

Comprehensive budget management and performance evaluation of listed companies

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Abstract— In the new era, listed companies have introduced the application of comprehensive budget performance management as an advanced management tool, and established a comprehensive budget management and performance evaluation system to help companies standardize financial management, improve economic efficiency, and ensure strategic goals. It is worth mentioning that although listed companies generally carry out comprehensive budget management and performance evaluation work, the actual results are quite different, which has caused some listed companies with poor performance to suffer. Therefore, it analyzes the existing problems of comprehensive budget management and performance evaluation of listed companies, and considers that the strengthening countermeasures have great practical value and significance.

Keywords- comprehensive budget management; performance evaluation; existing problems; countermeasures

1 INTRODUCTION

In The listing helped the company to absorb funds, mitigate risks, and expand the market scale. At the same time, it also brought higher social attention and stricter financial disclosure requirements to the company, which forced listed companies to speed up the improvement of financial management and quality.

Based on this, listed companies focus on internal control in a timely manner, thoroughly explore comprehensive budget management, effectively implement financial disclosure requirements, consolidate public confidence in the company, and promote the company to improve quality and efficiency, achieve business objectives and strategic planning. Adhering to the principle of no evaluation and no management, listed companies have long clarified the inextricable relationship between comprehensive budget management and performance evaluation, and comprehensively combined comprehensive budget management with performance management to establish a comprehensive budget management performance evaluation system, but the practical effect Poor. This reflects that there are still many problems in the overall budget management and performance evaluation of listed companies.

It is imperative to analyze the existing problems of comprehensive budget management and performance evaluation, and put forward suggestions for improvement, which will greatly benefit the development of listed companies.

Second, the analysis of problems in the overall budget management and performance evaluation of listed companies

The overall budget management performance evaluation system constructed at this stage is imperfect

At present, the most prominent problem in the overall budget management performance evaluation system of listed companies is that the performance evaluation index system is imperfect and unreasonable. The evaluation of the budget is essentially a performance appraisal, but the performance appraisal

indicators in the existing system are based on the formation of financial data, and there is little concern about the company's business. It is limited to paper talk; in the actual implementation process, the overall budget management performance evaluation and business operations are at "Two lines of independence

The state of combat, its evaluation results and the actual operation of the company, led to performance evaluation in vain. There are also some indicators based on the company's direct benefits or profit generation, focusing on cost savings, budget goals, economic benefits, etc., are all prominent immediate interests. Short-term indicators lack long-term strategic indicators for value creation and future profit space assessment. At the same time, the existing performance evaluation index system lacks relevant indicators that reflect the company's cash flow, assets and liabilities, industry characteristics and vertical industry benchmarking analysis. "Comprehensive."

Insufficient stamina for supervision and incentive mechanism, and the implementation of comprehensive budget management performance evaluation system is not in place The relevant responsible persons of listed companies such as Softbank, Lenovo Group and Citibank have said that their execution is higher than the formulation of strategies and systems. Insufficient execution, and the perfect system does not help, but the lack of executive power is a common problem in many listed companies.

At its core, many listed companies have not strengthened their supervision and incentive mechanisms at this stage. The implementation of the comprehensive budget management performance evaluation system lacks rigid constraints, security guarantees and core drivers, and its effectiveness is naturally difficult to improve. Many listed companies have not built a special independent supervision mechanism around comprehensive budget management and performance evaluation. Some supervisory regulations and internal budget management implementation are contradictory or lack of internal connection, and they cannot play the role of supervision and

restraint. As a result, the implementation environment of the comprehensive budget performance evaluation system is too loose. The implementation of ineffectiveness is frequent. In terms of establishing incentive mechanism, it is not possible to completely sort out all the interests within the company, or to set up an incentive mechanism based on the interest community, which leads to unfair and unfair phenomena such as egalitarianism in the actual assessment, which touches the negative emotions of employees and limits the overall budget management performance.

The performance of the effectiveness evaluation system has improved.

Insufficient information technology support for the comprehensive budget management performance evaluation system. Comprehensive budget management and performance evaluation are control activities around the whole process of listed company's operation and development. It is a large-scale and complex management evaluation system, which needs strong data as a basis for support. Its data analysis and integration work is arduous, including financial data analysis of customer transactions, contract data, assets and liabilities, cash flow, and competitors' marketing expenses, cost ratio, business strategy and other data analysis of rivals; The company's strategic adjustment, resource acquisition methods, company products and customers, the company's internal governance structure and organizational form, and the strengths and weaknesses of the industry's development are all the information bases on which comprehensive budget management and performance evaluation are based, and all need to be concerned, analyzed and integrated.

