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INFORMATION AND ANALYTICAL SUPPORT FOR THE MANAGEMENT OF TANGIBLE CURRENT ASSETS OF THE ENTERPRISE

The paper investigates that the realization and control of the implementation of management decisions on tangible current assets is impossible without appropriate information and analytical support of this process. The main prerequisites for creating an effective management system of tangible current assets are indicated. The definition of information-analytical support of tangible current assets management of the enterprise is offered, which allows to consider it as: a component of tangible current assets management system; purposeful set of actions of management staff; the process of forming and transmitting available analytical information. It is established that the technology of accounting and analytical management of tangible current assets involves three stages: previous, basic and final. The characteristics of these stages are given and the tasks, the solution of which is realized within the functional subsystems of accounting, analysis, control, planning and forecasting, are determined. The authors define the object and subject, the purpose of management of tangible current assets, the task is formed, the principles of the system of management of tangible current assets of the enterprise are substantiated. Implementation of stages of technology to create appropriate information and analytical support is possible only with adequate management and technical support. Management support is related to determining the amount and structure of information needed for managers at different levels; clear setting of parameters and settings of the information exchange system; application of reliable methods of protection of the available information; using adapted information to justify and make strategic decisions. Technical support involves the use of computer engineering means, which allows you to filter, verify, duplicate and store information.

Keywords: tangible current assets, information and analytical support of management, management principles, conceptual management model

INTRODUCTION

The stability of enterprises and increasing the level of their competitiveness require a flexible policy of management of financial and economic resources, and, in particular, tangible current assets. The success of this depends on the quality of information support for management decisions in the field of material support of production, and requires the creation of an effective management system tangible current assets enterprise.

It should be noted that the management process of tangible current assets involves the preparation, adoption and implementation of decisions on the purposeful formation and effective use of tangible current assets, as well as ensures the achievement of high economic results in accordance with the strategic and current goals of the enterprise.

Theoretical-methodological and applied issues of current assets management are the subject of close attention of modern economists, including the work of I. Blank, A. Poddierohin, H. Kireitsev, N. Vlasova, T. Momot, V. Sheludko, Yu. Bryhkhem, and L. Hapenski, L. Bernstein, I. Balabanov, V. Kovalov, O. Stoianova, N. Kreinina, et.al.

However, despite the large number of publications, many aspects remain open for further development. In particular, they need a proper scientific substantiation of the formation of the management system of the tangible current assets, which takes into account the specifics of the industry and the current situation of industrial and commercial enterprises; determining the stages of the tangible current assets management process; providing information and analytical support to the tangible current assets. We

believe that the development, implementation and monitoring of management decisions on tangible current assets is impossible without appropriate information and analytical support of this process. The problem of information and analytical support of enterprise management is dealt with by many domestic and foreign scientists, among whom V. Bazylevych, O. Hudzynskyi, M. Demianenko, H. Kireitsev, O. Khorin, D. Chervanov, R. Dzhekson, A. Striklend, A. Tompson, R. Khisrik, et.al. However, the issues of information and analytical support for the management of tangible current assets of industrial and commercial enterprises are still insufficiently developed, and in the context of the importance of timely and prompt response to changes in internal and external environment of enterprises, become especially relevant.

The **PURPOSE** of the paper is to study the modern prerequisites for the formation of the management system of the tangible current assets of the enterprise; determining the stages of the process of management of tangible current assets; providing information and analytical support for the management of tangible current assets of the entity.

RESEARCH METHODS

During the writing of the article, the authors used such methods as empirical (observation and description), as well as theoretical: analysis, synthesis, generalization, induction and deduction.

RESULTS

The main prerequisites for creating an effective manage-

ment system of tangible current assets are:

- accelerating the turnover of tangible current assets by identifying excess inventories and their elimination, improving the organization of supply, introduction of new technologies and efficiency, rational sales, formation and implementation effective credit policy;
- formation and optimization of such volume and structure of stocks which would provide continuity and stability of production process at the minimum expenses for maintenance of stocks;
- use of rational policy of financing of tangible current assets [1].

The main elements of the system of management of tangible current assets, in our opinion, are: object, subject, purpose, tasks, subject, principles, functions and methods of management [2; 3].

Within the management system of tangible current assets the object of management are tangible current assets of the enterprise, the subject – a set of processes of formation and use of tangible current assets, the subject – persons providing the process of management of tangible current assets, namely a special group of people management staff, financial managers), which with the help of forms and methods of management provides effective formation and use of tangible current assets of the enterprise.

