

UDC 338.58

LIMITED COSTS CONTROL PROBLEMS

ПРОБЛЕМЫ КОНТРОЛЯ ОГРАНИЧЕННЫХ ЗАТРАТ

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ABSTRACT

LIMITED COSTS, OTHER LIMITED COSTS, PROFITS TAX, FINANCIAL CONTROL, MANAGERIAL CONTROL

This article highlights the most critical problems connected with limited costs control. Recommendations for optimizing their financial and managerial control and organizing the management process are proposed and substantiated. Tables have been developed to create a sufficient information field for the analysis of limited costs, development of a methodological basis for their accounting and future improvement of the control process.

АННОТАЦИЯ

НОРМИРУЕМЫЕ ЗАТРАТЫ, ПРОЧИЕ НОРМИРУЕМЫЕ ЗАТРАТЫ, НАЛОГ НА ПРИБЫЛЬ, ФИНАНСОВЫЙ КОНТРОЛЬ, УПРАВЛЕНЧЕСКИЙ КОНТРОЛЬ

В данной статье освещены наиболее актуальные проблемы контроля нормируемых затрат. Предложены и обоснованы рекомендации по оптимизации их финансового и управленческого контроля и организации процесса управления. Разработаны таблицы, позволяющие создать достаточное информационное поле для осуществления анализа нормируемых затрат, разработки методологической основы их учета и совершенствования контрольного процесса.

The costs of the organization are the object of constant attention both for the economic entity itself and the authorities that control its activities. A special place in the structure of costs is occupied by limited costs taken into account in taxation, which are described in Article 171 of the Tax Code of the Republic of Belarus [1].

In this regard, the issues of organizing control of limited costs are of particular

relevance. In their control, first of all, attention is paid to the correct allocation of costs by periods. There is one of the most important problems associated with the reflection of limited costs in accounting.

The sum of accounted for taxation limited costs determined at the time they are written off on financial results (to the debit of account 90.4 "Cost of products, goods, works, and services"), rather than at the time of their actual implementation and reflection on the cost accounts (to the debit of accounts 20 "Primary production", 25 "General expenses of production", 26 "General business expenses", etc.). Considering that a part of the limited costs "settles" in the finished but not sold products, the question arises about the correct distribution of these costs between the finished and sold products leftovers.

The methodology for determining the amount of limited costs written off for sold goods, works, and services is not established in legal terms. Therefore, organizations need to develop and consolidate it in their accounting policies on their own. For that purpose, it is possible to use a technique previously developed by the authors [3].

The next important step in limited costs monitoring is control of their aggregate standard, which cannot exceed 1 % of proceeds from the sale of goods (works, services), property rights and income from rental operations, including VAT (Clause 3 of Art. 171 of the Tax Code of the Republic of Belarus) [1]. Control invited to perform with the help of Table 1, which is compiled on the basis of the tax return and income statement.

Table 1 – Other limited costs standard control

Period	Revenue (according to the income statement)	Other limited costs standard	Other limited costs (according to the tax return)	Deviation
	<i>(line 1)</i>	<i>(line 1 x 1%)</i>	<i>(line 2.4.1)</i>	<i>(cl.3 – cl.4)</i>
Q2	2 974 715,24 rubles	29 747,15 rubles	29 747,15 rubles	-

Source: compiled by the author.

This table allows determining the existence and size of the deviation of the actual amount of other limited costs over the value accepted as normative. Its excess will indicate the existence of tampering made in order to increase the amount of tax deduction.

Some accountants are trying to bring financial and tax accounting data together in order to simplify their work. This leads to accounting violations. Let us give an example.

The employee was sent on a business trip for a period of three days to Orsha town (Belarus). The cost of accommodation paid for the days of a business trip is included in the accounting expenses in full, in the tax expenses – only in accordance with approved standards. According to the Decree of the Council of Ministers of the Republic of Belarus dated March 19, 2019 №176 [2], the standard amount of expenses for accommodation in regional centers for each day of being on a business trip in Belarus is 25 rubles. If the cost of accommodation exceeds the specified amount, the employer reimburses them based on supporting documents.

For each day of being on a business trip, the employee was paid 25 rubles per day. Upon return, the employee provided an invoice for accommodation for 27 rubles per day with supporting documents attached. The employer made a decision to compensate the employee for the difference. The reflection of these transactions is presented in Table 2.

Table 2 – Travel expenses accounting records

№	Transaction	Accounting record		Total
		Debits	Credits	
1	Cash was issued to the employee	71	50	75 rubles (25 rubles x 3 days)
2	The employee presented an advance report	20	71	81 rub. (27 rubles x 3 days)
3	The money for accommodation returned to the employee	71	50	6 rubles (81 rubles – 75 rubles)

Source: compiled by the author.

Thus, all expenses totaled 81 rubles are accepted for accounting. However, when calculating the tax base for income tax, expenses will be taken into account only within the standard, as part of other expenses, i.e., 75 rubles in total. (25 rubles x 3 days).

Often, accounting expenses include only the same amount that is accepted for tax purposes, and the amount in excess of the standard is attributed to the net profit of the organization. It distorts information about the real cost value and structure. This approach has already become a typical accounting mistake.

For the purposes of management control, analysis of the composition and

structure of normalized costs is of greater interest. For its implementation, it is proposed to use Table 3, which is filled on the basis of the accounting data.

Table 3 – Analysis of other limited costs dynamics

Line item	Period			
	1 quarter	2 quarter	3 quarter	4 quarter
Other limited costs accrued, rub.:	5 613,49	4 983,01	6 732,21	5 189,37
- as part of primary production costs	876,44	701,91	1 003,07	836,32
- as part of administrative expenses	4 737,05	4 281,1	5 729,14	4 353,05
Other limited costs allocated, rub.:	439,23	399,07	504,22	415,17
- to the cost of sales	83,86	61,23	95,02	80,95
- to administrative expenses	355,37	337,84	409,20	334,22
Other limited costs not included in taxation, rub.:	5 174,26	4 583,94	6 227,99	4 774,20
- as part of finished products	792,58	612,44	850,24	771,47
- as part of administrative expenses	4 381,68	3 971,50	5 377,75	4 002,73

Source: compiled by the author.

This table allows observing the dynamics of limited costs items in the context of tax periods. The nature of its change is essential for the management, as it allows to evaluate the effectiveness of the regulatory process of regulated expenses of the organization. For example, an increase in other limited costs not taken into account in taxation may indicate the ineffectiveness of the chosen method of writing off costs.

The proposed recommendations will help to optimize the financial and managerial control of limited costs and competently organize their management process. The information obtained using worksheets will create a sufficient information field for the analysis of limited costs, development of a methodological basis for their accounting, and future improvement of the control process.

Reference

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