

FINANCIAL MANAGEMENT OF ENTERPRISES IN MODERN ECONOMIC CONDITIONS

ФІНАНСОВИЙ МЕНЕДЖМЕНТ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ В СУЧАСНИХ УМОВАХ ГОСПОДАРЮВАННЯ

У статті досліджено, що малий бізнес є центром руху розвитку економіки та внутрішнім джерелом стабільності та добробуту усіх сфер суспільного життя в Україні у сучасних умовах. Інновативність та ризиковість, які лежать в основі господарського життя малого бізнесу, виступають рушійною силою життєдіяльності ринкової економіки сьогодні. Доведено, що світовою науковою спільнотою та практиками господарського життя країн з розвинутою ринковою економікою було давно визнано, що малий бізнес – явище системоутворююче для всього суспільства. Проаналізовано, що ігнорування та спростовування цієї тези в період планового господарства призвело в кінці 20 століття до глибокої кризи економічної системи, а невизначеність та відсутність відповідних механізмів реалізації потенціалу малого бізнесу в сучасних реаліях призводить до структурних деформацій національного господарства, що призводить до загострення ситуації в суспільстві. Досліджено, що необхідною передумовою розвитку малого бізнесу є ефективне управління, що передбачає формування та реалізацію механізмів зменшення нерівномірності в розподілі сфер діяльності, підвищення фінансової спроможності та стійкості суб'єктів для вирішення питань поточного та перспективного розвитку. Ці та інші питання, пов'язані з управлінням формуванням, розміщенням та використанням фінансових ресурсів відповідно до цілей і завдань діяльності є основними завданнями фінансового менеджменту суб'єктів малого підприємництва. Доведено, що організація фінансового менеджменту у сфері малого бізнесу є складним та багатограним процесом. Низка особливостей відрізняють фінансовий менеджмент суб'єкта малого підприємства від процесу управління фінансами на великому підприємстві. Основне місце серед відмінностей посідає специфіка підприємницьких мотивацій керівників-власників малих підприємств на відміну від найманих фінансових менеджерів великих компаній, адже саме керівник є ключовою фігурою, яка визначає пріоритети діяльності підприємства, тому від його мотивацій залежать напрямки розвитку його компанії.

Ключові слова: фінанси, фінансовий менеджмент, малий бізнес, підприємство, господарювання.

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The article examines that small business is the center of economic development and an internal source of stability and well-being of all spheres of social life in Ukraine in modern conditions. Innovativeness and risk-taking, which are the basis of the economic life of a small business, are the driving force behind the vital activity of today's market economy. It has been proven that the world scientific community and the practices of economic life of countries with a developed market economy have long recognized that small business is a system-forming phenomenon for the entire society. It was analyzed that ignoring and refuting this thesis in the period of the planned economy led to a deep crisis of the economic system at the end of the 20th century, and the uncertainty and lack of appropriate mechanisms for realizing the potential of small business in modern realities leads to structural deformations of the national economy, which leads to an aggravation of the situation in society. It has been investigated that effective management is a necessary prerequisite for the development of small business, which involves the formation and implementation of mechanisms for reducing unevenness in the distribution of spheres of activity, increasing the financial capacity and stability of entities to solve issues of current and prospective development. These and other issues related to the management of the formation, placement and use of financial resources in accordance with the goals and objectives of the activity are the main tasks of the financial management of small business entities. It has been proven that the organization of financial management in the field of small business is a complex and multifaceted process. A number of features distinguish the financial management of a small business entity from the financial management process at a large enterprise. The main place among the differences is the specificity of the entrepreneurial motivations of managers-owners of small enterprises, in contrast to hired financial managers of large companies, because it is the manager who is the key figure who determines the priorities of the company's activities, therefore, the directions of his company's development depend on his motivations.

Key words: finance, financial management, small business, enterprise, management.

