

РОЛЬ БУХГАЛТЕРСЬКОГО ОБЛІКУ В СИСТЕМІ УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Економічний розвиток підприємств залежить від ефективності реалізації їхньої стратегії. Стратегічні рішення, прийняті менеджерами, залежать від інформації про діяльність підприємства та результати його діяльності, доступні для керівників. Інформація бухгалтерського обліку зазвичай не відповідає потребам стратегічного управління, оскільки лише показує результати та не пов'язана зі стратегічними перспективами розвитку підприємства. Тому розглядаємо питання облікової інформації, що відповідає потребам стратегічного управління. Для цього визначаємо основні етапи процесу стратегічного управління та аналізуємо інформацію бухгалтерського обліку як основу процесу прийняття рішень у системі стратегічного управління.

Ключові слова: бухгалтерська інформація, стратегічне управління.

РОЛЬ БУХГАЛТЕРСКОГО УЧЕТА В СИСТЕМЕ УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ

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Экономическое развитие предприятий зависит от эффективности реализации их стратегии. Стратегические решения, принимаемые менеджерами, зависят от информации о деятельности предприятия и результатах его деятельности, доступных для руководителей. Информация бухгалтерского учета обычно не отвечает потребностям стратегического управления, поскольку только показывает результаты и не связана со стратегическими перспективами развития предприятия. Поэтому рассматриваем вопросы учетной информации, отвечающей потребностям стратегического управления. Для этого определяем основные этапы процесса стратегического управления и анализируем информацию бухгалтерского учета в качестве основы процесса принятия решений в системе стратегического управления.

Ключевые слова: бухгалтерская информация, стратегическое управление.

ROLE OF ACCOUNTING INFORMATION IN ENTERPRISE STRATEGIC MANAGEMENT SYSTEM

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Economic development of enterprises depends on the effectiveness of their strategy implementation. Strategic decisions taken by managers depend on

information about enterprise activity and its outcomes, which is accessible for managers. Accounting information usually doesn't correspond to the needs of strategic management, as it just shows the outcomes and doesn't link with strategic perspectives of enterprise development. Thus, the issues of accounting information correspondence to strategic management needs will be discovered in the paper. For this purpose main stages of strategic management process will be defined and accounting information as the base for decision-making process in strategic management system will be analyzed.

Keywords: *accounting information, strategic management.*

Statement of the problem. Management belongs to the most important human activities. It is a process which is executed by managers and it is used to achieve company goals through the transformation of inputs to the required output. The main mission of managers is to ensure the most efficient transformation of inputs by using these processes. Company accounting system is one of the managerial tools to achieve required outputs and goals [1].

Strategic management is considered to be not only the way of managing business for gaining benefits in future, but also as a competitive advantage for the firm [2]. There are a lot of theories and approaches to strategic management of an enterprise in economic literature, such as Andrews' Strategy Framework [3], Ansoff's Product/Missions Matrix [4], Porter's Value Chain [5] and others. But all these approaches are based on business analysis concerning the use of resources, meeting customers and owners' requirements, product sales effectiveness, which lead to positive outcomes of enterprise. To make an analysis managers need information, that is of crucial importance for taking economic decisions [6]. Moreover, access to reliable information is considered to be the main condition for successful business and growth of competitiveness of the company on the market [1].

Review of the latest research and publications. To understand the role of accounting information in strategic management system it's necessary to analyze the strategic management process. Economists mostly distinguish the following steps in strategic management process: 1) development of a grand strategy, purpose or sense of direction; 2) formulation of strategic goals and plans to achieve them; 3) implementation of plans, and 4) monitoring, evaluation and corrective action' [7]. Based on these steps of strategic management process it is supposed that the role of management accounting is to provide support for decision making and thus, it is considered to incorporate the typical elements of information gathering and analysis, generation of options, choice, implementation, monitoring and evaluation [8]. Nevertheless, financial and managerial accounting systems are also considered to have some shortcomings, such as: 1) they have a tendency to rely on financial

information to a large extent; 2) they deal mainly with historical information; 3) they provide internal firm information but ignore external competitor or environmental information; and 4) that little future-oriented information that is provided is usually based on simple extrapolation of the past [9].

