Secondly, it is the way of substitution, the displacement of old institutions by institutions of a new type. However, this path is based on the contradictory interaction of old institutions being eliminated and new ones being transplanted and may be accompanied by deep conflicts and contradictions that require harmonization and adaptation mechanisms to be resolved. Otherwise, if the introduced institution is incompatible with the cultural traditions and institutional structure of the economic system when using ’shock’ technology, transplantation dysfunctions are likely to occur: atrophy and degeneration of the institution, rejection as a result of the activation of alternative institutions, and institutional conflict [2].

All of the above will lead to a loss of effectiveness of the implemented changes in institutional conditions. It seems that the first way is preferable, although it is longer, but it should not be delayed, because, as in the second case, negative effects may occur [4].

In general, the introduction of organizational innovations stimulated by various changes initially contributes to the adaptation of existing organizational structures to the changes taking place, but in the course of development requires a qualitative change in the integrity of the organizational and economic elements of the economic system, which implies a fundamental change in the principles of their construction, the loss of the former principles of the system-forming role.

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Dimchohlo A.
PhD Student,
Volodymyr Dahl East
Ukrainian National University

RECOMMENDATIONS FOR INCREASING THE EFFICIENCY OF COST MANAGEMENT IN CRISIS CONDITIONS

The cyclical development of the theory and practice of cost management will be primarily driven by scientific and technological progress and, globally, by changes in technological modes. Based on the above provisions, various structures, methods and models of cost management have been developed and practically tested by leading scientists and experts.

The assessment of economic efficiency of cost management of enterprises in this study is based on the general theory and methodology of determining economic efficiency, set out in the works of foreign and domestic authors. In the most general form, efficiency is defined as the ratio of the result (effect) to the costs of obtaining it [2].

The cost-effectiveness of cost management should be assessed by correlating the costs of material and moral incentives to the total costs of staff motivation. Moreover, moral incentives should be taken into account in the cost dimension by multiplying the time spent by specialists in quality circles, developing new ideas, etc. By the average hourly wage of this category of specialists of the enterprise. Another indicator of efficiency is the degree of dependence of costs on the income received in the current period. However, this indicator is advisable to use in the short term in a crisis.

The quality of cost management in an unstable operating environment largely depends on the flexibility of the management system. The ratio of the levels of centralization and decentralization of leading enterprises operating in a similar environment to the parameters of the enterprise being assessed can provide an estimate of quality.

Profitability, one of the most studied and most frequently used indicators, is assessed by the authors in different ways. P. Drucker believes that ’profit is not a primary goal and serves as a social limiter for economic activity, below which it loses its meaning, but does not act as a maximized value and the only criterion of efficiency’ [4]. Qualitatively, the criterion of profitability can be determined by comparing decisions made on the basis of the full cost accounting system and the direct-costing system for the long-term and short-term periods.

The criterion of the quality of working life in assessing the effectiveness of the cost management system is determined by the degree of involvement of the company’s employees in the process of developing and implementing innovations with minimal time and resources at the stages of production and operation.

This indicator should be determined for each responsibility center, with the degree of delegation of authority determined. For cost centers, the productivity criterion has the highest proportion.

The classic indicators of productivity are indicators of resource use: output, capital efficiency, material efficiency. At present, the use of marginal income or value added is relevant. Assessing the efficiency of enterprise cost management involves a certain sequence of actions.

Some scholars cite the following stages of finding economic efficiency:

- determining the content of the event;
- identification of sources of effect formation;
- selection of an object for comparison;
- calculating the effect for each source;
- determination of the total effect;
- calculation of the costs of the measure;
- determination of economic efficiency.

The next step is to develop ways to improve efficiency. In order to improve the efficiency of cost management at Ukrainian enterprises, it is necessary to: focus on controlling costs at the point of their occurrence; process data on different costs differently; reduce excessive activities; assess both the state of the enterprise as a whole and the situation in all areas of activity; analyze the cost system in an inseparable connection with the analysis of the system of development and implementation of innovations.

The multiplicity of efficiency assessment methods allows for a subjective approach to selection, depending on the professional characteristics of the evaluators, the objectives of the assessment, and the external and internal environment of the enterprise.

A significant role in the selection and implementation of a cost management efficiency assessment system is played by the following: existing accounting and control systems, the enterprise information system, and the visibility of the system’s advantages in terms of costs and results.

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