



FEATURES OF THE ORGANIZATION OF MANAGEMENT ACCOUNTING

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Based on the reforms carried out in the accounting system in our country, it is worth mentioning the growing need for the organization and maintenance of management accounting in business entities, as well as its further improvement. The management accounting system at enterprises is distinguished by its dependence on specific organizational and technological features. Management accounting is the practice of identifying, measuring, analyzing, interpreting and communicating financial information to managers in order to achieve the goals of these organizations. The management accounting strategy is a system of project analysis, forecasting, budgeting, segment reporting by responsibility centers, setting reasonable transfer prices, and coordinating management decisions. The accounting policy of the company played a very important role in management accounting at enterprises and organizations. Accounting policies are the specific principles, bases, conditions, rules and practices adopted by an entity for the preparation and presentation of financial statements. When organizing a management accounting system, questions arise about who should deal with management accounting and whether it is necessary to create any new structures, for example, a management accounting department. Each business entity chooses the most convenient way based on its capabilities. Delegating responsibilities to managers develops managerial skills. Most importantly, top management is freed from solving small daily problems and directs its activities towards solving strategic problems. The creation of management accounting of the enterprise took place on the basis of organizing and maintaining cost accounting, therefore its main component is the production costs of future and past periods in various areas. Effective organization and maintenance of management accounting increases production efficiency by making timely rational management decisions, planning, analyzing and controlling the activities of the enterprise. Usually, management accounting in enterprises is carried out in the following activities:

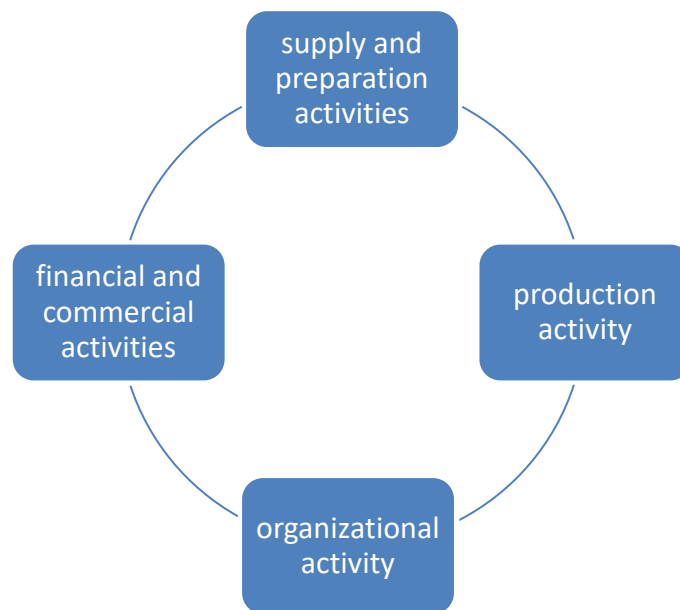


Figure 1. Types of activities for the organization of management accounting

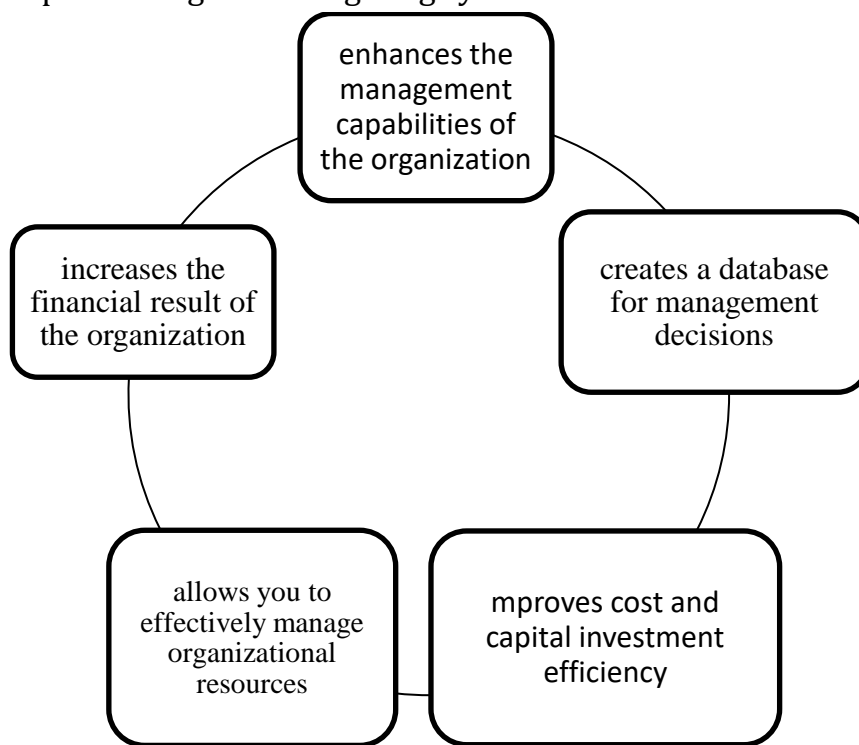
As part of management accounting, data is collected, grouped, identified and studied in order to fully reflect the results of the activities of structural units and determine the level of participation in the profits of the enterprise. In accounting policy, production efficiency is referred to as the process of comparing actual and planned costs and production costs. In developed countries, the term "budgeting" is widely used to describe the planning process. Budgeting is the planning of the financial and economic activities of an enterprise for a certain period. The advantage of budgeting is expressed in the long-term, short-term and medium-term planning of the material, labor and financial resources of the enterprise, the behavior of competitors, the study of market requirements for products. In the management accounting system, along with this, information is generated on the cost of production, which is one of the main objects of accounting. One of the main elements of the management accounting system is the calculation of the cost of production. In the management accounting system, costs are formed not for tax purposes, but so that managers have complete information about costs and manage them. When developing a cost management system in business entities, it is necessary to create a cost reporting system. In this process, it will be appropriate if forms of reports used in making management decisions are developed. It is also important to develop a cost optimization program that allows you to rationally reduce certain types of costs.

