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METHODOLOGICAL ASPECTS OF FINANCIAL CONTROL AT THE ENTERPRISE

Antonenko Valentina,

Ph.D., Associate Professor, Associate Professor of the Department
Management and financial and economic security

Amelnytska Mariia,

applicant majoring in Finance, Banking and Insurance
Donetsk National Technical University,
Pokrovsk, Ukraine
mamelnitskaya00@gmail.com

Abstract: The article reveals the essence of financial controlling as an important factor in improving the efficiency of financial and economic activities of enterprises; features of the organization of financial controlling are investigated; its subject-object and subject structure, as well as classification features are highlighted. The main functions and principles of financial controlling are systematized, which allow to study it both in terms of regulation and from the standpoint of implementation of monitoring, communication, preventive, warning and incentive processes.

Keywords: financial controlling, controlling, management decisions, control, financial activity

The formation of an effective mechanism of financial control of modern enterprises in today's conditions is becoming a mandatory and important task of financial policy. It is well-known that obtaining reliable and complete information about the activities of individual enterprises, organizations and institutions allows to organize control over their functioning in order to develop long-term development strategies.

However, according to experts' evaluation, the existing system of financial control at modern domestic enterprises is characterized by certain contradictions and has a number of shortcomings. Given the underestimation of the importance of financial controlling and the presence of certain crises in the domestic economy, as well as inefficient spending of budget funds, the problem of forming an effective system of financial controlling in domestic enterprises needs a priority solution.

Therefore, it seems appropriate to explore and analyse ways to improve the efficiency of the financial controlling system in enterprises.

In the domestic scientific and methodological literature, theoretical and methodological aspects of financial controlling are given enough attention, in particular in the works of I. Basantsov, T. Vasilieva, N. Vyhovska, M. Kucheryavenko, L. Odintsova, V. Mitrofanov, V. Pikhotsky, L. Savchenko, I. Stefanyuk, D. Savchuk, F. Freiberg. The diversity of scientists' opinions on the nature and components of financial controlling in the enterprise makes it appropriate to study its substantive form, to determine its inherent properties and components.

The purpose of the study is to diagnose the components and features of financial controlling in the enterprise.

Presentation of the main material of the study with a full justification of the obtained scientific results. The main purpose of financial controlling is to ensure long-term stable operation of the enterprise, the conceptual idea - to compare real indicators with the planned ones, and the implementation on its basis of the necessary adjustment of financial processes.

In the scientific literature, we can identify various points of view on the content of financial controlling (Table 1).

Studies of the use of the definition of "financial controlling" have shown that some scholars identify financial controlling with controlling business processes, which include in the areas of financial controlling and logistics, and production and sales, and so on. Obviously, almost all business processes are related to finance and it is necessary to determine the financial capabilities and efficiency of their flow, the consolidation of the functions of controllers reduces the effectiveness of management

decisions. Other researchers define financial controlling as a specific activity related exclusively to business financing (granting and repaying loans, raising capital), auditing financial activities, and the use of financial instruments.

Table 1

The essence of financial controlling in the works of various scientists [3-6]

Author	Definition
As the controlling of business processes	
F. Freiberg	Financial controlling is a subsystem of enterprise controlling, the purpose of which is to ensure the optimal level of financial balance of the business entity, maximize the cost of capital and profit
T. Vasilieva	Financial controlling should be defined as a holistic system of methods of planning, accounting, analysis and control, which operates on quantitative indicators and provides support to financial management in the enterprise to achieve the goal of its activities for the most efficient use of financial resources
O. Tereshchenko	Financial controlling is a special self-regulating system of methods and tools, which is aimed at functional support of financial management of the enterprise and includes information support, planning, coordination, control and internal consulting
As the specific function of financial activity management	
D. Khan, H. Khunhenberh	Financial controlling realizes the main monetary goal of the company - optimizes financial results by maximizing profits and cost of capital while maintaining stable liquidity and solvency of the enterprise
O. Kokovikhina	Financial controlling - a controlling subsystem that performs result-oriented financial management of the enterprise through the use of methods and tools of financial management, ensuring a continuous flow of internal and external information for management decisions
V. Odnovolyk	Financial controlling is a set of functions to ensure a stable financial condition of the enterprise: liquidity and solvency. Financial controlling is an integrated subsystem for ensuring the adoption of sound and motivated management decisions, which is based on the use of methods of financial planning, financial control and financial analysis

The implementation of the financial controlling system in the enterprise and its improvement should correspond to the classic management cycle PDCA (Plan -

Do - Check - Act), which provides continuous improvement of processes in the enterprise. Provided that the basis is the mentioned cycle, the process of improving the system of financial controlling at the enterprise should be presented in the form of a diagram (fig. 1).

