



IMPROVING THE FUNDAMENTALS AND PRINCIPLES OF STRATEGIC MANAGEMENT ACCOUNTING

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Article history:	Abstract:
Received: 14 th January 2025 Accepted: 10 th February 2025	The article describes the basics and principles of the organization of strategic management accounting of economic entities, the characteristics of the formation of strategic management accounting information, the criteria that determine the level of relevance of strategic accounting information, and its role in the organization of strategic management accounting.
Keywords: Strategic management accounting, criterion, financial account, management accounting, business entities.	

INTRODUCTION

The modernization and diversification of the economy, the creation of new production capacities as a result of attracting foreign investments and ventures, the improvement of management styles in them, that is, the introduction of international business principles, are considered a particularly important issue.

At the same time, all large enterprises in our republic have been transformed into joint-stock companies, and the number of economic entities implementing cooperative management methods is increasing day by day. This contributes to the rapid development of the economy, the growth of industrial capacity, the adoption of high-tech industries, in other words, the growth of the competitiveness of economic entities operating in various sectors of the country's economy.

It is known that the introduction of modern management technologies in business entities cannot be implemented without introducing a mechanism for collecting, processing and promptly presenting relevant analytical accounting data, which will facilitate their strategic adoption by managers.

As a result of the pressure of globalization and increasing competition in the world, there is an ever-increasing need for a comprehensive alternative in the economic sphere. The development of a modern solution for the organization and cleaning of other people's hijab is a cross-cutting issue. In this regard, it is of great importance to develop a positive solution to the existing problem of effectively organizing strategic management accounting in a practical manner that meets the requirements of the business entity.

LITERATURE REVIEW

The theoretical and practical aspects of organizing strategic management accounting in enterprises and companies have been thoroughly studied in the scientific works of foreign economists A. Upchurch, E. Atkinson, R. Banker, P. Brewer, R. Harrison, K. Drury, R. Kaplan, E. Norin, K. Ward, J. Foster, C. Horngren and M. Young [1].

Also, economists from the CIS countries I. N. Bogataya, V. B. Ivashkevich, V. E. Kerimov, I. G. Kondratova, I. E. Mizikovskiy, O. E. Nikolaeva, V. F. Paliy [2] conducted scientific research on the problems of organizing and conducting strategic management accounting.

The theoretical and scientific-methodological aspects of organizing strategic management accounting are partially reflected in the scientific works of Uzbek economists A.A. Abduganiyev, N.B. Abdusalamova, A.Z. Avlokulov, A.K. Ibragimov, A.A. Karimov, M.B. Kalonov, U.U. Kostaev, B.Yu. Makhsudov, M.K. Pardaev, A.K. Pardaev, N.K. Rizaev, B.A. Khasanov, A.A. Khashimov, I.K. Giyasov [3].

