

BUDGETING AS AN INSTRUMENT FOR MANAGEMENT OF ENTERPRISE EXPENDITURE

Today, competition in the market is so strong for companies to succeed. That is why they have to outperform their competitors not only by the level of technologies and indicators of the main operating activity, but also on the quality of control systems. The basis of effective regulation of any system is the timely delivery of reliable information to the center of decision-making. Providing company executives with timely information is possible with the use of budgeting technology.

The purpose of the study is to study the theoretical and methodological aspects of the use of the budgeting system as an instrument of cost management of the enterprise.

Budgeting is a management technology that promotes the development and adoption of solutions that provide the company with high efficiency and competitiveness through the rational use of all types of resources. This technology is realized through such successive stages: budget planning, organization, motivation, control and regulation.

The most general purpose of budgeting is to increase the efficiency of the company through enhanced planning and control functions. By performing these functions, the budget and budgeting technology solve the problem:

a) in the field of production; b) in the field of financial management.

Responsible budgeting is an effective way to increase the efficiency of the cost management process, especially as it relates to manufacturing enterprises. In general, budgeting at the centers of responsibility allows for to make more competent decisions, since the managers of the centers are more informed, often better understand the problem. This technology makes it possible to plan expenditures, which make it possible to clearly understand the tasks faced by the heads of the centers of responsibility; to receive information on the magnitude of deviations (positive, negative) from planned expenses and their causes; to manage and control the costs of an enterprise efficiently, to analyze the effectiveness of the activities of structural units; to develop, the concept of strategic spending management based on objective and substantiated information about their occurrence with the heads of the centers of responsibility.

In order to achieve a positive effect from the introduction of budgeting in terms of cost management, considerable attention should be paid to the process of budgeting operating costs. Firstly, it concerns the collection, processing and transmission of cost information. The main goal at this stage should be to minimize the level of data distortion, unjustified consolidation or reduction of planned expenditures, which will negatively affect the continuation of the budgeting process and the effectiveness of decisions made by management.

The introduction of budgeting for the enterprise will create the following benefits to the cost management system: the simplicity of control through the unification of the planned and actual operating indicators of the enterprise in a single system; the possibility of formalizing all control procedures that allows you to count benchmarks in

automatic mode and quickly receive analytically reports for cost analysis; widespread involvement of managers in the control process due to a clear division of responsibility for management decisions, and thus an increase of the level of motivation to perform their responsibilities effectively.

In modern economic conditions, budgeting of the enterprise becomes more dynamic, flexible system, which is in close connection with the operating conditions of enterprises and allows achieving several goals simultaneously. It can be said that the budgeting system is necessary for rapid development of the company in relation to its competitors. But not all businesses clearly set the task before it and create all the necessary conditions for its application, so that it gives the maximum effect. The use of budgeting at Ukrainian enterprises requires their owners to take into account the peculiarities of organizations, the formation of certain prerequisites (economic, technological, organizational), and also provide rational use of resources, identification of their intended purpose, improvement of cash flow management, etc.

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UDC 656.073.28:504(100) (043.2)

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CONTEMPORARY ENVIRONMENTAL LOGISTICS

In my article I'd like to focus on the following current issues of modern environmental logistics:

- suppliers and evaluation;
- utilization and recycling;
- carriers selection;
- Euro-5 (Enhanced Environmentally Friendly Vehicle, i.e. clean vehicle) the highest emission standard used in the EU; and NGV (an alternative fuel vehicle for autonomous mobility that uses compressed natural gas (CNG) or liquefied natural gas (LNG));
- product design;
- goods packaging and labeling.

My study aims to determine the relevance of ecological logistics at the macro level and its current application.

Considering the first issue, I'd like to illustrate the process of timber procurement by a U.S. furniture manufacturer. Since many suppliers of valuable tropical timber are developing countries, they have to attach an "ecological consciousness" label. Furniture enterprises have close links with the International Tropical Timber Organization and the Tropical Timber Foundation (Tropical Forest Foundation).

The Dow Corning of Midland chemical company uses the same stringent ecological requirements. It thoroughly estimates its suppliers that are other chemical companies. The main criterion for selection is the quality (degree of purity), which is determined when purchasing a specific chemical, that is, what is the degree of environmental risk.