The necessity of information quality and validity, and its ability to be timely, adequate and clear to perform its major function and for the purpose of being used by managers to minimize risk, failure and uncertainties and also to help enterprise to stay ahead of competitors are also considered to be the main problems of information use in strategic management system [6].

Another problem of information use in enterprise management is reliability of financial reporting, which is considered to be at the core of many subsystems with vital management accounting information, which can generate positive results while taking managerial decisions ‘*if, and only if, accounting information on which their interactive reports are based is absolutely reliable*’ [10].

Literature review shows the necessity of identifying peculiarities of accounting information use in strategic management system.

The purpose and objective of the article. The purpose of the paper is to determine the role of accounting information in strategic management system.

The main objectives are the following:

1) to identify the main steps of strategic management process and to clarify the role of accounting information in strategic management system;

2) to analyze the necessity of accounting information use at each stage of strategic management process;

3) to underline the requirements to information quality on position of strategic management.

Basic scientific methods will be used to achieve objectives of the paper, such as: analysis, synthesis, comparison and classification.

Presentation of the research material. According to Drury’s model of strategic management process [11] two stages are included into this process – planning (decision-making) and control, which are based on seven steps performance: 1) identify objectives; 2) search for alternative courses of action; 3) gather data about alternatives; 4) select alternative courses of action; 5) implement the decisions; 6) compare actual and planned outcomes; 7) respond to divergences from plan. Being well structured from the points of taking decisions and control processes organization, this model, however, doesn’t give clear understanding of accounting information support of management process, which can be argued and should be improved, because ‘accounting information is indispensable in the management activities of any organization’ [6].

Graham Simons Pitcher [8] modifying the Ward’s model of strategic management process, shows the necessity of information gathering and analysis from internal and external environment at the stage of enterprise strategy formulation and this information assessment while strategic decisions taking and strategy implementation. It is also highlighted, that ‘a key role of management accounting is to provide support for decision making and thus incorporates the typical elements of information gathering and analysis, generation of options, choice, implementation, monitoring and evaluation’ [8], which can be approved, but it should be mentioned that it’s necessary to clarify the requirements to accounting information quality within the strategic management system and to analyze the necessity of accounting information use at each stage of strategic management process.

Thus, based on studies mentioned above, process of strategic management can be generally divided into three stages (fig. 1): 1) strategic planning; 2) implementing a strategy; and 3) strategic control or strategic monitoring.

Strategic planning includes determination of enterprise strategic mission and objectives, identifying the possibilities of enterprise development in conditions of external environment and definition of enterprise strategic development parameters.

At the stage of strategy implementing alternative courses of actions should be developed and strategic choice of proper operating action in accordance with strategic plan should be done.

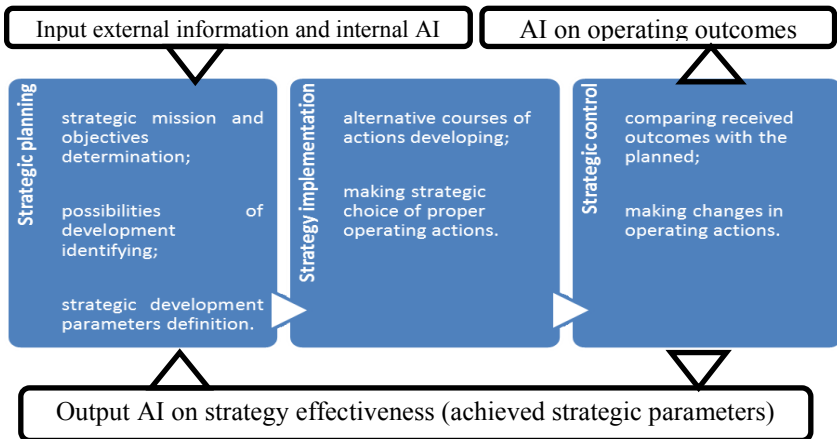


Fig. 1. Interconnection between accounting information (AI) and strategic management process

The third stage of strategic management process includes strategic control of strategy implementation by comparing received outcomes with the planned ones and making changes in operating actions if necessary.