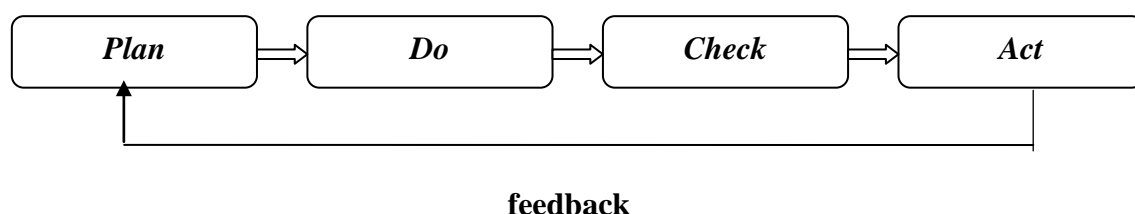


Fig. 1. The process of improving the functioning of the financial controlling system at the enterprise

The essence and nature of the definition of "financial controlling" in terms of a systematic understanding of its nature allows us to distinguish its subject-object and subject structure. The subjects of financial controlling include enterprises, organizations, institutions and other controlling bodies, which on the basis of the legislative acts in force in Ukraine and in accordance with the established powers carry out verification of compliance with financial norms and standards over the objects of financial control. The peculiarity of the controlling body as an entity is that it can also be the object of financial control for others.

The object of financial controlling can be enterprises, institutions, organizations, as well as individuals who are checked for compliance with the processes of formation, distribution, redistribution and use of financial resources and property management. Sometimes scientists consider management decisions, business and financial transactions as the object of controlling.

The subject of financial controlling can be a specific object to which control actions are directed, namely: the methodological apparatus of the process responsible for conducting financial controlling. Usually the subject of financial control is the activity of the objects of financial controlling and its separate aspects. Thus, at the enterprise level, the subject of financial controlling is a set of financial and economic operations and processes related to the reproduction of means of production,

distribution, redistribution and sale of products, reproduction and expansion of production assets.

The application of a systematic approach in the study of methodological aspects of financial controlling requires the establishment of methods or means of influence, namely the types, forms, methods, functions, principles, which relate to the components of financial controlling. At the same time, the system of financial control should include ensuring its functioning, i.e. communicative, organizational, personnel, institutional, methodological and informational. A characteristic feature of financial control is that, regardless of the stage of its implementation, it has a systemic purpose, and therefore aimed at achieving a specific goal and objectives.

The formation of a scientifically sound classification of types and forms of financial controlling is a key element of its rational methodology and organization, as it solves the problem of both theoretical and applied aspects of economic and financial development of the enterprise. At the same time, most scholars classify financial controlling using different criteria, which leads to differences in the interpretation of the essence of different economic categories. The opinion of economists is unanimous that the division of financial control by types, forms, methods, as well as the separation of its functions and principles is of great theoretical and practical importance [2].

Under the methods of financial control is understood as a set of tools or actions of theoretical and practical direction, focused on its organization. Thus, the methods of financial control are the formed methods (techniques), the application of which is aimed at the implementation of its functions by the relevant entities.

The analysis of scientific approaches to the classification of financial controlling by types allowed to single out the most common of them (Table 2).

The implementation of the classification of financial controlling by the above types ensures their close relationship, while complementing each other, these types of species provide a continuous nature of financial controlling.

Table 2**Types of financial controlling [3 - 5]**

Classification feature	Varieties of financial controlling
According to the entities, exercising control	<ul style="list-style-type: none"> - state, - audit, - departmental, - domestic, - public
According to the content	<ul style="list-style-type: none"> - budget, - tax, - currency, - credit, - insurance, - investment
According to the level of control measures	<ul style="list-style-type: none"> - national, - branch, - regional, - object
According to the nature of relationship	<ul style="list-style-type: none"> - controlling subjects, - controlling objects
According to the information resources	<ul style="list-style-type: none"> - documentary, - actual
According to the target direction of control actions	<ul style="list-style-type: none"> - strategic, - tactical
According to the place of implementation	<ul style="list-style-type: none"> - on-site control, - remote
According to the division of controlling entities that carry out controlling	<ul style="list-style-type: none"> - direct - representative

The functions of financial controlling act as a manifestation of its essence in practical application. There is no single approach among scientists to determine the types of financial controlling functions. According to [4], the functions of observation, cognitive, information-analytical, preventive, mobilizing, as well as the functions of promoting the activities of economic entities and providing recommendations for action and improvement of the management system are distinguished. At the same time, the author in [5] identifies the following functions: informational, analytical, stabilizing, law enforcement, preventive and educational. In [3], financial controlling most fully reveals its essence only through informational, preventive and mobilizing functions.

