



REGISTRATION-ANALYTICAL PROVISION OF PRODUCTIVE EXPENDITURES MANAGEMENT OF COMMERCIAL ORGANIZATIONS IN AGRO-INDUSTRIAL COMPLEX

Anna S. Gorbacheva, Tatiana A. Chekrygina, Nadezhda V. Chernovanova, E. V. Golubeva and L. N. Pavlova
Volgograd State Agrarian University, Volgograd, Russia
E-Mail: a.s.gorbacheva@yandex.ru

ABSTRACT

The authors offer and substantiate the hypothesis that one of the reasons for low level of competitiveness of national commercial organizations in agro-industrial complex is ineffective registration-analytical provision of productive expenditures management. The purpose of the article is to determine key problems and to develop recommendations for improvement of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex. For this purpose, by the example of a large enterprise Rusagro, the authors develop and appraise the methodology of evaluation of effectiveness of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex. As a result of the research, the authors come to the conclusion that the most important reason for low competitiveness of national commercial organizations in agro-industrial complex of Russia are high productive expenditures which are caused by influence of climatic factors and are uncontrolled. At that, among internal factors, which can be managed, the first place belongs to ineffectiveness of registration-analytical provision of productive expenditures management, which shows large importance of this factor. The authors determined causal connection between ineffective registration-analytical provision of productive expenditures management and low competitiveness of national commercial organizations in agro-industrial complex, found the most serious problems of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex which lead to its low effectiveness, and compiled recommendations for their solution.

Keywords: registration-analytical provision, productive expenditures management, commercial organizations, agro-industrial complex, competitiveness.

INTRODUCTION

Despite active participation in the process of international division of labor, most of modern economies are interested in preservation of domestic agro-industrial complex even under the condition of ineffectiveness of its functioning for the purpose of supporting national food sovereignty. One of the most popular problems of provision of competitiveness of domestic commercial organizations in agro-industrial complex is high cost of production (Ovchinnikov *et al.*, 2014).

At first, it may seem that cost of production in agro-industrial complex is determined by geographical and climatic factors which are external and uncontrolled as to commercial organizations in agro-industrial complex. This would mean that it is impossible to reduce production cost and increase competitiveness of agro-industrial organizations in countries with unfavorable climate (Balashova and Melikhov, 2014).

However, experience of various countries shows that this is not so. Thus, the issues of determination of internal factors of products cost of commercial organizations in agro-industrial complex and search for working mechanisms of influence on these factors for the purpose of reduction of production cost and increase of competitiveness of these organizations become very actual (Akhmanova and Chernovanova, 2014).

This research offers a hypothesis that one of the reasons of low level of competitiveness of domestic commercial organizations in agro-industrial complex is ineffective registration-analytical provision of productive

expenditures management. That's why the purpose of this article is verification of this hypothesis, determination of key problems, and development of recommendations for improvement of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex.

MATERIALS AND METHOD

Theoretical and methodological aspects of registration-analytical provision of productive expenditures management are studied in the works of such economists as (Istemic Starcic, 2012), (Salgado *et al.*, 2015), (Talib and Rahman, 2015), (Wingard and Lovaas, 2014), etc.

The sense of the process productive expenditures management of commercial organizations is analyzed by various modern authors, among which are (Jalbă *et al.*, 2013), (Popkova *et al.*, 2015), (Sokolov and Giniatullin, 2015), (Stasova and Bajus, 2015), (Urbancová and Čermáková, 2015), etc.

Issues, related to activities of commercial organizations in agro-industrial complex, which are also called agro-enterprises, are studied in the works of such researchers as (Bernardes, 2015), (Medernach and Burnod, 2013), (Grouiez, 2012), (Bazylyuk and Mynenko, 2010).

Overview of scientific research on the topic of this article showed that, despite large diversity of works in the sphere of registration-analytical provision of productive expenditures management, productive expenditures management of commercial organizations



and activities of commercial organizations in agro-industrial complex, these issues are studied separately.

Causal relations between registration-analytical provisions of productive expenditures management of commercial organizations in agro-industrial complex and their competitiveness are studied insufficiently, and there is no theoretical and methodological basis for evaluation of effectiveness of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex.

For this purpose, the authors offer to use a special proprietary methodology of evaluation of effectiveness of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex, which supposes calculation of effectiveness according to the following formula:

$$EF_{rap} = QI/EX \quad (1)$$

Where EF_{rap} - effectiveness of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex;

QI - quality of information on productive expenditures, received in the process of registration and managerial accounting;

EX - expenditures of commercial organizations in agro-industrial complex for registration-analytical provision of productive expenditures management.

Quality of information on productive expenditures, received in the process of registration and managerial accounting, is determined with the help of the following matrix (Table-1).

Table-1. Matrix for determining the quality of information on productive expenditures, received in the process of registration and managerial accounting.