Statement of the problem. Present state development economy without doubt you can to name new era economic thinking in cut philosophy entrepreneurship and formations management by him Property enterprises function and be competitive in the one or another chains economy – this parallel permanent development in the direction satisfaction of needs and expectations customers, adaptation to changes external environment that provokes everyday changes in in the middle financial management enterprise. With terrible for

of Ukraine and everything conscious the world to give – 24 February 2022 year, When Russian troops invaded the holiday with war Ukrainian land, almost everything economic environment countries were found to be significant shocks, especially in the section market entrepreneurship. Ago question financial management the company now as relevant as possible today for each economic units in extreme market environment, preservation competitiveness and cost enterprises. Financial management in modern situation cannot be just a static subsystem

and be manipulated only traditional indicators, and ago needs permanent upgrade financial ideologies and strategies, search new ones financial tools and techniques management decisions.

For successful driving subjects management entrepreneurial activity under conditions unstable economy and high equal competition the priority goal is provision enterprises reversible capital in full volumes Financial condition of the company, continuity production and operational process, as well as financial and economic security are in a straight line dependencies from degree efficiency its use

Analysis of recent research and publications.

Essential contribution to development and popularization financial management made by representatives American and Japanese schools, such as: L. Gapensky, J. Stern, J. Shim, J. Van Horn, G. Alexander, J. Perar, T. Copeland, J. Williamson, Myers R. Holt, J. Weston, B. Steward, M. Miller, Ch. Jones, R. Braley, U. Sharp, Y. Brigham, A. Keijiro, I. Hayato, I. Kaoru, K. Taro, M. Masayoshi, AT. Shigenobu, T. Korekiyo and others. The problem financial management was studied the following domestic scientists: Yu.V. Aleskerova, O.V. Martsenyuk, O.L. Ruda, O.A. Podolyanchuk and others.

Driving and significant research in sphere financial management there are enough rare a phenomenon AND therefore you can highlight innovators and funders Ukrainian schools: I. Blanka, I. Fedosova, I. Sutormin and Poddyerogina. In spite of big number researchers and scientists in given problems, trace and in the future to study improve and adapt to external changes study of management in finance environment enterprises and organizations, both on theoretical and practical foundations of the system management finances, in particular study and research of the world practitioner, trends and experience

Settings the task. The purpose of the study is the financial management of enterprises in modern economic conditions.

Presentation of the main research material. The effective operation of any business structure depends on the quality of its financial management. This necessitates the development and improvement of the theoretical foundations of financial management, the purpose of which is to manage the financial assets of enterprises. In the conditions of globalization of the economy, business entities must independently and quickly solve the problems of financial support for their own investment and production and economic activities. Therefore, the role of financial management plays an important role in managing their activities. Over the period of its existence, financial management has significantly expanded the range of problems that require thorough study. At the beginning of the development, attention was paid mainly to financial issues of the creation of new firms and companies, and then to the management of financial investments

and bankruptcy problems, but at the modern stage it includes almost all areas of managing the company's finances. According to A.M. Poddyerogin, the content of financial management consists in the effective use of a financial mechanism – a financial management system designed to organize the interaction of financial relations and monetary funds in order to optimize their impact on the final results of the enterprise, which will ensure the achievement of its strategic and tactical goals. The scientist considers the main tasks of financial management to be : identification of financial sources of production development; determination of effective areas of investment of financial resources; rationalization of transactions with securities; establishment of optimal relations with the financial and credit system, business entities [2]. Based on the definition of entrepreneurship, the goal of financial management was formed in Ukrainian theory and practice – profit maximization. In addition to profit maximization, financial management must ensure the formation of a sufficient amount of financial resources in accordance with the tasks of the enterprise's development and their most effective use, ensure the minimization of financial risk while maintaining the expected level of profit, optimize cash turnover, and also ensure the constant financial balance of the enterprise in the process of its development [3]. Enterprise assets are one of the most important categories of financial management and represent economic resources formed at the expense of capital invested in them, which are controlled by the enterprise and are characterized by cost, productivity, and the ability to generate income. Their constant turnover in the process of use is associated with risk, time and liquidity factors. The value of assets is determined by the nature of their use in the economic activity of the enterprise, the stage of the life cycle, the type, the concept, the complexity of the object, the factor of inflation and time [5]. The dynamics of the development of entrepreneurship in the country depends on the company's assets. As a result of the fact that Ukrainian enterprises do not properly organize and plan management strategy and tactics during military operations, the number of enterprises in our country decreases every year. The dynamics of the number of economic entities during 2020–2024 years is negative (their number is decreasing), economic stagnation is especially actively felt in the sphere of small and medium-sized businesses. Since small and medium-sized businesses are the basis of the country's entrepreneurship, the decline of such enterprises negatively affects the state and development of the economy of the entire country.

