

# Controlling-based organizational and economic mechanism of enterprise activity planning



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**Abstract** In this article, the authors prove how introducing a control system for enterprises will, firstly, increase the level of business controllability and reduce the time for making managerial decisions. Secondly, it will help to control the company's assets and manage costs more effectively. Thirdly, it will significantly increase the profitability of joint-stock companies and ensure risk control and risk mitigation to increase the investment attractiveness of the business. Due to the variety of external and internal factors influencing the organization, there cannot be a one-size-fits-all recommendation for establishing a controlling function within a company. Empirical research shows that the most important influencing factors in controlling an organization are the size of the company and the dynamics of changes in the external business environment. In small enterprises, the chief accountant typically performs the controlling function, whose responsibilities include analytical accounting and budgeting. In larger enterprises, specialized departments are created with various tasks related to coordinating management processes and control. The relationship between control functions and environmental dynamics is quite interesting. In companies operating in a stable environment, the controller is seen as a recorder. In a limited variability of the external environment, the controller performs the role of a navigator, providing the company's departments with the most rational planning and control tools. In a turbulent environment, the number of problems that need to be addressed increases significantly. In such a situation, the controller emerges as an innovator who directly participates in problem-solving. In essence, controlling does not necessarily require a separate controller position. Instead, it implies the presence of specific tasks that the company's executives or management can perform. Initially, it is necessary to determine whether the controlling functions can be distributed among existing departments or if creating an independent controlling department is better.

**Keywords:** controlling, crisis management, enterprise management, innovation, innovator.

## 1. Introduction

In the current circumstances, controlling becomes the innovative tool without which crisis management does not yield significant results. The authors can state scientifically that traditional management has already ceased to exist. The external environment is so volatile and unpredictable that the company is always susceptible to its influence, which can only be mitigated through crisis management. Therefore, controlling is always crisis-oriented. Enterprise managers are interested in implementing this tool. When organizing controlling within a company, the following questions are primarily addressed:

- 1) At which level of the management structure should controlling functions and tasks be assigned?
- 2) What will be the scope of tasks for this department, and how will these tasks be interconnected with other departments?
- 3) What decision-making authority should the controller have?
- 4) What is the sequence of the main stages in implementing controlling?

Once the management has recognized the necessity of implementing controlling, the question arises whether to create an independent controlling department or distribute controlling functions among existing structural units such as planning, production, accounting, and sales departments.

Due to the variety of external and internal factors influencing the organization, there can be no universal recommendations for establishing a controlling department. However, empirical research shows that the most influential factors in organizing control are the enterprise's size and the dynamics of changes in the external business environment. In



small enterprises, the chief accountant usually performs the controlling function, whose responsibilities include analytical accounting and budgeting.

In larger enterprises, specialized departments with a wide range of tasks in coordinating management and control processes are established. An interesting aspect is the dependence of controlling functions on the dynamics of the environment. In stable environments, controllers are referred to as recorders. Controllers act as navigators in conditions of limited variability in the external environment, providing the enterprise's departments with the most rational planning and control tools. In turbulent environments, the number of problems that need to be addressed increases significantly. In such a situation, controlling emerges as an innovator who directly participates in problem-solving. Controlling, by its nature, does not necessarily require a separate controller position. Instead, it signifies the presence of specific tasks and responsibilities that can be performed by employees or management within an organization. Initially, it is necessary to determine whether the controlling functions can be distributed among existing departments or if it is better to establish an independent controlling department.

Organizational implementation of controlling functions within existing departments and positions can take several forms. One option is to assign the controlling function to the accounting department. However, due to the accounting system's strong focus on the past, the chief accountant or their deputies may have difficulty fulfilling future-oriented controlling tasks. If the company is small, controlling tasks may be delegated to the financial manager, who has the main information and control tools at their disposal. The functions of finance and controlling are often combined due to their close connection. Conversely, the distribution of controlling operations and tasks among all functional departments of the company can be considered. However, this approach may fail to achieve systematic coordination among different departments in executing controlling functions and tasks.