The main goal of the tangible current assets management system is to optimize the composition and structure of tangible current assets, which ensures the achievement of the desired parameters of production development, and contributes to efficiency and economic growth of the enterprise. In order to achieve the goal of managing tangible current assets, the process of managing them must be based on certain principles. In addition to such principles as interconnectedness, timeliness, coordination, continuity, optimality and rationality, which according to D. Gritsyshen, L. Kalenchuk, and I. Klimovych inherent in the management of current assets [4; 5], in the practice of management of tangible current assets of industrial and commercial enterprises is also appropriate to take into account the principles of scientificity, purpose, flexibility and unity (Fig. 1).

In our opinion, the process of managing tangible current assets is continuous, and is determined by a clear sequence of actions within the management cycle. The structural

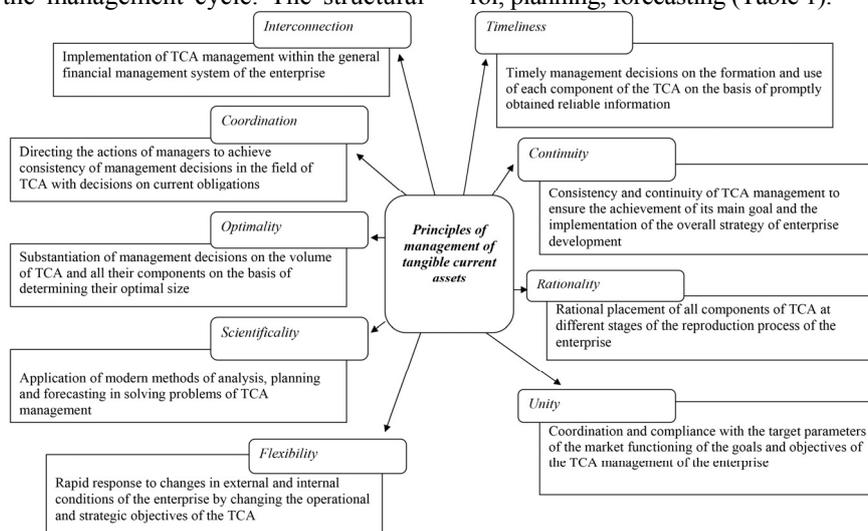


Fig. 1. Principles of management of tangible current assets (TCA) of production and trade enterprises [author's development]

and logical scheme of the sequence of stages of the process of management of tangible current assets of production and trading enterprises formed by us is presented in Fig. 2.

Information and analytical support of tangible current assets management of the enterprise can be defined as a set of purposeful actions aimed at the formation, processing and transmission of accounting data, economic analysis, planning, forecasting, as well as regulatory data to management, in order to make informed management decisions to improve efficiency of formation and use of tangible current assets of the enterprise.

As our research has shown, scientists give different, but similar in content definitions of information and analytical support. We support the opinion of P. Putsenteilo, who argues that information and analytical support is, first of all, the process of meeting the needs of users in the information necessary to justify and make management decisions [6].

To support management decisions, it is necessary to follow the procedures shown in Fig. 3.

Accounting and analytical support for the management of tangible current assets of the enterprise can be considered in three aspects акнектрах [7; 8]:

- as an integral part of the tangible current assets management system, which provides for the collection, processing, storage and analysis of information data on the formation and use in production of inventories, and is implemented by creating a database for decision-making;
- as a purposeful complex multicomponent influence of management, aimed at processing input information to obtain a quality picture of the formation and use of tangible current assets of the enterprise;
- as a comprehensive process of formation and transmission of available analytical information to achieve the planned level of development of the enterprise on the basis of implementation of measures to improve the efficiency of use of tangible current assets.

The technology of accounting and analytical management of tangible assets as a process of formation and transmission of analytical information involves three stages, the implementation of which is associated with solving problems of functional subsystems of accounting, analysis, control, planning, forecasting (Table 1).

