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GRT **THE USE OF ACCOUNTING TOOLS IN
DECISION-MAKING PROCESS IN NICHE
SUPERMARKETS OF CACOAL CITY, RONDÔNIA (BRAZIL)**

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Abstract:-The decision making in day-to-day management of companies are of the utmost importance, because each decision outlines a path to take both by the company and by employees (owners, employees, suppliers, customers, among others). The accounts together with the analysis of financial statements assists in the management of the business, because they are used to capture the information and analyzing them, being that when used together, serve to support the manager take effective decisions and accurate. With this, the object of research of this article was to verify how are used information extracted by means of the analysis of accounts and balance sheets in the decision-making process by managers of supermarkets of Cacoal/RO. Having specific objectives check as is used in accounting; knowledge of managers about the accounting and the benefits of analysing the accounts and balance sheets. To achieve the proposed objectives, was used the deductive method combined with qualitative research and field study, being that in order to obtain the data were applied questionnaires with open and closed questions. To conduct the survey, it was found that most managers do not have detailed knowledge about the accounting, however use the accounting information in making their decisions.

Keywords:accounting Tools. Supermarkets. Decision-making.

INTRODUCTION

In a study done by Interunion Department of Statistics and Socio-economic Studies - DIEESE in 2012 it was found that some indicators of supermarket segment, among them, points to research that the billing of that segment was of R\$ 242.9 (two hundred and forty-two billion and 900 million reais) in 2012, which represents an increase of 2.3% in relation to what was billed in 2011.

In this regard, it becomes visible to the expansion of the sector, a fact that leads us to question how such a complex is administered, or more precisely, if managers use accounting tools in decision-making process.

To perform the search, it was found that managers of branch searched, are based on several different tools to manage their businesses, which are used in an integrated way that the decisions have the desired effect. The use of this mix of management tools is important, because before a sector with many moves and variations of prices, it is necessary to apply several techniques of control and management to eliminate or reduce the risks generated by lagged information that as says Silva (1988), can influence the final result of these entities. It was also found that only

33.33% of managers have higher level complete, however all claim to know the accounting.

According to this line of thought, arose the need to look at how they are used the accounting information extracted by means of the analysis of accounts and balance sheet for the decision-making in companies in the field of supermarkets of Cacoal/RO, in addition to looking at how we used the accounting officers; identify your level of knowledge in relation to the techniques of analysis of accounts and balance sheets and describe the benefits of this analysis of the process of management of companies.

In order to achieve the proposed objectives, qualitative study was undertaken, using the deductive method coupled with field study, being that in order to obtain the data were applied questionnaires with open and closed questions.

2 LITERATURE REVIEW

2.1 ORIGIN AND EVOLUTION OF ACCOUNTING SYSTEM

The accounting system has been evolving over time, because recent archaeological research found evidence of its use in pre-history, the time when the heating of the earth (SANTOS et al, 2007).

The analysis of the financial statements is so remote as to accounting, since, were found records of the first inventory of flocks, in which were recorded the main economic activity and their variation, dating from approximately 4000 BC (MARION, 2010).

Over the years, with the emergence of financial institutions to lend money to the various organizations; with the opening of capital of some entities; with the commercial operations of a number of companies and with the assessments of efficiency of managers, the analysis of financial statements has gained in importance as a management tool, helping decision-making (MARION, 2010).

In this sense, it is evident that the analysis of the accounts and balance sheets can be used both for internal users and external users, that is to say, with regard to internal users, can be used for decision making by managers or to claim rights by employees or trade unions. In relation to external users, can be used for the granting of credits by banks, sales of inputs and goods the term by suppliers or investments by shareholders/investors. In short, both users get the benefit of the information generated by this tool, each giving greater emphasis to their interests (IUDÍCIBUS, 1993).

Over the years, with the development of the accounting system notes that, currently, in the more developed countries, due to the increase in knowledge of the investors and the ease of access to shareholdings in the companies, the financial statements are becoming very family, i.e. are not being restricted only to a portion of the population of the society (IUDÍCIBUS, 2010).