Analysis of the views of scientists on the understanding of the functions of financial controlling allows their systematization:

- search - allows you to search for factors that have a negative impact on the object of financial control in order to take further measures to eliminate or correct the threatening situation;

- mobilizing - aimed at identifying not only negative but also positive effects on the object of financial control, as well as finding the preconditions for their occurrence;

- informational - provides information as a result of control and management decisions to determine measures that will positively affect the object of controlling in accordance with the established norms of current legislation;

- analytical - provides a thorough analysis, study and processing of information obtained during the control activities in order to make the necessary decisions in accordance with the defined purpose and objectives of financial controlling;

- organizational - aimed at organizing the formation and practical application of measures to improve the activities of regulatory authorities, which involves the use of instruments of state coercion;

- stabilizing - ensures the improvement of financial and economic activities of enterprises, as well as the application of measures to identify internal reserves of production for the growth of financial resources;

- communication - aimed at establishing, maintaining and developing a system of public communications that arise in the process of financial controlling;

- ethical - promotes the development, implementation and observance of ethical norms and standards of activity of persons working in the field of financial controlling.

The proposed approach to the systematization of financial controlling functions allows to expand the content of its traditional understanding not only in terms of its regulation, but also from the standpoint of implementation of monitoring, communication, prevention, warning and incentive processes.

The principles of financial controlling are understood as a set of rules and regulations aimed at organizing control procedures in general.

The most general principles of financial controlling are the principles of legality, hierarchy, subordination of the subjects of financial controlling to the rule of law. In accordance with international practice and, in particular, the Lima Declaration highlights the principles of independence of the subjects of financial controlling, which is provided at the legislative level; independence of financial controlling as a sign of modern democracy; synergies of current and actual financial controlling; openness of financial controlling and observance of the principle of publicity; internal and external controlling to ensure effective interaction of the general mechanism of financial controlling.

Analysis of the views of domestic and foreign scholars on the understanding of the principles of financial control allowed to systematize them:

- legality - the activities of regulatory authorities must comply with current legislation, which defines their functions, rights, duties and responsibilities;

- objectivity - the results of financial controlling must be independent of any influence of the entity or certain conditions or circumstances;

- systematic - covers the whole set of the process of financial control to ensure it at all stages of the movement of funds in the financial and production spheres by creating an appropriate organizational control system;

- liability - determines the impact of measures of a positive nature in the case of conscientious work and measures of a negative nature: from remarks about errors in work to the application of disciplinary sanctions - for unscrupulous activities;

- regularity - provides for the implementation of control measures by all regulatory authorities on the basis of regularity in the time governing the control process;

- prevention - provides for early control in order to prevent significant deviations of the actual implementation of the financial process from the established norms;

- coordination - involves the coordination of activities of regulatory authorities in order to prevent duplication of inspections and unnecessary distraction of employees of controlled units or departments;

- separation of functions and powers - is the absence of duplication in the activities of financial controlling bodies;

- effect activity - aimed at ensuring the timeliness and completeness of detection of deviations from the specified parameter, finding the causes and culprits, as well as prompt correction of errors that caused negative consequences, as well as compensation for material damage;

- confidentiality - confidentiality of the information received as a result of the carried-out control.

Within the classification features of methods or means of financial controlling, it is advisable to distribute it by supply components, namely using:

- communicative support, which means actions' coordination of controlling bodies with subjects of controlling, state bodies and the public;

- organizational support in the form of structural organization of the subjects of financial controlling, standardization of control measures, comparison of their results;

- staffing - the unity of the subjects of financial controlling on personnel policy issues; level of professional training;

- institutional support in the form of a clear structure of departmental subordination, the presence of priority between the specially created bodies, the presence of the concept of defining the bodies of financial controlling, the scope of their activities, the strategy of reform and development of finance;

- methodological support, which contains the standardization of methodological recommendations for the organization and conduct of financial control, registration of its results, evaluation of the effectiveness of the activities of controlling bodies;

- information support, which means the creation of the Program of informatization, the state information-analytical system, a single information system for the detection of violations in the financial sphere.

Conclusions. Financial controlling is an integral part of the effective implementation of financial and economic activities of enterprises, aimed at

providing regulatory authorities with reliable information on the accumulation and use of financial resources by enterprises in order to implement timely, adequate and appropriate measures.

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