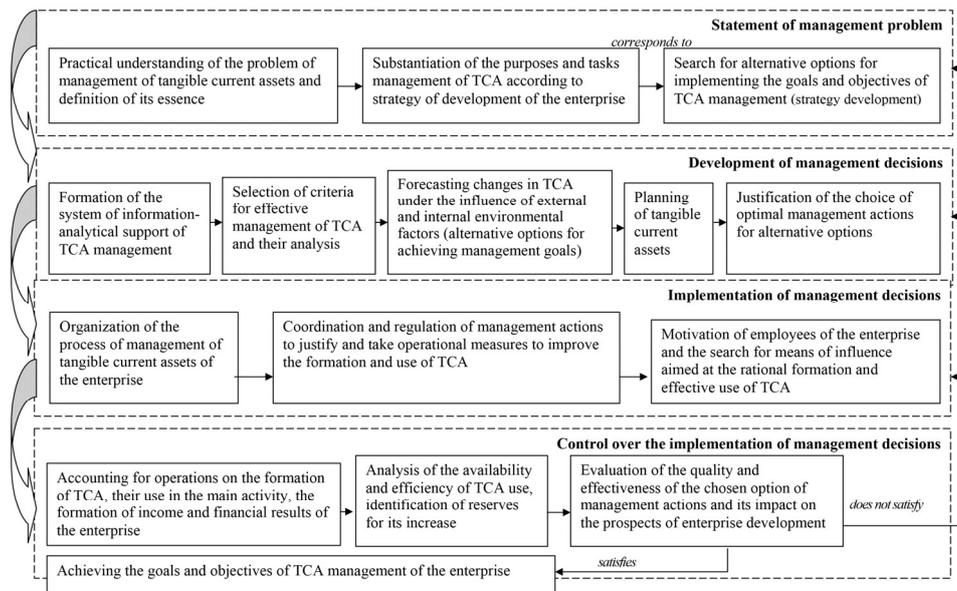


Fig. 2. Conceptual model of management of tangible current assets (TCA) of production and trade enterprises [author's development]

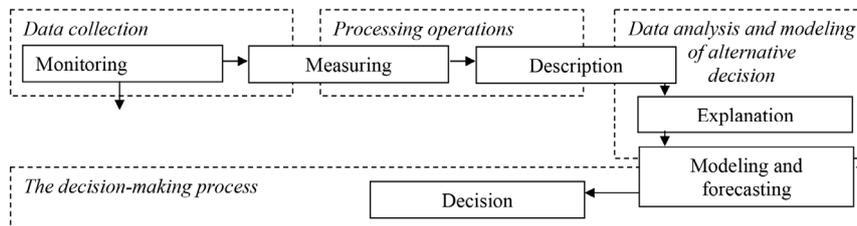


Fig. 3. Basic procedures for information and analytical support to make management decisions on tangible current assets

Table 1 – Stages of information and analytical support for management of tangible current assets (TCA) of the enterprise

| Item № | Tasks of the stage | Stage tools | Management functions |
|-----------------|--|---|--------------------------------------|
| 1 | 2 | 3 | 4 |
| Previous | | | |
| 1 | Substantiation of directions of enterprise development due to improvement of efficiency of tangible current assets use | – analysis of the state of tangible current assets of the enterprise; – the choice of measures to improve the efficiency of TCA | analysis, planning |
| 2 | Organization of the system of accounting and analytical support of TCA management | – features of the management system at the production and trading company; – the main elements of the system of accounting and analytical support | planning, coordination, organization |
| 3 | Planning the volume of tangible current assets to ensure business continuity | – drawing up plans for the formation of the required size of inventories using methods of rationing and optimization, economical consumption of inventories, methods of economic and mathematical modeling; – strategic and tactical plans; – definition of financing schemes and sources of formation of TCA; – calculation of indicators of volume of formation of TCA of the enterprise and sources of their formation; – forecasting the indicators of the volume of TCA formation of the enterprise and the sources of their formation | forecasting, planning |
| Basic | | | |
| 1 | Providing information support in making management decisions | – information support in the form of a set of software and hardware; – information support in the form of human resources that collect, store, process and issue information; – database formation (creation of information system) | forecasting, planning, organization |