	Completeness of information				
		low	medium	high	
Precision of information	high	4	4	5	high
	medium	2	3	4	medium
	low	1	2	4	low
	low		medium	high	
Intelligibility of information					

As is seen from Table-1, indicators of the quality of registration-managerial accounting are completeness, intelligibility, actuality, and precision of information on productive expenditures. These indicators are evaluated by expert method and take values from the lowest to the

highest ones. The higher the values of these indicators, the higher the quality.

Expenditures of commercial organizations in agro-industrial complex for registration-analytical provision of productive expenditures management are evaluated with the help of the following scale (Table-2).

Table-2. Scale for evaluation of expenditures of commercial organizations in agro-industrial complex on registration-analytical provision of productive expenditures management.

	Share of expenditures for registration-analytical provision of productive expenditures management in general structure of commercial organizations in agro-industrial complex				
	≤1	1.1-2.9	3-4.9	5-6.9	≥7
Assigned values	1	2	3	4	5

As is seen from Table-2, there are five intervals and five values assigned to expenditures indicator. The lower the shares of expenditures for registration-analytical provision of productive expenditures management in general structure of expenditures of commercial

organizations in agro-industrial complex, the lower the expenditures.

After evaluation of indicators of quality and expenses an assigning certain values to them, their correlation is found, the result of which is evaluated according to the following scale (Table-3).

**Table-3.** Scale for evaluation of effectiveness of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex.

Level of effectiveness	Value of indicator EF_{rap}				
	$EF_{rap}=5$	$4 \geq EF_{rap} < 5$	$3 \geq EF_{rap} < 4$	$2 \geq EF_{rap} < 3$	$EF_{rap} < 2$
	very high	high	medium	low	very low

As is seen from Table-2, level of effectiveness can be very low, low, medium, high, or very high - depending on the value of indicator EF_{rap} . The higher the quality and the lower the expenditures of registration-analytical provision, the higher the effectiveness of productive expenditures management of commercial organizations in agro-industrial complex.

RESULTS

Let us determine effectiveness of registration-analytical provision of productive expenditures management of a large commercial organization of agro-industrial complex of Russia, Rusagro, with the help of the developed methodology. Let us evaluate the quality of information on productive expenditures, received in the process of registration-managerial accounting, with the help of the matrix (Table-4).

Table-4. Matrix for determination of quality of information on productive expenditures, received in the process of registration-managerial accounting.

Precision of information	Completeness of information				Relevance of information
	low	medium	high		
high	4	4	5	high	
medium	2	3	4	medium	
low	1	2	4	low	
	low	medium	high		
	Intelligibility of information				

As is seen from Table-1, the quality of information on productive expenditures, received in the process of registration-managerial accounting, is assigned with value "4", as it is located on the crossing of medium intelligibility, medium precision, high completeness, and high relevance of information. Expenditures on registration-analytical provision of productive expenditures management constitute 1.5%, that's why they are assigned with value (2»).

Then $EF_{rap} = 4/2 = 2$. This shows low level of effectiveness of registration-analytical provision of

productive expenditures management of commercial organizations Rusagro in agro-industrial complex. In order to determine the value of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex of Russia, let us use the statistical information. According to the latest research, the reasons for low competitiveness of domestic commercial organizations in agro-industrial complex of Russia are the following (Figure-1).