In this way, it can be seen that each day this system it has been influencing, inside and outside of organizations, the attitudes of internal and external users, because the same articulates all events that relate to changes in equity, financial and economic, becoming a great source of information for these users and consequently an essential tool for the information system of the Office of the comptroller (GONCALVES AND RICCIO, 2009).

2.2 CONCEPT OF ACCOUNTING AND ITS APPLICABILITY IN BUSINESS MANAGEMENT

The accounting is studying the situations property, financial and economic entities and its main objective is to generate information that is summarized in reports/statements to meet the demands of internal and external users of the organization (ABREU, 2006). The relevance of its use is not linked to the size or flow of financial transactions of entities, a time that, organizations need a book that encompasses all their movements in order to assist the control of its property and with this lead to decision making (SILVA, 2008).

In order to achieve its objective, the information should be adequate to its varied users, i.e., it must be taken into account: the moment of disclosure; the necessary amount of information; the target audience and their purpose (ALMEIDA, 2006).

In this sense Silva (2008, p. 3) Says that "when you run a business, it is necessary to have a system of structured information that manages information of both quantitative and qualitative; this will create the conditions to the administrator of the business due to routing decisions".

This way to generate such information Abreu (2006) affirms that the accounting is further subdivided into five steps: planning, data collection, reporting, interpretation and analysis.

In face of these subdivisions notes that the hand of managerial accounting is becoming more active, because it is not talking about science that only scripture, but in a science that also assists the management of organizations with the development of the techniques and accounting procedures (IUDÍCIBUS, 1998).

The meaning of this statement is that the managerial accounting is directly related to the management of the company, since the information generated by it are of great relevance to the users of accounting information (PADOVEZE, 2000).

In this sense, Padoveze (1996, p. 34) Says that "the information should be treated as any other product that is

available for consumption. It must be desired, to be necessary. To be necessary, should be useful".

In this way, it appears that the managerial accounting has the objective to supply with information manager of the business, and that the same can be used for the control of administration and also in decision-making (GONCALVES AND RICCIO, 2009).

2.3 FINANCIAL STATEMENTS MANDATORY FOR PUBLICLY-TRADED COMPANIES AND/OR LARGE

The information generated by accounting expose summarised and coordinated events that reflect the situation of the organization at a given time (MARION, 1998).

In this way, the financial statements are aimed at the provision of information to the proper administration of the entity and consequently better weighting of the business, because they serve to aid the people who directly or indirectly linked to the organization (REIS, 2003).

The law 6.404/76, which deals with the corporations law, provides that the financial statements will be drawn up on the basis of the bookkeeping of movements of market entities, being that each fiscal year should be submitted the following statements: balance sheet, income statement for the fiscal year, demonstration of accumulated profits or losses, cash flow statement, statement of value added (if company).

2.3.1 Balance Sheet

The Balance Sheet shows how is the situation of the company's assets at a given time, i.e. , it is a static image (IUDÍCIBUS, 2010). This demonstration is composed of active that is subdivided in rolling stock, feasible in the long term and permanent ; liability is further subdivided into current and callable in the long term; and net worth (MARION, 2010).

2.3.2 Income Statement for the Financial Year

It sets out in summary the revenue and expenditure of the company in vertical form, thus subtracted from revenue all expenditure and with this result is the profit or loss for the financial year (IUDÍCIBUS, 2010).

2.3.3 Demonstration of Accumulated profits or losses

It is a tool that integrates the balance sheet and the income statement for the fiscal year, through the distribution of accumulated profits or losses (IUDÍCIBUS, 2010).

2.3.4 Cash Flow Statement

In this demonstration, Marion (2010, p . 54) Says that "it is one of the main accounting reports for management purposes ... ". There are highlighted the changes in the balance of cash balances (boxes and cash equivalents) of the entity in a given period (MARION, 2010).

2.3.5 Value Added Statement

This demonstration shows the components of generating value added, its distribution between government, employees, creditors, shareholders and third parties, as well as the portion retained for reinvestment (MARION, 2010).

2.4 ANALYSIS OF FINANCIAL STATEMENTS

The analysis of balance sheets is intended to demonstrate, on the basis of information generated by accounts of the companies, the position economic-financial current; the factors that determined the changes in the accounts and future trends (ASSAF NETO, 2007).