Table 1 continued

| 1 | 2 | 3 | 4 |
|--------------|--|---|--|
| 2 | Analysis and evaluation of indicators of efficiency of formation and use of tangible current assets | – calculation of indicators for assessing the efficiency of formation and use of tangible current assets of the enterprise; – analysis of the level of efficiency of formation and use of TCA enterprise; – forecasting the level of efficiency of formation and use of TCA enterprise | analysis, forecasting |
| 3 | Techno-economic survey to identify unused reserves and prepare options to improve the efficiency of formation and use of tangible current assets of the enterprise | – identification of unused reserves to increase the efficiency of formation and use of TCA of the enterprise; – identification of options to increase the efficiency of formation and use of TCA of the enterprise | forecasting, planning |
| 4 | Assistance to the management of the enterprise in the objective assessment of tangible current assets | – calculation of indicators of efficiency of formation and use of TCA of the enterprise; – analysis and interpretation of calculated indicators of efficiency of formation and use of TCA (including compared to the plan) | forecasting, planning |
| Final | | | |
| 1 | Control and planning of the volume of formation and the level of efficiency of use of tangible current assets of the enterprise | – situational analysis; – control of the volume of formation and level of efficiency of use of TCA of the enterprise; – revision of TCA; – audit of TCA; – preliminary, current, final control; – strategic and operational planning | analysis, forecasting, planning, control |
| 2 | Analysis of the volume of formation and efficiency of use of tangible current assets of the enterprise | – indicators for assessing the efficiency of the formation and use of tangible assets of an enterprise; – selection of ways to improve the efficient formation and use of tangible negotiable assets; – substantiation of directions of sustainable development of the enterprise due to increase of efficiency of formation and use of TCA | analysis, planning |
| 3 | Development and substantiation of operative, strategic decisions on increase of efficiency of economic activity of the enterprise | – operational planning; – strategic planning; – mechanisms for making management decisions; – methods of improving the rationality of formation and efficiency of use of TCA of the enterprise | forecasting, goal setting, planning |
| 4 | Control over the use of tangible current assets | – drawing up plans for the use of TCA; – identification of reserves to save costs for maintenance of material resources; – assessment of the level of inventories; – implementation of forecasts of TCA; – development of indicators for assessing the effectiveness of the use of TCA | forecasting, planning |
| 5 | Formation of analytical budgets as sources of accumulation of planning, accounting and analytical information | – sources of accumulation of planning, accounting and analytical information | planning |

CONCLUSION

Thus, the assessment of the effectiveness of management decisions on tangible current assets requires clarification of possible ways of development and involves not only the generalization of the identified information, modeling and evaluation of the effectiveness of alternatives, but also monitoring the implementation of management decisions. The system of management of tangible

current assets should be understood as a set of interconnected elements that provide an impact on tangible current assets in order to increase the rationality of their formation and efficiency. Development, implementation and control of management decisions on tangible current assets of the enterprise are impossible without appropriate information and analytical support of this process.

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ІНФОРМАЦІЙНО-АНАЛІТИЧНЕ ЗАБЕЗПЕЧЕННЯ УПРАВЛІННЯ МАТЕРІАЛЬНИМИ ОБОРОТНИМИ АКТИВАМИ ПІДПРИЄМСТВА

У статті досліджено, що реалізація та контроль виконання управлінських рішень щодо матеріальних оборотних активів неможливі без відповідного інформаційно-аналітичного супроводу цього процесу. Зазначено основні передумови створення ефективної системи управління матеріальними оборотними активами. Запропоновано визначення інформаційно-аналітичного забезпечення управління матеріальними оборотними активами підприємства, яке дозволяє розглядати його як: складову системи управління матеріальними оборотними активами; цілеспрямований комплекс дій управлінського персоналу; процес формування й передачі наявної аналітичної інформації. Встановлено, що технологія обліково-аналітичного забезпечення управління матеріальними оборотними активами передбачає три етапи: попередній, основний і заключний. Надано характеристику цих етапів та визначено завдання, вирішення яких реалізується в межах функціональних підсистем обліку, аналізу, контролю, планування і прогнозування. Авторами визначено об'єкт та суб'єкт, мету управління матеріальними оборотними активами, сформовано завдання, обгрунтовано принципи системи управління матеріальними оборотними активами підприємства. Реалізація етапів технології створення належного інформаційно-аналітичного забезпечення можлива лише за умови адекватного управлінського та технічного супроводу. Управлінський супровід пов'язаний з визначенням обсягу і структури інформації, необхідної для менеджерів різних рівнів; чітким встановленням параметрів і налаштування системи обміну інформацією; застосуванням надійних методик захисту наявної інформації; використанням адаптованої інформації для обгрунтування та прийняття стратегічних рішень. Технічний супровід передбачає застосування засобів обчислювальної і комп'ютерної техніки, які дозволяють здійснювати фільтрування, перевірку достовірності, дублювання і зберігання інформаційних даних.

Ключові слова: матеріальні оборотні активи, інформаційно-аналітичне забезпечення управління, принципи управління, концептуальна модель управління