The decision to forgo the creation of specialized controlling services has its drawbacks:

- the lack of a professionally competent and independent individual within the company to neutrally evaluate solution alternatives;
- decentralized execution of controlling tasks increases the workload on existing departments;
- controlling requires specialized knowledge of control methods and tools.

Moreover, introducing the controlling philosophy requires a holistic analytical interpretation of the complex interconnections of various factors.

This article aims to clarify the essence and content of controlling-based organizational and economic mechanisms of enterprise activity planning.

## 2. Methods

While working on this research, the authors used the following general scientific methods: comparative, correlative, analytical, and historical. In the context of this research, the comparative method was utilized to allow various enterprises with and without control systems to be compared. By examining differences and similarities in their performance, conclusions about the effectiveness of control systems were drawn. This method was instrumental in identifying patterns, trends, and variations, providing valuable insights into the impact of control systems on different types of businesses.

The correlative method was employed to focus on identifying relationships between variables. It allowed researchers to explore how changes in one variable relate to changes in another. In this research, the correlative method was used to establish connections between the presence of control systems and specific outcomes, such as improved controllability, reduced costs, or increased profitability. The analytical method was employed to break down a complex phenomenon into smaller components to understand its underlying principles. In the context of this research, the analytical method enabled the authors to dissect the concept of control systems. The components, processes, and mechanisms involved in these systems were analyzed. By critically evaluating these elements, the authors could identify the key factors contributing to the effectiveness of control systems. This method assisted in developing a theoretical framework and understanding the logical structure of the control systems, enhancing the depth of the research findings. The historical method was employed to study past events, developments, and trends to gain insights into the present and future. In this research, the historical method was used to examine the evolution of control systems in enterprises over time. Historical data and case studies were explored, and the development of control mechanisms was traced, observing how they had adapted to changing business environments. Understanding the historical context provided a foundation for assessing the effectiveness of modern control systems and predicting future trends in enterprise management.

By employing these scientific methods in their research, a comprehensive and rigorous analysis of control systems in enterprises was conducted by the authors. Each method contributed specific insights, allowing for a multifaceted understanding of the subject matter and enriching the depth of their findings.

## 3. Theoretical background

The studies of leading national and foreign scholars are devoted to the controlling issue, namely Tsyhylyk et al., (2004, 2005), Tsyba (2007), Tereshchenko (2001), Pushkar (2004), Pryimak (2007), Portna (2008), Kniazevych (2011), Morozov (2005), Mantsurov (2009), Kozachenko (2006), Kovalchuk (2012), Kaplina (2020), Kalaitan (2008), Iliina (2008), Illiashenko (2003), Illiashenko (2004), Didenko (2008), Derikolenko (2011), Davydovych (2011), Humennyk (2011), Hrynkova (2003), Hordiienko (2006), Havva (2004), Kanak (2003), Zund (1979), and Kosmider (1994).

#### 4. Results and discussion

In different countries, there is no unified approach to the organizational implementation of controlling functions in practice. In most cases, the controller is the company's commercial director or, according to our terminology, the deputy director of economics or a chief economist. In addition, departments and services of external accounting (financial accounting), management accounting, auditing, production organization, insurance, and often an information and computing center are subordinate to the controller.

In Germany, the controller position is introduced in medium and large firms that use a controlling system. German experts recommend introducing the position of a controlling specialist responsible for performing the main controlling functions in enterprises with a workforce exceeding 200 employees. In the typical management structure, management accounting, statistical departments, planning, and forecasting are transferred to the administrative authority of the controller. The chief accountant and their department do not directly report to the controller (Derikolenko, 2011).

