, organization, stimulation, control. In our opinion, budgeting in the information provision of anti-crisis management has certain features, so this classification should be supplemented. The refined classification has the following form:

1. Planning: the definition of the goals and tasks of the enterprise, the development of

action plans and the adoption of alternative solutions aimed at identifying the internal and external factors of influence that may lead to a crisis; communication - bringing plans to heads of structural divisions and centers of responsibility.

2. Organization: target orientation and coordination of various activities; creation of a holistic management system for all types of activities aimed at preventing the crisis of the enterprise.

3. Stimulation: motivation of employees to achieve the goals of the enterprise; courses for managers .

4. Control: control over the implementation of the budgets and results of the enterprise activity and its structural divisions; assessment of the influence of the decisions taken on the activity of the enterprise.

All activities of structural units are reflected in budgets, which are consolidated at the level of business processes, services and enterprises as a whole. Schematically this is shown in Figure 1.

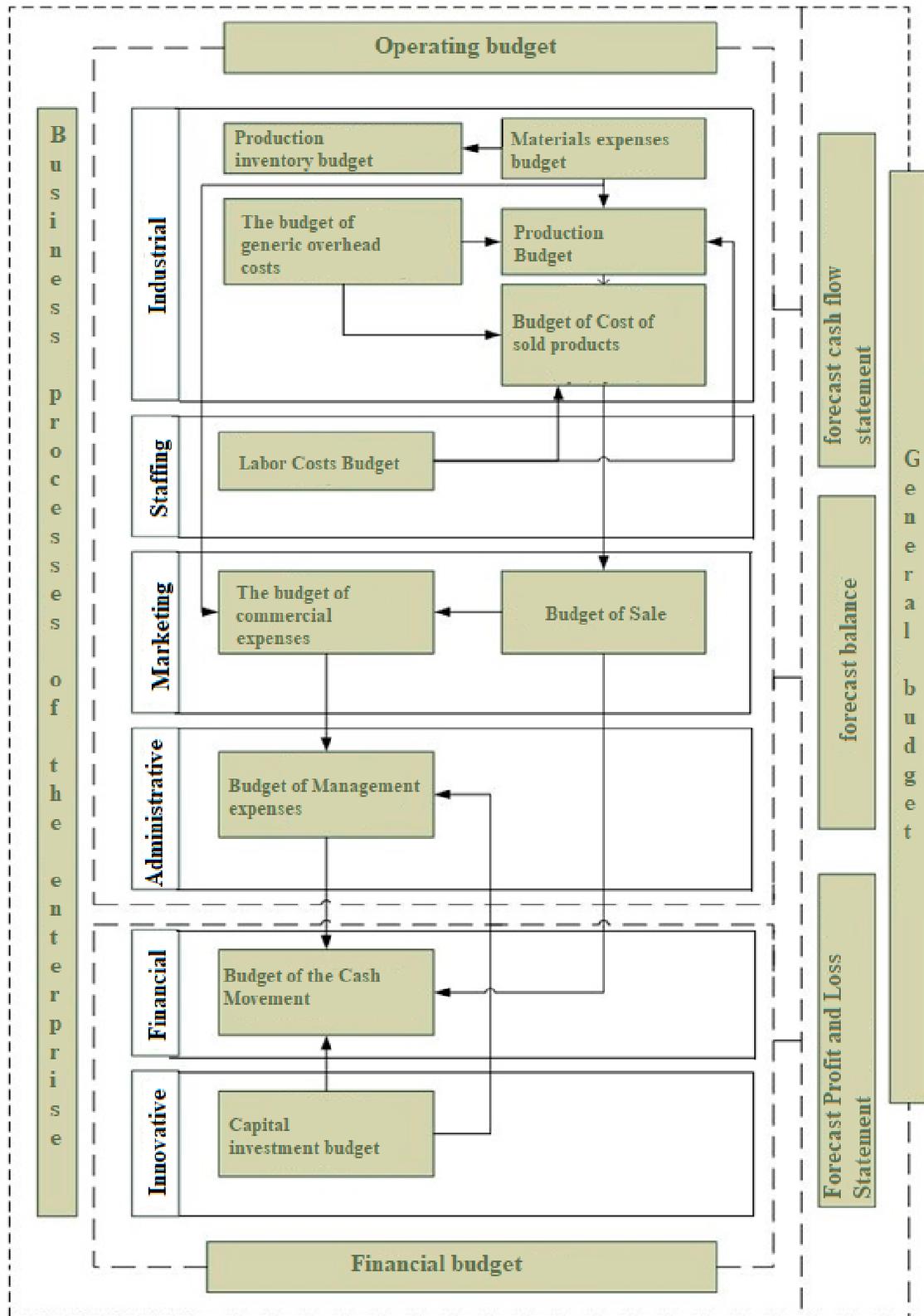


Figure 1. Consolidation of budgets with business processes of the enterprise in the general budget of the enterprise (Source: developed by author)

The budget thus becomes a highly effective anti-crisis management tool that allows both in real-time and by individual results to monitor the activity and performance of each center separately, each business process and the entire enterprise as a whole through a system of plan-actual deviations.

Conclusions. It can be concluded that in order to achieve goals, anti-crisis management should use an integrated system of managerial accounting and budgeting. Using management accounting information allows to budget not only individual business processes but also the enterprise as a whole, and to consider it as a single integral business process. The direction of further research is the development of the organization of accounting and management in each business process of the enterprise in anti-crisis management.

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