Another important stage in the implementation of the management accounting system is the organization of control work. Due to the fact that the rules and methods of management accounting are not defined by generally accepted standards and legislation, they are established by an economic entity. A special place in the improvement of the regulatory framework of management accounting is occupied by internal management (segment) reports developed by enterprises. These reporting forms on stocks of fixed assets of the enterprise, materials and components, on work in progress, on manufactured products (works, services), on acquired values, stocks of



finished products will consist of reports on sales, cash flows, receivables and payables. In conclusion, it should be noted that when forming a management accounting system at enterprises based on principles and approaches, the provision of accounting information is not limited to accounting, financial reporting and financial information. The result of the implementation of all the stages of management accounting organized at the enterprise will be systematic, providing useful information for the manager, which will make it possible to find business growth points and reduce costs. Another important feature of management accounting is budgeting.

In order to deeply understand the essence of budgeting, first of all, it is necessary to determine its place and role in management accounting. Economists expressed their opinion on this matter in their works. Studying this process, it should be noted that budgeting is an integral part of management accounting and is presented as an element of the method. No wonder budgeting is recognized as an integral part of management accounting. In addition to actual data for management purposes, management accounting also uses forecast data and targets. Therefore, budgeting is an integral part of management accounting as a subsystem that provides planned information that is critical for management. When studying international practice, budgeting is recognized as an integral part of management accounting. Russian scientists N. V. Naumova, L. A. Zharikova describe this process as follows: "the process of developing and executing the budget is a practical activity of the company." V. Sukhinina says: "The process of planning the future activities of the enterprise, its results are developed through the budgeting system."



1. Figure 1. The main tasks of budgeting in the system of management and planning of the enterprise

Based on the main tasks of budgeting in the management and planning system of an enterprise, its features can be divided into the following.

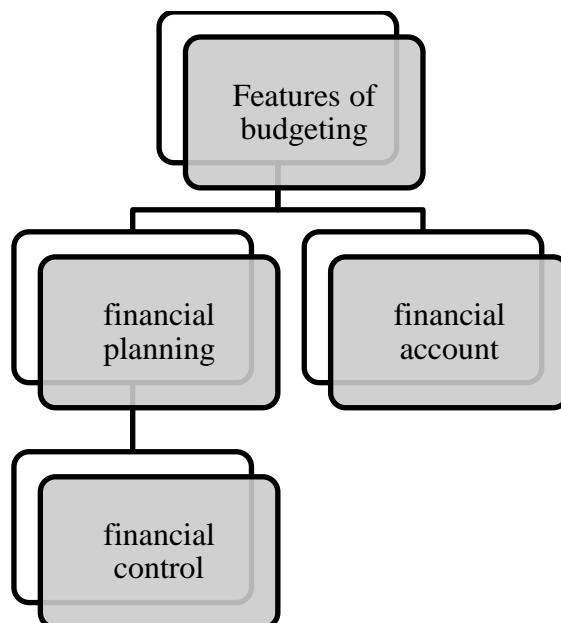


Figure 2. Features of budgeting

The function of financial planning in budgeting is one of the most important functions. Because budgeting is its foundation. Provides reasonable allocation of budgets. Based on its strategic goals, it provides quantitative confidence in the company's prospects for generating the company's financial resources. All results and costs will have a monetary value. In addition, budgeting helps to clearly and correctly define the goal, development, at the same time helps to correctly perform the function of business strategy, strategic management. In short, the implementation of budgeting through management is the basis for the optimal implementation of production activities, as well as the efficient operation of the enterprise.

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