In this sense, the ideal is that all statements are analyzed, however, gives greater priority to the Balance Sheet and the Income Statement for the year, a time that, through them, are evidenced in an objective manner the financial situation and the economic organization (MARION, 2010).

In fact , for the preparation of the analysis of balance sheets, it is essential that the use of the following techniques: analysis vertical, horizontal, economic-financial indicators and overall evaluation (PADOVEZE AND BENEDICTO, 2004).

The vertical analysis highlights the degree of representativeness of certain accounts in relation to the whole, i.e. , the manager will know the degree of importance that each account has when compared with the whole of which

they are part (MATARAZZO, 2007).

The horizontal analysis it is the same principle, i.e. , there is a comparison between accounts, the difference occurs in relation to the comparison, because in this type of analysis is the development of the accounts over the periods (ASSAF NETO, 2007).

The economic and financial indicators are inter-related with the financial statements and complement the financial analysis, because they measure the ability to pay, level of indebtedness, ROI, and providing a more accurate assessment of the performance of the entity (PADOVEZE AND BENEDICTO, 2004).

The general evaluation consists of the completion of the process, i.e. , there is the consideration of information extracted by means of the techniques of analysis of balance sheets, with consequent trial on the conditions of the company (PADOVEZE AND BENEDICTO, 2004).

As regards the technical analysis, Iudicibus (2010) says that this tool should subsidize the manager with information for decision making on a day-to-day business, not being restricted only to the positioning of the various groups of accounts. Such information is of great value, because it restricts the uncertainties about the events that day-to-day (GONCALVES AND RICCIO, 2009).

Silva (2007) also corroborates this statement when he says that the analysis of the financial statements may not be restricted only to accounting data, since the same interprets and search for explanations for the variations economic-financial.

Thus, it appears that the information is the main instrument of the analyst's work, being the financial analysis an essential complement to the accounting, as it is a management tool that helps its users in decision-making (SILVA, 2007).

7 METHODOLOGY

The research methodology serves as a parameter to be followed by the researcher, as it is the medium through which the scientist should develop your study in line with the theme and objectives proposed (MARCONI AND LAKATOS, 2001).

The present study had as its object the use of analysis of financial statements as a management tool for companies in the field of supermarkets of Cacoal/RO, whose annual revenue is higher than the R\$ 500,000.00 (five hundred thousand reais). The research was carried out by means of field study with qualitative approach, being that in order to obtain the data were applied questionnaires with closed and open-ended questions for managers of companies.

For the carrying out of the research was used the deductive method, which as he says Gil (2006) is a method that the broad context to reach the specific, taking into account that is based on correct principles, it is the consistent conclusions.

Regarding the concept of qualitative research, you should understand that it is not based on issues of numerical order, but to understand the values coming from the replies given and its interpretation (MICHEL, 2005).

As regards the field study, the same is done for the most part by the researcher, as it emphasizes the direct experience with the situation under study (GIL, 2006). Already in relation to the questionnaire, Santos (2000, p . 220) Defines it as "a set of items well ordered and well presented. Another special feature is the requirement for a written response and the limitation of answers".

On the variables of the study, the data investigated consisted in checking what the annual revenues of the company, the number of employees, who administers, level of education and knowledge of the financial statements of these managers, if accounting is made by a third party or by the company itself, as is their use, if they make use of accounting information more precisely the analysis of balance sheets in decision-making, which demonstrations are used and the post and cons in the use of such information. In this sense, in order to obtain a greater advantage, the source from these information were managers of supermarkets.

Finally, it is worth noting that the analysis of the data was done through the use of electronic tools, such as Word and Excel, which will be presented in the form of spreadsheets and graphs, being that your treatment will be done by means of interpretation, because it is linked to other knowledge acquired (GIL, 1999).

8 RESULTS ANALYSIS AND DISCUSSION

The research has as its object the use of the analysis of financial statements by managers of supermarkets of Cacoal/RO, whose billing is higher than the R\$ 500,000.00 (five hundred thousand reais) per year. On the capture of information, questionnaires were applied with open and closed questions.

