

**The subject of the discipline "Controlling" is** theoretical and methodological tools of controlling in the overall enterprise management system and decision-making management of the company in terms of operational research results of financial and economic activities of economic entities and predict possible events and consequences of the influence of factors of external and internal environment of the organization in relation to the use of: information and communication technologies (ICT), advanced software management accounting and internal reporting of an enterprise; methodology for controlling and systems analysis, strategic and operational controlling in the enterprise, organizational and economic support for the implementation and providence of an integrated system of controlling of the company.

### **The purpose and objectives of discipline**

The purpose of the study of discipline "Controlling" is to develop students' abilities:

- to use scientific advances in the theoretical and practical questions of implementation and improvement of the controlling system of management, the ability to use the acquired knowledge of theoretical and methodological tools of controlling in making effective management decisions and prevention of anti-crisis measures in the overall enterprise management system, and the ability of formation at the future managers of system knowledge conceptual principles of business management to achieve strategic and operational objectives on the basis of controlling.

At the same two areas of the discipline are developed. Firstly, the training of specialists, directly ready to study internal and external factors influencing the activities of the organization that should be evaluated by specialists in the field of controlling and to be able to promptly analyze and predict the development of dangerous situations for the company, based on which to make recommendations on effective management measures. Secondly, training, ability to understand and use the results of operational analysis of management information generated based on the controlling of recommendations that need to be developed to representatives of controlling units of the company and submit their management of the company.

According to the requirements of the educational and professional program students after learning of the discipline should demonstrate the following results:

**Knowledge:** theoretical and methodological tools of controlling in conducting of operational analyzes of the financial and economic activities of business entities with a modern software and developing a series of anti-crisis measures for the adoption of effective supervision of management decisions in the overall management system of the organization;

**Skills:** to assess the causes of deviations in the management information system, and to develop recommendations for effective measures to control the organization on the basis of controlling, to be able to use the acquired knowledge of the methodology of controlling for a variety of its areas, namely financial controlling, investment controlling, operational controlling, strategic controlling, controlling and audit of staff, controlling of resource support for enterprise, controlling of innovation and investment to ensure the development of the enterprise and so on;

**Experience:** to be able to operate with the methodology of operational and strategic controlling and analytical methodology in the practical work of the managers and employees of controlling department of the enterprise in accordance with all activities of the company and to use the analytical results for the needs of planning, budgeting and forecasting of possible actions in the context of considering of influence of possible changes on the state of the company.

## **The content of the discipline**

### **Introduction**

#### **Theme 1. Controlling: the nature, functions, types and tasks.**

1.1. The essence of controlling as functionally separate way of economic work in the enterprise. The origin of controlling.

1.2. The main purpose, functions and controlling concept. The role of controlling in the management process.

1.3. Types of controlling. The essence of strategic and operational controlling. Structurally-logical scheme of controlling.

#### **Theme 2. Characteristics of controlling objects.**

2.1. The costs of the enterprise as the main object of management in controlling system. Classification of costs.

2.2. The financial activity of the enterprise as the main object of controlling.

2.3. Cost of products and its species.

2.4. The concept of responsibility centers in the controlling system and their classification. Models of the functioning of the centers of expenses, earnings, revenue and investment.

### **Theme 3. The organization of management accounting in the controlling system.**

3.1. Managerial Accounting as a source element in controlling system. The objectives and characteristics of the main methods of management accounting.

3.2. Accounting for actual and standard costs.

3.3. Evaluation methods of management accounting costs to meet the challenges of controlling.

### **Theme 4. The system of planning and budgeting at the enterprise in the context of operational controlling.**

4.1. Planning, its objectives, principles, types and methods.

4.2. Budgeting as a tool of operative controlling. The concept of the budget. The purpose of budgeting in the system of controlling of a company.

4.3. The budgets system of the enterprise in the system of controlling, their content, the relationship.

### **Theme 5. Methodical toolkit of controlling development trends.**

5.1. Economic analysis – base of decision-making management in controlling system at the enterprise. Indicators and models of operational analysis in controlling system.

5.2. Variance analysis - the main tool to assess the activities of the responsibility in controlling system at the enterprise. Determination of the reasons and analysis according to the final results of the company from the established deviations.

5.3. Methods of operational controlling.

5.4. Methods of separation of costs into fixed and variable, depending on the volume of the issue. The method of the highest and lowest points, engineering, graphic techniques, the method of least squares.

5.5. Methods of analysis of variance of actual results from the plan. Classification of deviations.

5.6. Model "cost - volume - profit". The baseline, indicators, methods of analysis of break-even. Marginal profit. The effect of operating leverage.

## **Theme 6. Expert diagnostics of financial and economic condition of the enterprise according to the method of controlling.**

6.1. The goal, objectives, content of expert diagnostics of financial and economic condition of the company.

6.2. Methods of strategic enterprise diagnostic with the method of controlling.

6.3. Methods for rapid diagnosis of the enterprise according to the method of controlling.

## **Theme 7. Controlling of investment projects.**

7.1. Features of controlling of investment projects.

7.2. Criteria for evaluation of investment projects in the system of controlling.

7.3. Analysis of the evaluation criteria of investment projects under conditions of uncertainty.

## **Theme 8. Organizational-methodical bases of formation and functioning of the system of controlling of the company.**

8.1. Determination of the structure of controlling. Formation of the objective functions and controlling elements.

8.2. Place of controlling service in the organizational structure of the enterprise. The rational structure of economic and financial services of companies.

8.3. Organization of controlling service in the corporation, the structure and composition of its service.

8.4. Information flows in the company controlling system. Possible ways of implementation of controlling.

### **Theme 9. Controlling in the system of management decisions.**

9.1. Classification of administrative decisions. Characteristics of approaches to decision-making. Factors influencing the management decisions for the enterprise.

9.2. Requirements for management decision-making criteria. The criteria for acceptance of administrative decisions on the scope and structure of the system of controlling of the company.

9.3. The criteria for acceptance of administrative decisions "to produce or control" in controlling system of the enterprise.

9.4. The criteria for acceptance of administrative decisions in pricing in controlling system of the enterprise.

9.5. Criteria for decision-making in the management of material flows in the system of controlling of the company.