As it is shown at figure 1 accounting information conduct each stage of strategic management process being an input for making strategic plan, becoming the main characteristic of strategy implementation in form of operating outcomes reflection and resulting in becoming the main performance indicator of strategy effectiveness.

Taking into account that accounting information is the basis for taking strategic decisions it should correspond to strategic management requirements by performing strategic functions. Strategic functions, which must be performed by accounting information, have been identified by Keith D. Brouthers and Frans A. Roozen [9]: 1) environmental analysis; 2) strategic alternative generation; 3) strategic alternative selection; 4) planning the strategic implementation; 5) implementing the strategic plan; and 6) controlling the strategic management process.

To perform these strategic functions accounting information should be focused on future perspectives and strategic goals of enterprise development, include both – assessment of internal and external parameters of enterprise activity and information used for taking strategic decisions should be based not only on retrospective facts of enterprise activity, but also include realistic projections of the future.

Focus of information on strategic goals of enterprise development means not only reflecting production parameters changes and their influence on enterprise financial outcomes, but also its ability to satisfy the needs of all users. It can be explained by existing differences in understanding strategic perspectives of enterprise development by different groups of stakeholders. For example, if managers are usually interested in growth of enterprise financial outcomes, owners or potential investors will be more interested in parameters of business value and its potential growth. From this point of view accounting information should reflect all parameters of enterprise activity, and besides it should be opened for all the stakeholders.

In modern conditions of business activity globalization the influence of external environment on enterprise growth and the necessity of accounting in providing managers with information concerning possible treats for business coming from external environment changes similarly. Taking into account that stability and security of enterprise activity are very important parameters on position of strategic management, ability of accounting information to satisfy the needs of managers in information about external environment becomes vital.

It is necessary to mention, that information used for supporting decision taking in strategic management process must be timely, accurate and comparable to be a good basis for analysis, because only very little amount of accounting information is used for the purpose of strategic management in its initial version, whereas most information is transformed into analytical reports, which then become the basis for taking strategic decisions. As strategic management mainly focuses on future perspectives of enterprise development the very important characteristics of accounting information becomes its ability to be transformed within strategic analysis systems. So we can also focus on accounting information ability to be the basis for analytical information.

An ability of accounting information to correspond to above mentioned requirements is the determinant factor of its effective use in strategic management system.

Conclusion. While researching the role of accounting information in strategic management system has been defined, which can be explained not only by supervising and being the basis for taking economic decisions at each stage of strategic management from strategic plan making to strategic control, but also by its ability to be the basis of analytical system, which, in its turn, provide information concerning effectiveness of strategy implementation and strategic perspectives of enterprise development.

The main requirements to accounting information quality have been determined, which include not only its accuracy, timely submission and comparativeness, but also its focus on future perspectives and strategic goals of enterprise development, necessity to include assessment of internal and external parameters of enterprise activity and ability to be based not only on retrospective facts of enterprise activity, but also include realistic projections of the future.

These requirements meeting is considered to be the basic condition of accounting information effective use in strategic management system.

Vitality of accounting information role in strategic management system shows the necessity of accounting system transformation according to strategically-oriented principles, which is the basis for further researches in this domain, and should be mainly concentrated on developing the strategic parameters of enterprise activity, that are necessary to be reflected in accounting reports to satisfy the needs of all stakeholders.

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