The billing of supermarkets surveyed is shown in figure 01.

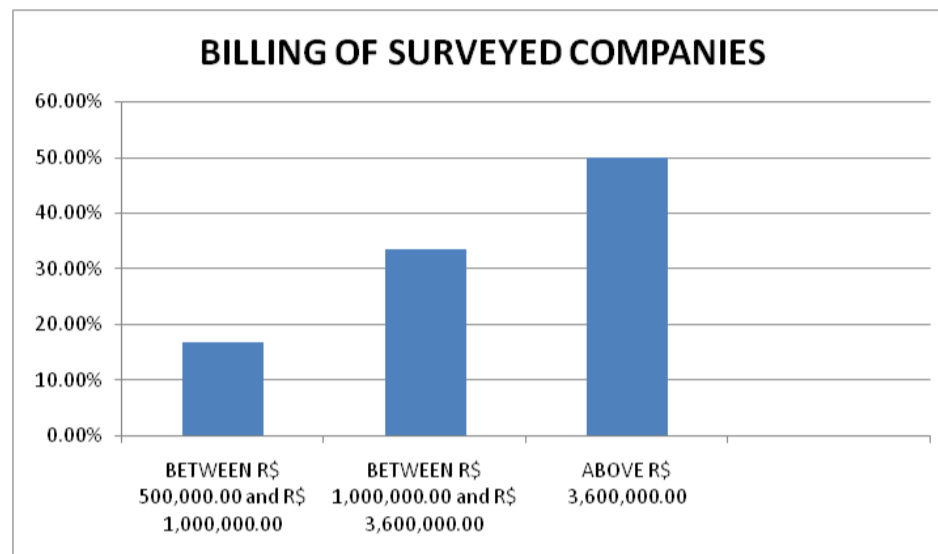


Figure 01 - annual average Turnover of supermarkets in Cacoal/RO.
Source: survey Data 2014.

In relation to the size of these companies, it was found, that in accordance with the Law no. 123/06 which "establishes the National Status of Microenterprise and Small Business" 50% fall within the category of small businesses, because invoices between R\$ 360,000.00 (three hundred and sixty thousand reais) and R\$ 3,600,000.00 (three million, six hundred thousand reais) and 50% invoices above R\$ 3,600,000.00 (three million, six hundred thousand reais) not being considered small businesses.

Figure 02 shows the number of employees of the supermarket sector of Cacoal/RO.

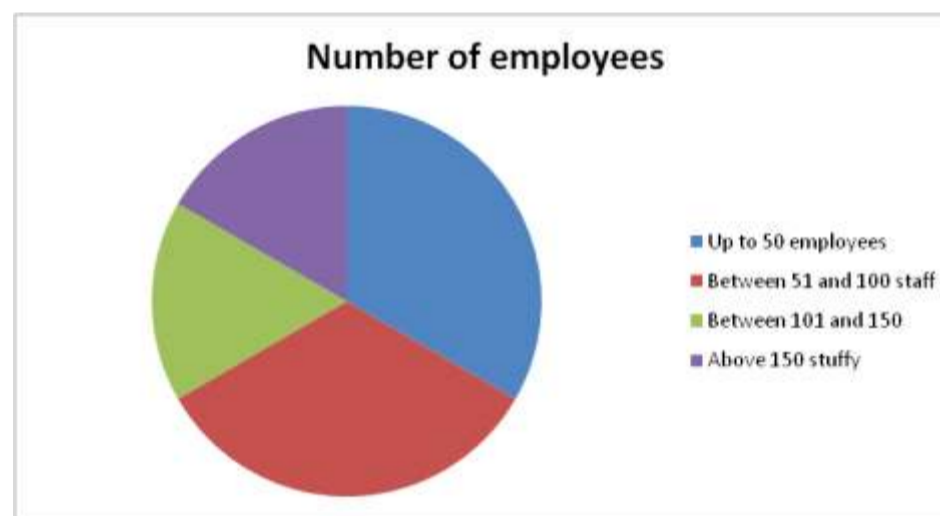


Figure 02 - Number of employees of the branch searched.
Source: survey Data 2014.

