

JEL Classification D21

FORMING THE SYSTEM OF MANAGEMENT OF THE ENTERPRISE ON THE BASIS OF CONROLLING

GOLOVKO O.

*Ph. D. in Economics,
Associate Professor,
Associate Professor of Department of Finance, Banking and Insurance,
Kharkiv Institute of Education and Science
of SHEI «Banking University»*

PASHCHENKO T.

*Master of the Department of Finance, Banking and Insurance,
Kharkiv Institute of Education and Science
of the SHEI «Banking University»*

Annotation. *The paper deals with the system of controlling in the enterprises as a concept of successful financial management. The approaches to determining the essence of the definition of "financial controlling" are analyzed, the tasks of financial control are defined. The main advantages and disadvantages of implementation of controlling in the activity of domestic enterprises are noted. The stages of implementation of the controlling system in the activity of the enterprise are analyzed, each stage is described. The necessity of introduction of controlling in the enterprise is substantiated. The monitoring of the financial condition of PJSC "Kharkiv Machine Building Plant "SVET SHAKHTYORA" was carried out, and special methods of financial control were used. The SWOT analysis revealed the strengths / weaknesses, as well as the opportunities / threats for the further development of PJSC "Kharkiv Machine Building Plant "SVET SHAKHTYORA". Using the ABC analysis, the importance of certain cost groups has been proven.*

Key words: *controlling, financial controlling, financial condition, tasks of financial controlling, implementation of controlling, ABC-analysis, SWOT-analysis.*

Introduction. The paper deals with the system of controlling in the enterprises as a concept of successful financial management. It is proved that the efficiency of the company's activity can be improved by introducing financial controlling. Controlling is an effective tool that can bring management to a new level. But the implementation of controlling in enterprises in conditions of an already functioning management system can cause negative consequences, described in the article.

Purpose. The main purpose of controlling is a functional support of financial management. Financial controlling includes information support, planning, coordination, control and internal consulting. The purpose of the article is to investigate of the socio-economic essence of financial controlling and analyze the process of formation of an effective controlling service at domestic enterprises.

Results. As a result of the study of different approaches to the definition of the term "controlling" derived own interpretation of the term. Under the

controlling, we understand the concept of information and advisory activity that ensures the survival of the company in the stages of strategic and tactical management, and also involves the use of methods and procedures for budgeting, strategic planning, management accounting, financial diagnostics of the enterprise. The research base is Public Joint Stock Company "Kharkiv Machine Building Plant "SVET SHAKHTYORA". After analyzing financial ratios, it was revealed that the enterprise is not provided with liquid funds and has many stocks in warehouses.

The recommendations provided in the work should be applied to the enterprise to improve the financial condition and control the size of stocks.

Conclusions. Summarizing the results of the study, we note that at the present stage of development of the economy any enterprise carries out activities in a rigid environment competition. The efficiency of the operation of an enterprise in such circumstances requires ensuring efficient management of own resources, high rates of development,

ensuring solvency, economic efficiency in the long run and increasing its competitiveness. The solution of these tasks will be facilitated by the introduction at the enterprises of Ukraine of a modern managing system — controlling as an integrated system aimed at achieving strategic goals.

References

1. Tereshchenko, O. O. (2003). *Finansova diialnist subiektiv hospodariuvannia [Financial activity of business entities]*. Kiev: KNEU [in Ukrainian].
2. Zahorodnij, A. H. Vozniuk, H. L. & Smovzhenko T. S. (2002). *Finansovyi slovnyk [Financial dictionary]*. Lviv: KOO [in Ukrainian].
3. Lypych, L. H., & Hadzevych, I. O. (2012). *Kontrolinh v systemi antykryzovoho upravlinnia [Controlling in the system of crisis management]*. Retrieved from http://ena.lp.edu.ua/bitstream/ntb/12490/1/72_377381_Vis_722_menegment.pdf.
4. Tsiglyk, I. I., Mozil, I. O., Kidryakova N. V. (2004). Kontrolinh. Sutnist i osnovy formuvannia ta funkcionuvannia na pidpriemstvakh Ukrainy [Controlling. Essence and bases of formation and functioning at the enterprises of Ukraine]. *Ekonomika. Finansy. Pravo — Economy. Finance. Law*, 4, 408—411.
5. Pryimak, S. V. (2007). Diahnostyka finansovoho stanu pidpriemstva v systemi kontrolinhu [Diagnostics of the financial condition of the enterprise in the system of controlling]. *Extended abstract of candidate's thesis. dspace.uabs.edu.ua*. Retrieved from dspace.uabs.edu.ua/jspui/handle/123456789/12944.
6. Hovorushko, T. A., Kronikovskiy, D. O. (2011). Problemni aspekty vprovadzhennia kontrolinhu v Ukraini [Problem aspects of the introduction of controlling in Ukraine]. *Ekonomichniy chasopys — XXI — Economical magazine — XXI*, 12, 51—53.
7. Shkarlet, S. M., Dubyna, M. V. and Tunik, M. V. (2016). Osoblyvosti stvorennia sluzhby kontrolinhu u strakhovykh kompaniiakh [Creation features of the controlling service in the insurance company]. *Naukovyi visnyk Polissia — Scientific Bulletin Polesie*, 3, 150—161.
8. Papp, V. V and Boshota, N. V. (2014). Finansovyi kontrolinh yak osnova efektyvnoho upravlinnia finansamy pidpriemstva [Financial Controlling as the Basis for Effective Enterprise Finance Management]. *Molodyi vchenyi — Young Scientist*, 11, 90—92.
9. Dzoba, V. B. (2013). Teoretyko-metodolohichna baza pobudovy i vykorystannia systemy kontrolinhu [Theoretical and methodological base of construction and use of controlling system]. *Menedzhment ta pidpriemnytstvo v Ukraini: etapy stanovlennia i problemy rozvytku — Management and entrepreneurship in Ukraine: stages of formation and problems of development*, 767, 31—34.
10. Stefaniuk, I. B. (2005). Zarubizhnyi dosvid zaprovadzhennia kontrolinhu v upravlinni pidpriemstvom [Foreign experience in the introduction of controlling in the management of the enterprise]. *Naukovi pratsi NDFI — Scientific works of NDFI*, 4. Retrieved from irbis-nbuv.gov.ua/.../cgiirbis_64.exe?.
11. Matviienko-Biliaieva, H. L. (2015). Kontrolinh vyrobnychoi diialnosti suchasnykh pidpriemstv [Controlling the Production Activity of Modern Enterprises]. *Upravlinnia rozvytkom — Development Management*, 4, 75—79.
12. Ofitsiinyi sait PAT «Svitlo Shakhtaria» [Official site of PJSC «Svetlo Shakhtar»]. www.shaht.kharkov.ua. Retrieved from http://www.shaht.kharkov.ua/files/index_1.html.