

**MANAGEMENT ACCOUNTING AS AN ENTERPRISE
MANAGEMENT TOOL**

¹Urakova M. H., ²Muxtorov A. S

Teacher¹, Student² Department Of Economy, Bukhara State University, Bukhara, Uzbekistan

ANNOTATION

This article highlights the importance of accounting in any enterprise in a market economy. It is important to pay attention to the importance of reports in the management and profitability of the enterprise and their correct, accurate and timely structure. The management accounting system is complicated by the fact that the classification of management accounting systems is practically not covered, with the exception of some aspects of financial management accounting.

Keywords: *Accounting system, management accounting system, management accounting, management reporting, principles, object, subject, purpose of management accounting.*

Enterprise management is a complex process. The regulation of its activities needs reliable and timely information.

The emergence of management accounting is caused by the need to make management decisions on the basis of an information system operating at a qualitatively new technical level, which should increasingly become an integral part of the management system of an enterprise. Such a control system must meet the modern requirements of the approach to organizing accounting. At the same time, great attention should be paid to expanding and strengthening the functions of accounting, using its analytical potential as the main and reliable source of management information. That, of course, was the reason for the emergence of a new type of accounting, which was called "managerial".

The management accounting system is complicated by the fact that the classification of management accounting systems is practically not covered, with the exception of some aspects of financial management accounting.

In order to determine the essence of management accounting, it is necessary, in our opinion, to determine the place of management accounting in the accounting system.

Management Accounting is a symbiosis of accounting, tax, operational, production and other types of accounting. In addition, the management accounting system includes such elements as: budgeting, analysis, forecasting and management decision making.

In our opinion, it is necessary to expand other types of information and link management accounting with the management process, only in this case it is possible to determine the place of management accounting in the organization's accounting system.

Consequently, in the process of management accounting, information of statistical accounting is used, which summarizes data on the volume and dynamics of output, labor productivity and other key indicators of the enterprise.

As a set of production, statistical and operational accounting, management accounting provides an answer to the questions - how and where costs are collected, their size and reserves for reduction. In addition, a necessary component of management accounting is the calculation of the cost of production, with which production accounting has a close relationship.

Unaccounted information is presented in Figure 1 primarily by budgeting, i.e. the process of drawing up a business plan, on the basis of which each enterprise should work. Margin analysis is an analysis of the income that an enterprise should receive in order to cover its expenses. The last two components of the non-accounting

system - motivation and control, are, in fact, management functions and are included in the accounting system indirectly, as components of the management system.

In general, the management accounting scheme, in our opinion, can be represented as a combination of several components (Fig. 2).

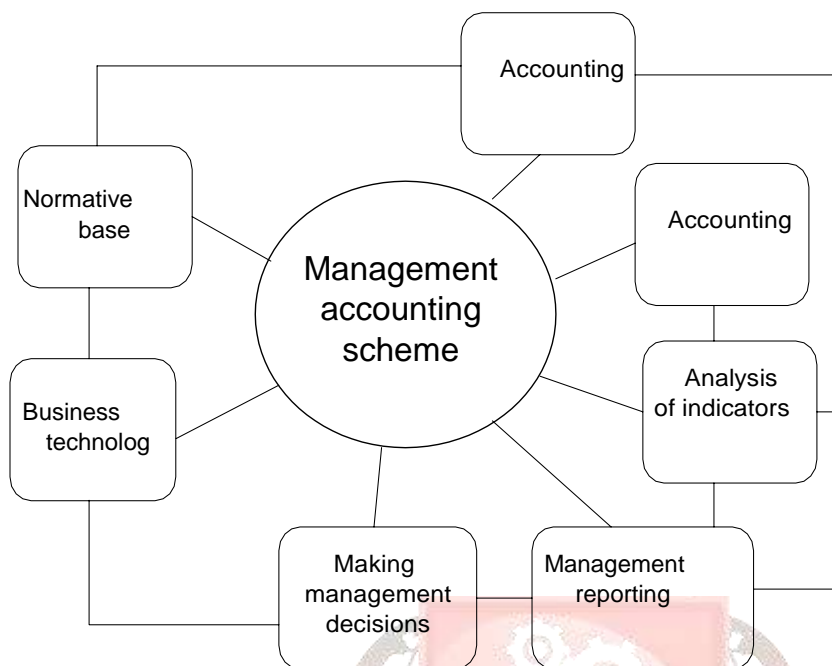


Figure: 2. Scheme of management accounting

Management accounting is an integral part of the enterprise management system. It is designed to provide the formation of information for making optimal management decisions in the implementation of:

- monitoring the effectiveness of the organization's current activities;
- planning strategies and tactics for carrying out commercial activities, optimizing the use of material, labor and financial resources of the enterprise;
- measuring and evaluating the efficiency of management, identifying the level of profitability of certain types of products;
- direction of control actions on the course of production and sales in order to make effective management decisions.

Thus, the basic principles of management accounting, like any accounting, are: the continuity of the enterprise, completeness, frequency, the use of uniform units of measurement, continuity and reuse of information. Special principles are

formation of indicators of internal reporting, assessment of the results of activity of structural divisions of enterprises, as well as in-depth analytics.

The purpose of management accounting is, first of all, to provide managers with the information necessary for making management decisions. Management accounting extends financial accounting to include manufacturing operations. Management accounting data for the firm's management has very different requirements than information provided in the firm's financial statements and used by external users — investors, creditors, and others outside the firm. In modern conditions, management accounting through its functions acts as the main information foundation for managing the internal activities of an enterprise, its strategy and tactics.

Management accounting will provide the information necessary for setting priorities in the activities of the enterprise and planning its future activities, provide a basis for assessing emerging opportunities and provide mechanisms for monitoring the implementation of decisions.

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