At the current stage of its development, financial management is considered a dynamically developing science, the results of which are quickly translated into practice. The activity of a modern enterprise manager cannot be effective without an understanding of

the mechanisms and basic functions of financial management.

The mechanism of financial management is a complete, interconnected and interacting system of levels, support systems, methods, levers and means of making and implementing management decisions regarding the financial and economic activity of economic entities [1].

The following levels are distinguished in the mechanism of financial management:

- international (mechanisms for managing the finances of transnational corporations);
- national (refers to financial management mechanisms of commercial entities within the national financial system, the specific content of which is determined by the national legislative and regulatory framework, in particular, national accounting and reporting standards, tax legislation, etc.);
- market (the specificity of financial management, caused by the influence of market regulators and mechanisms, depending on the market situation, changes in the combination of commodity and financial markets);
- departmental (each branch, the subject of which works on the basis of branch normative and methodological principles);
- sectoral (financial management mechanisms are influenced by the legislative and regulatory framework regulating the activities of business entities in certain industries) [2; 3].

The structure of the finance management mechanism includes the following elements:

1. National supervision and legal regulation of corporate financial activity. Regulation of financial activities of enterprises through laws and other normative acts is one of the directions of implementation of the internal financial policy of the state. The legislative and regulatory policy framework regulates the financial activities of enterprises in many forms.

2. The market mechanism that regulates the financial activity of enterprises. This mechanism is mainly formed in the field of financial markets, in terms of its individual types and subdivisions. Demand and supply of the financial market form the price (interest rate) and quotation level of a separate financial instrument, determine the availability of credit resources in national and foreign currency, reveal the average return on capital and determine the liquidity system of a single financial instrument, stock and currency instruments used during the event. With the deepening of market relations, the regulatory influence of the market mechanism on the financial activities of enterprises will increase.

3. Mechanism of internal regulation of certain aspects of financial activity of enterprises. This regulatory mechanism is formed within the framework of the enterprise itself and accordingly regulates certain operational management decisions regarding

issues of its financial activity. Thus, many aspects of financial activity are regulated by the requirements of the company's charter. Some of these aspects are regulated by corporate financial strategies and targeted financial policies for specific areas of financial activity. In addition, economic entities can develop and approve internal rules and requirements for certain aspects of financial activity [3].

4. Specific methods and technical systems of managing the financial activities of the enterprise. In the process of analysis, planning and control of financial activities, a large number of methods and techniques are used, with the help of which the necessary results are achieved. The main ones are the following methods: technical-economic calculations, equilibrium, economic-statistical, economic-mathematical and comparative. An effective financial management mechanism can fully implement the goals and objectives, as well as contribute to the effective implementation of the company's financial management functions.

Financial management functions best when performing specific tasks to achieve its primary goal. These functions are divided into two main groups: 1) functions of financial management as a control system (the composition of these functions is generally characteristic of any type of management, although it is necessary to take into account its specificities); 2) the financial management function is a special area of enterprise management (the composition of these functions is determined by specific financial management objects). In the most general form, the composition of the main functions of financial management can be divided into the following categories. Of the many functions of financial management that are considered a system, the most important of them are listed below [1; 4]:

– The company's long-term financial plan is formed in the process of developing a financial strategy. It functions on the basis of an economic development strategy that predicts the current situation in the financial market and develops a financial system with goals and indicators of financial activity. Next, short-term goals are determined, which are decided for the near future, and the company's financial plan is formed. This is realized by defining and solving priority tasks that move the company forward in the field of finance.