However, the existing data computing platform of listed companies cannot carry such huge data scale and functional processing. The information technology support of data processing is relatively weak, resulting in frequent logic errors or information omissions in the data processing process, which cannot meet the overall budget management and performance evaluation. Claim.

Third, the countermeasures for listed companies to strengthen overall budget management and performance evaluation

Accelerate the construction of a sound comprehensive budget management performance evaluation system

Listed companies should timely discover the shortcomings of the existing comprehensive budget management performance evaluation system, take the company's strategic planning as the guide, aim at the company's business development pain points, and combine the company's operational reality to optimize and improve the existing comprehensive budget management performance evaluation system. The basis for implementation effectiveness. Performance evaluation serves the overall budget management, provides management consulting for the overall budget, analyzes the feasibility of the budget preparation plan, conducts accountability for the invalid budget results, and provides suggestions for improvement. Therefore, the process of optimizing the overall

budget management performance evaluation index system of listed companies should be based on the "comprehensive" characteristics and set comprehensive, scientific and reasonable performance evaluation indicators. It is necessary to integrate all the financial indicators in the existing indicator system, add new indicators such as cash flow, assets and liabilities, delete duplicate and invalid indicators, and streamline the financial indicator system; add business-related indicators and other non-financial indicators to ensure The comprehensiveness of the indicator system promotes the scientific rationality of the overall budget management performance evaluation system.

At the same time, listed companies must adhere to the "management has model, no fixed" principle, adjust the existing comprehensive budget management performance evaluation system, build a closed-loop dynamic system, enhance the system's independent optimization function, and promote the system's implementation effect spiral.

Strengthening the construction of scientific supervision and incentive mechanisms to promote strict and effective implementation of the system

Listed companies should reshape the supervision mechanism for comprehensive budget management and performance evaluation, provide rigid constraints for comprehensive budget management and performance evaluation, and promote the effectiveness of overall budget management performance evaluation. It is necessary to build a real-time monitoring system to implement comprehensive management and performance evaluation throughout the whole process of supervision and management, to achieve dynamic management, to ensure timely detection of problems or deficiencies in the implementation of the comprehensive budget management performance evaluation system, to initiate an early warning mechanism, to remind relevant executives Timely processing or improvement; or launching a feedback mechanism to awaken the independent optimization function of the comprehensive budget management performance evaluation system, achieve independent update and optimization within the system, and ensure the efficiency of the overall budget management performance evaluation system. Listed companies should thoroughly explore and sort out the internal interest's management, build a community of interests, design and build a scientific and mutually beneficial incentive mechanism, maximize the enthusiasm of the company's employees, and actively promote the overall budget performance management system. Implementation is implemented.

It is necessary to integrate comprehensive budget management and performance evaluation into the company's cultural construction, shape the company's soul, and make the company employees feel the cultural atmosphere and determination to implement comprehensive budget management and performance evaluation, and promote the comprehensive budget management and performance evaluation system through spiritual incentives.

Accelerate the establishment of an information

management platform system for comprehensive budget management performance evaluation system

Listed companies should strengthen financial information construction, accelerate the construction of an information management platform capable of carrying advanced data analysis, artificial intelligence, cloud accounting and other advanced technology operations, consolidate the technical support of comprehensive budget management and performance evaluation, and help improve the efficiency and quality of data information analysis.

To promote the quality of overall budget management and performance evaluation. On the basis of perfect financial information, try to build a logical framework model that serves comprehensive budget management and performance evaluation, and strengthen the data base of comprehensive budget management and performance evaluation. It is necessary to re-integrate and decompose the comprehensive budget management performance evaluation index system, establish a performance evaluation index database and a business department database, and establish an industry department database in combination with the industry environment and benchmarking analysis; the historical data of listed companies should also be correctly applied.

The historical data is integrated and processed, and an auxiliary database including social and economic development, literature, cases, experts and third-party institutions is established. Under the full technical support, the financial information management system of listed companies is improving day by day, and the data processing and load capacity are highly improved, thus providing a perfect data basis for the construction and optimization of the overall budget management and performance evaluation system, fully guaranteeing the overall budget management and The quality of performance evaluation

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2.3 Figures

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