In medium-sized enterprises, the position of a controlling specialist is introduced, often working in the financial accounting department. If the enterprise is small, controlling tasks are assigned to the financial manager, who has the primary information and control tools at their disposal. The functions of finance and controlling are often combined due to their close connection. These functions are partially separated in large firms, where the position of deputy financial director for control is introduced.

The tendency to separate finance and supervision in large enterprises is understandable because the former focuses on the financial synthesis of all types of activities, both short-term (payment and cash operations) and long-term (economic policy). A combination of line and staff units characterizes the organization of most enterprises. Before creating a controlling unit, it is essential to fundamentally decide whether this unit will be of a line or staff type. Since controlling is understood as a particular form of support for management decisions, establishing a staff controlling unit that reports to top management should be considered a rational decision (Borodina, 2022).

The larger the company, the more functions and tasks are decentralized, and controlling positions or departments are introduced in various areas of the company's operations (such as workshops, divisions, branches, and sales departments).

Quite often, in large enterprises, specific tasks (for example, the creation of new products) affect all functional areas of the company. In such cases, project groups consisting of representatives from different areas of activity are formed and coordinated by the controlling department. In the initial stage of implementing controlling in domestic enterprises, the controlling department may consist of a working group of 3-4 individuals. The following structure of the controlling service is rational:

- Head of the controlling service;
- Supervisor of workshops;
- Controller-specialist in management accounting;
- Controller-specialist in information systems.

In a controlling department consisting of 3-4 employees (controllers), each person has their own responsibilities, while at the same time, they need to adhere to the principle of teamwork. The employees of the controlling department handle significant analytical tasks together, assisting each other. At the initial stage of the department's work, there is no need to involve additional employees only at the workshop level of the enterprise, as economists from the workshops can fill in analytical forms for the controlling department. Therefore, the controlling department in a company during its operations is a small group of highly skilled professionals with significant authority and access to the entire volume of financial information (Nikonenko, 2022).

Like any financial and economic service, the controlling service establishes links with other services and departments, establishes information cooperation, and conducts a more precise division of functions during a certain formation period. Later, the controlling service may expand its influence and workforce, assigning a controller to each department to monitor and analyze actual performance parameters (primarily expenses) deviations from the planned ones.

It is advisable to directly subordinate the controlling service to the CEOs or their deputy. In this way, the head of the controlling service attains a high status and independence from the leaders of other financial-economic services. Furthermore, the controlling service enjoys a privileged position to some extent, as other services are obliged, by the CEO's order, to provide the controlling service with all necessary information. By implementing controlling in management, business leaders are guided by the rational use of resources and the strategic development of their enterprise in the future (Lelyk, 2022).

Managers' willingness to delegate operational decisions is a key element of successful management, especially in today's business environment. From a practical point of view, effective delegation helps avoid manager overload and enables faster decision-making. In addition, it helps to expand the capabilities of the team and reveal the potential of each member of the organization.

First of all, managers who actively implement the principle of delegation demonstrate confidence in their team. They understand that real success lies in the team's ability to make decisions and accomplish tasks independently. Willingness to delegate means recognition of internal potential and the development of subordinates. In addition, managers who demonstrate a high level of willingness to delegate actively develop their teams. They invest in the professional development of their subordinates, creating conditions for learning new skills and improving their qualifications. On the other hand, some managers may be hesitant to delegate operational decisions, which may be due to fear of losing control, a lack of confidence in the competence of subordinates, or a traditional approach to management (Kurlova O.M., 2021).

Most successful global companies that have achieved their goals have always used controlling as a management tool, perhaps without explicitly using this term, but considering environmental changes and the likelihood of predicting the enterprise's future state.

Controlling can be presented as a service function. The main users of this function are CEOs, managers, and specialists of functional departments within the enterprise. While analyzing the current management practices of an enterprise, it is essential to emphasize that the controller serves as an information provider to managers. In terms of organization, controlling is a structural element of the enterprise - a link, department, or service that performs controlling functions governed by the internal documentation of the enterprise (Lelyk et al., 2022).