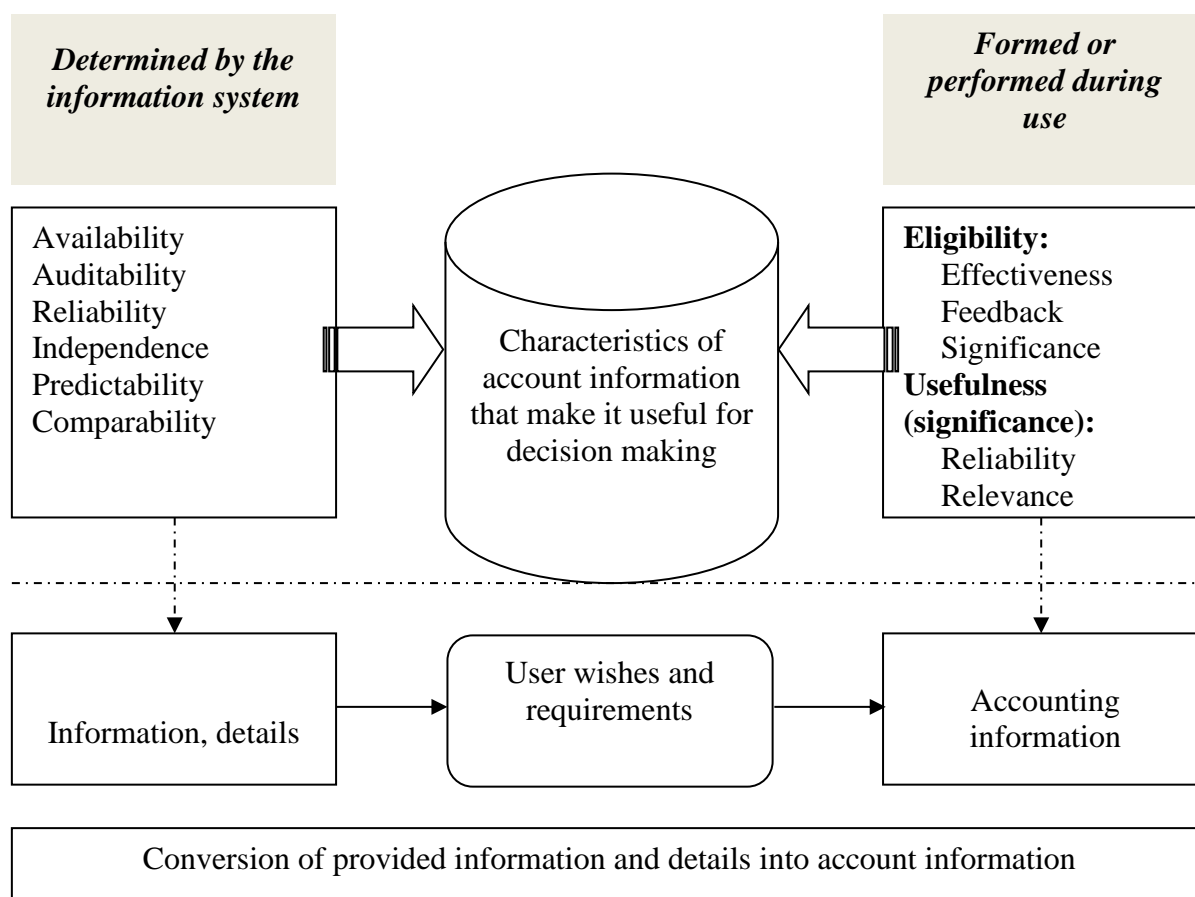
ANALYSIS AND RESULTS

The diversity of theoretical and methodological and scientific approaches indicates that there is no single approach to the essence of strategic management accounting and its functions in the scientific community. However, the results of scientific research show that there are similarities in the approaches of various scientists to the analysis of a number of issues. In particular, when it comes to determining the level and place of strategic management accounting in the management system of an economic entity, most people have different approaches. In particular, many scholars have identified the following important aspects of strategic management in this regard:

- its role is to support and strengthen strategic partnerships;
- the main task is to take into account not only the microenvironmental indicators of the business entity, but also external market and macroenvironmental factors and their impacts;
- its reliance on current, timely, and prospective financial information, as well as other sources of information (internal market capacity, external market conditions, support for entrepreneurship by the financial and credit market, tax burden, etc.);
- not only clear evidence, but also the ability to observe long-term changes or significant changes, etc.

Supporting the essence of this approach, it should be noted that it is appropriate to explain the essence of strategic management accounting as a key link connecting the strategic management process of an economic entity and this process with the accounting system. Its main task is to form the accounting and analytical data necessary for the adoption of long-term management policies[4].

In creating an analytical framework that distinguishes strategic management accounting from other types of accounting, we believe that it is necessary to rely on a specific model that allows us to group the characteristics of accounting data that are useful and necessary for the adoption of management policies (1st picture):



1st picture. Document of formation of strategic management accounting information sheet¹

The first group of characteristics of accounting information is not the characteristics of the information itself, but rather universal qualitative characteristics that are determined by the characteristics of the information system used. These include the principles of relevance, verifiability, representativeness, consistency, reliability, as well as independence and availability. The distinctive feature of this principle is that it is always possible to measure, that is, calculate, the change in the characteristics of the objects relative to predetermined parameters.

As can be seen from the above picture 1, the second group of characteristics that determine the properties of accounting data is called "openness characteristics." The essence of these characteristics is that the process of collecting and evaluating the available information set is not based on a predetermined set of data, but on the requirements set by the end user.