In terms of the administration, raised that 83.33% of the companies surveyed are administered by the owner himself, being the 16.67% remaining administered by officials.

In relation to the degree of education of managers, it was found that 16.67% have only basic level complete, 33.33% have medium level complete, 33.33% have higher level complete. The managers surveyed 16.67% did not report the level of schooling.

The level of knowledge in relation to the financial statements was raised that all familiar with, and that 33.33% classify their knowledge as excellent, 50% felt that their knowledge is good and 16.67% say that possessing

knowledge regularly.

Evaluating the whole: form of administration, degree of education of the manager and level of knowledge of the financial statements, it was observed that although the managers do not have technical knowledge of accounting, in their majority, are familiar with the demonstrations, i.e. of administrators only 33.33% have higher level, however 83.33% classify their knowledge in relation to the financial statements as good or excellent. This fact is in line with what he says de Almeida (2006) when he says that the accounting information must be molded to the most varied users, taking into account your target audience, that is, the information must be clear, non-technical people can understand them in the most efficient manner possible.

In relation to the accounts of the company, 66.67% claim that is made by accounting office, of these 75% said that it would be more advantageous to keep the accounting outsourced and 25% stated that it would be better to keep the accounts within the company, due to the constant changes in tax laws, and 33.33% of surveyed companies have accounting departments themselves, i.e. centralized. The entities that have the centralized accounting, 50% claim to be more advantageous for the company, because the information is obtained more quickly, which helps in decision-making. Such a situation is in accordance with the who says Almeida (2006), because it says that in order to achieve its objective, the accounting information must meet a number of requirements to be useful, such as the time of disclosure, the quantity required, the target audience and the purpose. Although the centralized accounting provides the generation of information faster, it should take into account the cost x benefit its operationalization.

As regards the form of use of financial statements, has been examined that only 16.67% of the firms to use with the main purpose to meet the taxman; 16.67% to use mainly for the management of the company; 16.67% use accounting to meet the taxman and capture resources with financial institutions; 16.67% to use to meet the taxman, capture resources and manage the company and 33.33% use the Internet to meet the taxman and manage the company. These forms of use are in accordance with Iudícibus (1993), which says that the accounts can be used by various users, both internal (managers, employees, owners) or external (government, investors, financial institutions, suppliers, etc.), thus, it was found that 83.33% of the companies surveyed use accounting for more than one function.

Figure 03 shows what tools managers use in the management of the companies researched:

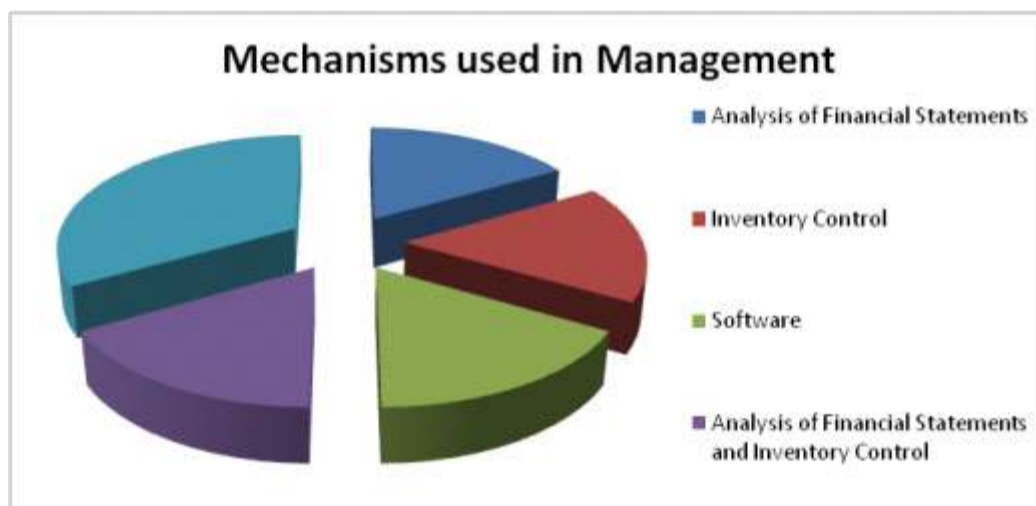


Figure 03 - mechanisms used in management.
Source: survey Data 2014.