Controlling, as a science, deals with the theory of resource measurement, the production results of an enterprise, and even its processes. Control, analysis, and planning become groundless and unjustified if the measurements are not precise, objective, uniform, and comparable. Moreover, the activities of any company are always aimed at achieving specific goals. Therefore, constant monitoring of the developed programs' implementation is necessary to stay on course.

Today, the traditional management system is one of the most important (although outdated) management tools. For example, controlling is designed to prevent and predict the occurrence of crisis situations. Therefore, the analysis of management as an essential component of the modern management system, the study of the history of its origin and main stages of formation, and the genesis of the theory of management systems, as presented in the table, are essential for understanding the modern essence of this term (Shvydanenko et al., 2008).

A controlling toolkit is being formed with the active development of computer technology and technologies. Controlling programs such as "ABC," "1C," "JIT," "Kaizen," and others are emerging.

Historical stages of control over development encompass a significant period during which this sphere of activity evolved in conjunction with the socio-economic development of society.

The methodology of controlling holds considerable practical significance in any field, as all operations and actions must be carried out following specific rules, instructions, and standards.

However, implementing any innovation is accompanied by a certain degree of risk, which can have both positive and negative aspects. Furthermore, modern enterprises' constantly changing economic conditions affect the flow of managerial decisions. As noted, in making decisions during the implementation of all management stages, such as planning, organizing, controlling, analyzing, and motivating, controlling plays a role by providing informational and consultative support to management. Therefore, it is only possible to imagine creating an effectively functioning control system using information technologies that support and implement such tools.

The implementation of the controlling system may encounter various potential shortcomings and challenges, particularly when adhering to certain principles of decentralized implementation and dealing with a lack of professionally competent individuals (table 1).

Currently, there are numerous classifications of enterprise efficiency based on various criteria. For example, using the environmental criterion, the external and internal efficiency of companies can be distinguished. External efficiency is characterized by the level of achievement of goals set by the company regarding external influencing factors (such as market dynamics, changes in legislation, etc.). Internal efficiency is characterized by the performance of specific internal processes within the organization, i.e., the state of the company's internal system.

The internal efficiency of a company is primarily associated with factors such as the quality of management decisions, personal and professional qualities of the leader, level of corporate culture, quality and innovation of products, and so on.

Based on the criterion of time, the efficiency of a company is distinguished into static and dynamic categories. Static efficiency assesses the productivity of the company in the short term, focusing on achieving operational and tactical goals, allowing for an evaluation of how effectively the company utilizes its resources within current tasks. On the other hand, dynamic efficiency determines the productivity of the company over a prolonged period, considering long-term strategic goals and the company's ability to adapt to changes in the industry and economic environment. This approach enables the determination of the company's stability and competitiveness in the long term.

**Table 1** Potential drawbacks of implementing controlling.

Criterion	Drawbacks	Characteristics
Decentralized execution	Loss of centralized control	Decentralized approach may pose the risk of losing centralized control over key processes and indicators.
	Data inconsistency	Different parts of the organization may use different accounting methods and systems, complicating data comparison and analysis.
Lack of professionally competent individuals	Insufficient knowledge and skills	Absence of specialized talent in controlling may lead to insufficient effectiveness in system implementation and maintenance.
	Need for training and development	Companies may face the challenge of developing and educating their staff for the effective utilization of controlling.
Technical aspects	System integration	Implementing controlling may require integration with existing systems, which can be a labor-intensive task.
	Security and confidentiality	Increased data processing demands a high level of security and confidentiality protection.
Introduction of controlling culture	Resistance to change	Companies may encounter resistance to the new controlling culture, especially when employees are accustomed to different working methods.
	Need for communication	Effective implementation of controlling requires active communication and involvement of all stakeholders.
Budget	Financial expenses	Implementation and maintenance of controlling systems may require significant financial expenses, which could be limited by the company's budget.