– The need to create organizational structures that ensure the adoption and implementation of management decisions on all aspects of the enterprise's financial activity. This structure is based on hierarchies or functions with specific "responsibility centers" anchored. When implementing this function of financial management, it is necessary to ensure constant adaptation of these organizational structures to changes in the conditions of business operation and directions of financial activity.

– Develop effective information systems that provide justification for alternative options for management decisions. In the process of performing this function, it is necessary to determine the scope and content of the information needs of financial management, to develop external and internal sources of information to meet these needs, to organize constant monitoring of the financial state of the enterprise and the financial market situation.

– Analyze all aspects of corporate financial activity. During the implementation of this function, a quick and in-depth analysis of individual financial transactions, the results of the financial activities of individual subsidiaries, branches and “responsibility centers”, the overall results of the financial activities of the enterprise as a whole and its individual areas is carried out. – Implementation of planning of financial activities according to the main directions of the enterprise. Implementation of this function of financial management is related to the development of current planning and operational budgeting systems for the main areas of financial activity, in each structural unit and in the enterprise as a whole. The basis of such planning is the formulation of the company’s financial strategy, which needs to be detailed at each stage of its development.

– Development of an effective system for stimulating the implementation of managerial decisions in the field of financial activity. In the process of performing this function, a system of rewards and punishments was formed for the managers and leaders of each structural division of the enterprise for the fulfillment or non-fulfillment of the set planned financial indicators, financial standards and planned tasks. Individualization of this incentive system was ensured by the introduction of contractual remuneration for department heads and financial managers of the enterprise.

– Effective control over the implementation of management decisions in the field of financial activity. The implementation of this function of financial management is related to the creation of the internal control system of the enterprise, the distribution of control responsibilities of various structural divisions and financial managers, the definition of control indicators and systems of control periods, timely response to the control results.

In the functional group of financial management as a special branch of enterprise management, the following are mainly distinguished [5; 6]:

– Asset management. Such a function of financial management consists in determining the real need for a certain type of assets and determining their total amount in accordance with the scale of the enterprise’s economic activity, optimizing the composition of assets from the point of view of comprehensive efficiency of use, ensuring the liquidity of certain types of current assets, accelerating their circulation and choosing an effective form and sources of funding.

– Capital management. When performing this function, the general capital requirements for financing the assets created by the business are determined, the capital structure is optimized to ensure its most efficient use, and a system of measures is developed to refinance capital into the most efficient types of assets. – Investment management. Such a function of financial management consists in the formation of the most important areas of investment activity of the enterprise; assessment of the investment attractiveness of individual real projects and financial instruments, as well as the selection of the most effective of them; formation of real investment plans and financial portfolios; choosing the most effective form of investment financing.

– Cash flow management. The role of this function of financial management consists in the formation of the inflow and outflow of funds of the enterprise, the synchronization of volumes and time, as well as the effective use of temporarily free balance of funds.

– Financial risk management and bankruptcy prevention. During the implementation of this function, the main components of financial risk inherent in the economic activity of the enterprise are identified, the level of these risks and the possible size of financial losses associated with them are assessed on the basis of individual business contents and all economic activities. On the basis of constant monitoring, there is a need to diagnose the degree of the threat of bankruptcy and to apply corporate anti-crisis financial management mechanisms at a high level.

Conclusions. So, the main functions of financial management were investigated and its mechanism was considered. It should be noted that the most important components of the financial management mechanism are technology and software. Modern requirements such as personnel work, formation and use of information databases, financial calculation and budgeting can only be met if modern technical means, office equipment, network and product programs are available. Therefore, it is worth emphasizing that the main functions of financial management as a special branch of business management are considered in the most condensed form. Taking into account the specific situation of the enterprise as an object of financial management and its main form of financial activity, each of the considered functions can be specified more purposefully.

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