According to the data obtained in this research, it became evident that faced with so much information, it is necessary to use a variety of tools for control and management in an integrated manner and harmonic, because with the use of this mix, managers reduce the distortions generated by insulated tools, since they are derived from multiple sources. Therefore, it has been possible to compare them and analyze them together to give allowance to decision making at the appropriate time and with maximum efficiency.

For this reason, it is important to emphasize that for a good management is not simply a tool alone, but the whole assembly tooling possible. Through the information gathered in research, it was found that managers of supermarkets, in their majority, combine the analysis of financial statements with other types of management tools or control. This fact is in accordance with da Silva (2008), which states that the administration of a business needs to have a structured system that provide information in both qualitatively and quantitatively, to which the manager has conditions to direct their decisions in the most efficient manner possible. Iudícibus (2010) also states that the analysis

of financial statements must support the manager with information for decision making in everyday life of the company.

In this respect, it has been found that these sources of information are of great value for managers, since they reduce the uncertainty about the events of the day-to-day business (GONCALVES AND RICCIO, 2009). Even with regard to this line of thought, Silva (2008) says that an efficient system of information provides subsidies for administrators making decisions so focused in order to achieve the proposed objectives.

In relation to the financial statements that managers analyze, it was evidenced that 16.67% use the balance sheet and the income statement for the financial year; 33.33% use the balance sheet, the income statement for the financial year, the demonstration of profits and accumulated losses and the cash flow statement, 33.33% said they use the balance sheet, the income statement for the financial year and the cash flow statement, 16.67% said they use the income statement for the fiscal year and the demonstration of profits and losses.

This information is in accordance with what is stated by Marion (2010), which says that the ideal is that all statements are analyzed, but that the priority is for the Balance Sheet and the Income Statement for the financial year, because statements are more objective to highlight the economic and financial situation of the entities.

It is clear also that in 66.67% of the companies research, accounting is also used in the management of the company, a fact corroborated by the assertion that the managerial side of science is becoming more active (IUDÍCIBUS, 1998).

9 FINAL CONSIDERATIONS

The supermarket industry is a sector of major moves, because as observed by means of the research carried out in this sector, the billing of this branch is higher than the R\$ 500,000.00 (five hundred thousand reais) per year, while the average employee is 73 (seventy-three) by supermarket.

It was found that due to this constant flow of moves (box, purchases, sales, acquisition of resources, taxes to pay, among others) it becomes necessary to use of tools of control and management for efficient decision-making.

On the basis of the data collected, I noticed that managers are aware of the need to use these tools, because according to them the administration of this type of activity is complex, making necessary ally in a harmonic and systemic, a system of control and management that encompasses the accounting, financial, inventory control and analysis.

The use of these tools in an integrated way and harmonic decreases the distortions generated by isolated reports, which brings with it result in significant reduction of risks to take wrong decisions.

It has been noticed, that the use of accounting tools is not directly related to the level of education of managers, because in their majority, have elementary and middle.

Thus, it was noted that an industry with so many moves daily, you need an excellent system of information structured and integrated, because the decisions are made constantly, which necessitates the use of accurate and up-to-date information, which gives managers a high degree of security, because through them reduce the uncertainties of the business and facilitate the decision-making.

In this sense, it was found that the managers of supermarkets in Cacoal/RO use various management techniques, combining the use of accounting with inventory control, management software and the analysis of such information. Thus, it is concluded, therefore, that the use of an excellent system of information provides greater efficiency and security decision-making. However, it is not just a good system, it is necessary to know interpret it, or better, analyze it. As verified in this study, the interpretation and analysis of these systems are not directly related to the level of education of managers, but to the knowledge acquired by them over the course of her professional life.

The sector researched has as one of its main features, the constant change. It is suggested as a line of research for the next few articles, the manner in which, managers face these variations in day-to-day business.

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