Source: Compiled by the author based on (Berdar, 2016).

Furthermore, based on the criteria of content, three main types of company efficiency can be identified. First and foremost is the significance of economic efficiency, which is evaluated by revenues, profits, and other indicators relative to expenditures. Technological efficiency is determined by the intensity and optimization of resource utilization in the production of goods or services, taking into account established production goals. Additionally, there is social efficiency, which characterizes the level of employee satisfaction regarding their well-being, working conditions, and other social aspects (Morozov, 2005).

It is necessary to note that the continuous development of economic relations and socio-economic systems also leads to the development of approaches to understanding the efficiency of a business.

For example, in recent years, with the expansion of activities of transnational companies, the synergistic approach has gained popularity. It asserts that a system can remain efficient even in the inefficiency of one or more of its elements, provided there is no tendency to increase such elements.

The final stage involves the direct implementation of organizational changes, followed by an analysis and evaluation of the achieved results.

When conducting organizational changes, deviations and inconsistencies in forecasts may occur if the following factors are not taken into account:

- In the process of transformation, certain values that are significant may be both acquired and lost.
- The enterprise should be prepared to function in a transformed state and be capable of implementing the necessary measures.
- The quantity, scale, and sequence of organizational changes.
- The possibility of adjusting the expected results of organizational changes.
- The willingness, initiative, and competence of employees in implementing transformations.
- The ability to adapt corporate culture to the expected results, and so on.

However, during the practical implementation of management systems and their tools, several factors can hinder effective implementation. These factors can be categorized into several groups:

- Errors in goal setting.

Incorrectly defined or insufficiently specific goals can lead to failure in the implementation of the management system.

- Historical factors.

Negative aspects of experience can affect staff attitudes toward new systems, making them difficult to adopt.

- Organizational factors.

Organizational, structural, or cultural characteristics may interact with implementation, creating additional challenges and constraints.

- Psychological factors.

Staff support and response to change can affect the effectiveness of implementation, particularly if there is repeated resistance to the innovation.

- Methodological factors.

Choosing the wrong methodology or insufficiently adapting it to the specific needs of the organization can disrupt the implementation process.

First and foremost, it is necessary to assess the readiness of the managers to delegate operational decisions initially to the middle management level, as there is a risk that control may remain solely with the decision support analytical system at the "manager-controller" level. Next, however, it should be logically integrated into the company's business cycle processes.

The implementation of management systems may encounter various practical obstacles that affect the process and efficiency of the system. Firstly, among the practical hurdles, financial, technical, or human resource shortages should be highlighted, encompassing constraints such as a limited budget for acquiring necessary equipment and software or insufficient personnel qualifications. The introduction of a new system may face resistance from employees, who may doubt the necessity of changes or anticipate the possibility of job losses. Certainly, the situation where staff do not perceive any advantages or benefits from the new system must be considered, leading to a low level of motivation for its utilization. Additionally, inadequate communication between different departments and management levels can result in misunderstandings and improper system implementation. Moreover, if business processes in the company are not clearly defined or poorly structured, implementing a management system can be challenging, requiring a clear understanding and optimization of existing processes. Technical issues, such as compatibility with existing equipment, security problems, or low-quality software, may arise during the implementation of management systems, and unexpected changes in customer requirements or market conditions may necessitate modifications or swift adaptation of the management system to new market conditions (Kaplina, 2021).

## 5. Conclusions

Thus, based on the above, the authors can summarize that introducing a control system for enterprises will, at first, increase the level of business controllability and reduce the time for making management decisions. Secondly, it will help to control the company's assets and manage costs more effectively. Finally, it will significantly increase the profitability of joint-stock companies and ensure risk control and risk mitigation to increase the investment attractiveness of the business.

## Ethical considerations

Not applicable.

## Conflict of Interest

The authors declare no conflicts of interest.

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