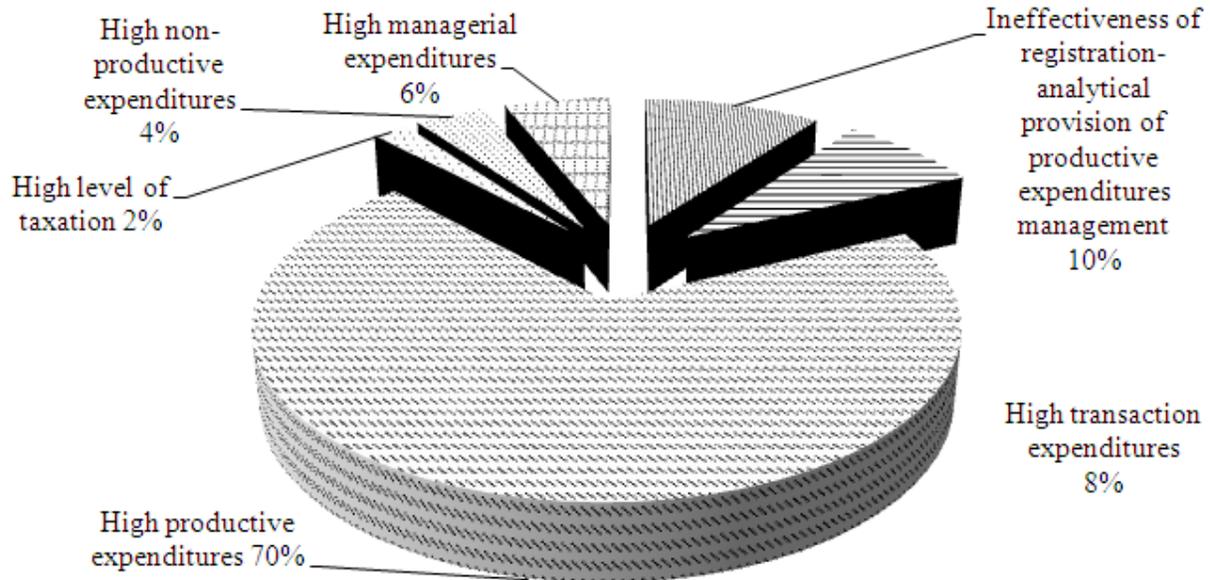


Figure-1. Reasons for low competitiveness of domestic commercial organizations in agro-industrial complex of Russia.
Source: compiled by the authors on the basis of: (Chernovanova and Imangalieva, 2015).

As is seen from Figure-1, the most important reason for low competitiveness of domestic commercial organizations in agro-industrial complex of Russia is high productive expenditures (70%), which are caused by influence of climatic factors and are uncontrollable.

Among internal factors which can be managed, the first place belongs to ineffectiveness of registration-analytical provision of productive expenditures management (10%), which shows large importance of this

factor. Other factors include high transaction costs (8%), high level of taxation (2%), high non-productive expenditures (4%), and high managerial expenditures (6%).

Causal connection of ineffective registration-analytical provision of productive expenditures management and low competitiveness of domestic commercial organizations in agro-industrial complex are shown in Figure-2.

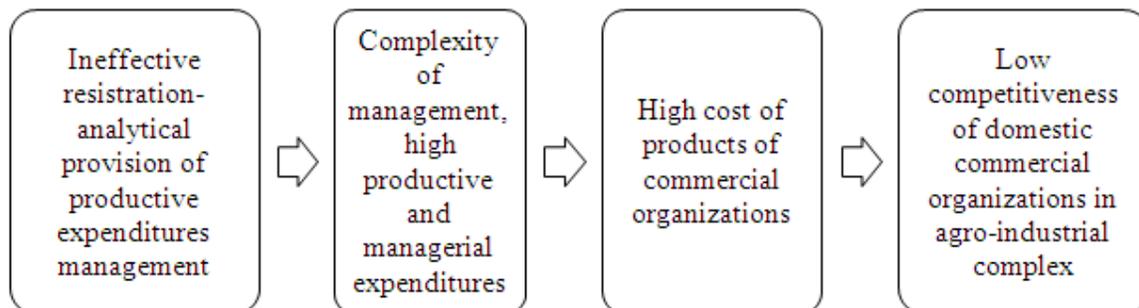


Figure-2. Causal connection between ineffective registration-analytical provision of productive expenditures management and low competitiveness of domestic commercial organizations in agro-industrial complex.

As is seen from Figure-2, ineffective registration-analytical provision of productive expenditures management causes complexity of management and high productive and managerial expenditures, which leads to high cost of products and low competitiveness of domestic commercial organizations in agro-industrial complex.

The most serious problems of registration-analytical provision of productive expenditures management of commercial organizations in agro-

industrial complex, which lead to its low effectiveness, are the following (Gorbacheva *et al.*, 2014):

- complex organizational structure of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex - presence of a large number of employees and crossing of their authorities and responsibility leads to extension of duration of



collection and processing of information, which reduces its topicality;

- lack of clear regulation of activities in the sphere of registration-analytical provision of productive expenditures management of national commercial organizations in agro-industrial complex – different presentations of information reduces its intelligibility for management;
- low level of automatization of the processes of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex – manual collection and processing of information extend this process and increases probability of errors due to important role of human factor.

In order to improve registration-analytical provision of productive expenditures management of national commercial organizations in agro-industrial complex, the following recommendations are offered in this research:

- simplification of organizational structure of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex;
- strict and transparent regulation of activities in the sphere of registration-analytical provision of productive expenditures management of national commercial organizations in agro-industrial complex;
- automatization of processes of registration-analytical provision of productive expenditures management of commercial organizations in agro-industrial complex.

CONCLUSIONS

Thus, it is possible to conclude that ineffective registration-analytical provision of productive expenditures management causes complexity of management and high productive and managerial expenses, which leads to high cost of products and low competitiveness of domestic commercial organizations in agro-industrial complex.

This proves the offered hypothesis and confirms that one of the reasons for low level of competitiveness of domestic commercial organizations in agro-industrial complex is ineffective registration-analytical provision of productive expenditures management.

The developed recommendations for improvement of registration-analytical provision of productive expenditures management allow solving the determined problems and using the determined causal

connections for improving competitiveness of domestic commercial organizations in agro-industrial complex.

It can be concluded that a certain limitation of the developed methodology of evaluation of effectiveness of registration-analytical provision of productive expenditures management and given recommendations for improvement of this process is their orientation at commercial organizations in agro-industrial complex. That's why further research in this sphere should be conducted at enterprises of other spheres of economy for the purpose of development of unified instrumentarium.

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