

**CONCEPT OF MANAGEMENT ACCOUNTING
WITH A FOCUS ON INFORMATION-ANALYTICAL SUPPORT
OF STRATEGIC OBJECTIVES OF THE COMPANY**

Iershova N.Y.

PhD, Assistant professor of economic analysis and accounting department
National Technical University «Kharkiv Polytechnic Institute»,
Kharkiv, Ukraine

Development of management accounting with a focus on information-analytical support of strategic objectives of the company requires its study from the standpoint of theoretical-methodological unity, that is possible on the basis of a systematic approach. Systematic approach is a form of application of the theory of knowledge and dialectics to the study of the processes occurring in nature, society and thought. Its essence lies in the implementation of the requirements of the general theory of systems, according to which each object in the course of its research should be considered as a large and complex system, and, at the same time, as part of a more general system [1, 2].

Concept of strategic management accounting on the basis of a systemic approach in a certain way solves the problem of finding an idealized object that allows to form the theoretical basis of strategic management accounting without deep abstractions, based on a clear structuring of its elements and objects, merged into a single system, forming a new properties of management accounting. Methodology of strategic management accounting is a set of principles, specific techniques and methods of strategic management accounting for the purpose of information and analytical support for the adoption and implementation of strategic management decisions. Central position in the concept of the systematic provision of management objectives with relevant

information is occupied by the principles of systemacity and functional mechanism, able to combine into an organic whole accounting, analysis, evaluation, control processed of information generating.

Based on the expanded interpretation of the objective of management accounting belonging Ch.T. Horngren [3], one can imagine the tasks of strategic management accounting more systematically:

- definition of objectives and information needs of strategic managers (criterion - active role of the source of information);

- development and presentation of the planned and forecast information on controllable object (criterion - type of information);

- implementation of informational-communication, informational-control, informational-analytical, informational-motivational, informational-prediction accounting functions (criterion - control functions);

- segmentation of information space under global areas of taking strategic management decisions (economic, environmental, social, investment, financial), stages of the reproduction process (procurement, production, sales), structural units (branch, subbranch, department, division, workshop, etc.). (criterion - center of responsibility).

In this formulation of the tasks strategic management accounting justifies its name and ultimately expands the scope of its application, becoming, in fact, a universal economic information system.

Development of the methodology of strategic management accounting provides the development of its resource support. Resource support is intended to have a direct impact on the financial results of the company, and presented by the relevant procedures, tools and methods of strategic management accounting. In particular, under the procedure of strategic management accounting we offer to understand the methodologically defined sequence of actions for monitoring, recording and processing of quantitative and qualitative information, due to the

company's strategic objectives. Tools of management accounting is the economic means, that allow to systematically implement its procedures. Tools of management accounting, because of their diversity, is useful to group, depending on the nature of management decisions, on the operational and strategic. Strategic management accounting method is defined as a set of techniques and methods by which the objects of strategic management accounting are recognized in the company's information system. In the methods of strategic management accounting two most important aspects are interrelated - cognitive and active. Procedures, approaches and methods of strategic management accounting allow to provide managers and the top management with generalized, accurate information needed to make sound management decisions aimed to achieve the strategic objectives and tasks of the company. All the elements of the resource provision of strategic management accounting (procedures, tools and techniques) is advisable to classify under the management functions into four groups: accounting (accounting-cost), analytical, monitoring, organizational. This will provide the methodological basis of the strategic management accounting system and determine the direction of the development of its resource support.

Development of principles of strategic management accounting originates from the theory of economic development by Y. Schumpeter and is presented in a wide range in modern economic literature [4]. For strategic management accounting system we have identified the following principles: principle of the continuity of the company's activities; principle of respective capabilities and resources, without which it is impossible to provide a business planned and projected periods of activity with all kinds of resources for the planned volumes of output or work performed; principle of segmentation of activities, based on which detailed information can be carried out in the strategic management accounting to the level of "activity", "separate rate", "business process";

principle of timing data for taking management decisions (for this purpose is much more important the correct assessment of future expenses and income, than a statement of missed opportunities); principle of integrity (strategic management accounting has to be a systematic and provide data consistency); principle of clarity (presentation of data in the form of analytical tables, charts, user-friendly and understandable for users). Application of those principles is necessary not only for the organization of strategic management accounting, but also for the formation of the key indicators that determine the result of the activity: financial result (profit), revenues and expenses.

Subjects of strategic management accounting are the owners and regulatory authorities of the company's management, top management and specialists of the company, strategic management accounting service. At the subjects level there is a process of cascading strategic objectives and the company's development objectives. Objects of strategic management accounting processes are external processes and factors, internal business processes and performance indicators of the company. Information included in the description of the business process should take into account the content of the data used for the forecast of key indicators of strategic development, and data used for the formation of a strategic reporting of the company. With this aim, in the theory of management accounting and analytical accounting are emphasized areas, the contents of which can also be regulated, in other words, included in the special information guides, which contain a set of elements with the same economic sense, for example: structure of income and expenses; budgetary units (cost centers, revenue centers); functional responsibility centers; resources; products; technological updating; counterparties; projects (objects); indicators; functional services, etc. As part of the strategic management accounting, can be used the administrative structure of the chart of accounts in order to, for example, determine the identity of an indicator of strategic reporting: to non-current

assets, current assets, short-term or long-term liabilities, equity, income or expenses. For example, selecting the four-digit code of the management account, the content will be determined as follows: first category could mean belonging of management accounts to the reporting element: 1 - non-current assets; 2 - current assets; 3 - short-term liabilities; 4 - long-term liabilities; 5 - capital; 6 - income; 7 - expenses. Second category may reflect account classification (its detalization) within each of the sections (reporting elements). Third level may correspond to a synthetic account system of the current management accounting and business accounting.

Basic conceptual elements of strategic management accounting depend on how the information is formed in its system, how efficiently are applied the methods of forecasting of any of the indicators in the future periods; how adequate will be estimated environment for the realization of sustainable development of the company.

References

1. Garaiedagi, J. (2007) Systems thinking: how to manage chaos and complex processes: a platform to model the architecture of business / J. Garaiedagi; Transl. from Engl. E.I. Nedbalskaya, Ed. E.V. Kuznetsova. Minsk: Grevtsov Publisher, 480 p.
2. Solonenko, A. A. (2011) Transformation of economic information in an integrated accounting system. Scientific journal, 70 (06), 718-729.
3. Horngren, H., Foster, G. (2000) Accounting: management aspect: Transl. from Engl. / Ed. J.V. Sokolova. - M.: Finances and Statistics, 416 p.
4. Schumpeter, J. (2008) Theory of economic development. Moscow: DirectMedia Publishing, 401 p.