Similarly, the third group of principles, which determine the "extraordinary properties" of the calculation data, is also of great importance. In terms of the systems approach, usefulness (significance) expresses the system complexity of the analyzed object and implies the disproportion of the system properties to the properties of its individual elements. We believe that it is appropriate to include in this group the characteristics of relevance and reliability that determine the essence and importance of accounting information for each level of management[5].

It should be emphasized that the relevance of accounting data is of great importance for the adoption of strategic management policies. We believe that this property of accounting data not only satisfies the requirements of

¹ Developed by the author.

completeness, relevance and accuracy, but also provides a timely, fast and complete response to the information needs of users. Due to the importance of the issue, the level of relevance of accounting data has been taken into account in the approaches of almost all foreign and domestic scientists who have conducted scientific research in this area. However, it should be noted that no scientific work has fully considered the criteria for determining the level of relevance of accounting data. For example, V.F. Nesvetaylov proposes 4 groups of criteria for determining the level of relevance of strategic management accounting information, namely the principles of importance, usefulness, sufficiency, and reliability, while some economists propose 5 groups.

As a result of the conducted scientific research, we believe that the following can be considered as the main criteria that determine the level of relevance of strategic management accounting information (Table 1):

Table 1
Criterion that determines the level of relevance of the clinical report

№.	Criteria	The invention of the criterion
1.	Relationship	The accounting data being used should be relevant to the strategic decisions that can be made.
2.	Timeliness	Information can only be relevant if it is presented in a timely manner. Information that is not presented in a timely manner loses its relevance completely once a strategic decision has been made.
3.	Importance	The information should be presented in a concise manner to characterize the strategic situation of reporting entities or to identify strategically important indicators. Without this information, the possibility of strategic assessment and work with these objects will be absent or limited.
4.	Speed	When information is presented for strategic management decisions, it must respond to the principles of speed, that is, timeliness.
5.	Utility	The accounting information presented should be presented in the most relevant and optimal information quality for the most strategic decisions to be made.
6.	Sufficiency	Accounting data should be able to be used in strategic analysis without significant auxiliary changes.
7.	Reliability	The information provided for strategic management decisions must meet the principle of reliability.

The first principle of relevance, reflected in Table 1, is not found in the scientific works and research results of any economists, that is, it is a new principle proposed by us. Accounting data used to make strategic management decisions on the activities of business entities should be related to the strategic decisions that can be made. The reason is that the volume of information formed and summarized in all types of accounting conducted in business entities is very large, and 90-95 percent of this information is almost never used in strategic management accounting, that is, it is not relevant for making strategic decisions, and accordingly, as a result of drawing attention to them, other important information may be overlooked. On the contrary, there are a number of important issues that are still awaiting a positive solution in the organization and conduct of strategic management accounting in business entities, including the accounting, generalization, analysis and presentation of information related to the macroenvironmental level. In today's globalized world, the abundance of information that has no direct or indirect impact on the activities of business entities can distract managers from strategic direction. Therefore, we believe that in order for the information provided for strategic management purposes in business entities to be considered relevant, it must first of all meet the principle of relevance[6].

The effectiveness of strategic decisions taken in the activities of business entities directly depends on the availability of an accounting system that provides the information necessary for the adoption of such decisions. A characteristic feature of such a system is the continuity and systematic provision of strategic information to managers and specialists of the business entity.

During the research, a comparative analysis of the existing accounting system was conducted and the possibility of increasing the financial, other and strategic accounting system was determined. An important aspect of the Ulap process can be clearly observed using the following three methodological approaches:

- The cap of the hijab cap is designed to cover the cap of the cap and the cap of the cap;
- Each account uses only its own criteria for determining what information is relevant;
- The information provided by the experts and specialists is also being supported and strengthened at a large scale[7].

CONCLUSIONS AND SUGGESTIONS

In the practice of developed countries, strategic management accounting of companies is formed and developing in the course of strategic management and accounting analysis. However, as we noted above, in the practice of business entities operating in various sectors of the economy of our country, strategic management accounting, in particular, the organization and management of strategic management accounting of financial results, is still at the stage of formation. Therefore, first of all, the initial, that is, methodological issues associated with its organization and management at present should find their positive solution. Accordingly, it was concluded that the organization of strategic management accounting of financial results in business entities should begin with a clear definition of the differences between the types of accounts. The main point here is that the boundaries of differences between management accounting and strategic management accounting should be clearly defined, which is appropriate.

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