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ON THE ISSUE OF CONTENT AND STRUCTURE OF THE MECHANISM OF FINANCIAL MANAGEMENT (FINANCIAL MANAGEMENT) OF SMALL BUSINESS ENTERPRISES

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ANNOTATION
The article discusses a new approach to the content and structure of the financial management mechanism of small and medium-sized businesses, in contrast to the well-known ones, which consists in expanding the information awareness of the enterprise when implementing financial management activities. The need to improve the tools of the financial management mechanism (financial management) of SMEs, aimed at taking into account the financial potential in the process of making management decisions, was also proven.
KEYWORDS: *small businesses, financial management, financial management, financial management mechanism for small and medium-sized businesses.*

INTRODUCTION
In the "Concept of Comprehensive Socio-Economic Development of the Republic of Uzbekistan until 2030," approved by the Decrees of the President of the Republic of Uzbekistan dated January 8, 2019, No. UP-5614, dated January 10, 2019, No. UP-5621, and dated January 17, 2019, No. UP-5635, as well as by the order of the Administration of the President of the Republic of Uzbekistan dated July 1, 2019, No. 14983-hh, special attention is paid to ensuring a worthy place for small businesses in the economy. Great attention is paid to the formation of a favorable business environment and an attractive investment climate, the development of fair competition, the development of small businesses and private entrepreneurship. Such an approach is primarily associated with the priority of the accelerated development of the private sector in the economy of the Republic of Uzbekistan. Over the past five years, Uzbekistan has risen from 146th to 76th place thanks to the measures taken by the World Bank and the International Finance Corporation "Doing Business" in the ranking of 190 countries. It should be noted that the measures taken will contribute to further increasing business activity, diversifying the economy, increasing the share of private property in it, modernizing production and attracting investments for technological upgrading. As a result, in 2030, the share of small businesses in GDP will be 70.1% (59.4% in 2018), in industry - up to 54.3% (34.7%), in investments - up to 52.3% (34.9%), in exports - up to 45.2% (26.5%) [1].

The identification and description of the features and essence of the mechanism of financial management of small and medium-sized enterprises (SMEs) or simply the financial mechanism is given great attention by various authors-specialists in the field of financial management. We will try to update this topic from the standpoint of the methodology of a modern financial management system, which can be differentiated into two directions: organizational management, where the main object of targeted impact is people, and resource management, where the object of targeted impact is groups of resources. The latter include: financial, material, personnel, energy, information and time resources. For each group of resources, one can form one's own management system and adapt it to the internal and external environments of SMEs.

MAIN PART
The structure of the Financial Management Mechanism
When examining the financial management system of SMEs, it is pertinent to recall that the system's inputs and outputs, which are easily analyzed and forecasted, allow for an evaluation of only the logical rules and principles underpinning the formation of the financial management system itself for the desired direction of its development. However, the 'black box' – the mechanism of the system's control impact on the objects of management – often remains outside the scope of study or is only partially explored by specialists in financial management. It is quite

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surprising that the phrases "financial mechanism" and "mechanism of financial management" have been extensively used in financial management, yet scientific approaches to defining this concept vary greatly; in other words, the "financial mechanism" is a universally known but poorly studied concept. Some specialists in financial management believe that there is not one but several financial mechanisms [6, 7]. However, we insist that there is only one mechanism, while there may be numerous elements or instruments that comprise it and induce action. Sometimes this definition is substituted for the concept of "management system," which is no less complex and, undoubtedly, cannot exist without a mechanism (table).

Meanwhile, with knowledge of the structure of the financial management mechanism of SMEs, it is possible to systematically manage two components of all financial management:

1. Management of the organization's financial flows at the input into the production process of goods or services, at the output, and within the process itself;
2. Management of the securities portfolio and assets of the economic entity.

Table 1.
Approaches of some authors to the definition of the financial mechanism

Definition of the essence of the financial mechanism	Authors of the definition	Unaccounted features of the definition of "financial mechanism"
The financial mechanism of an organization is a system for managing the finances of an economic entity in order to achieve maximum profit, which includes: financial methods, financial instruments, legal support and information and methodological support	Shcherbinina A.V. Finances of organizations. - Rostov on/D: Phoenix, 2005	Reducing the financial mechanism to the financial management system, the concept of which is much broader. The financial mechanism is part of the management system, but not the financial management system itself
A set of five interrelated elements (financial methods, financial levers, legal and information support) that facilitate the organization, planning and stimulation of the use of financial resources, which have not only theoretical but also practical significance	Balabanov I.T. Financial management: textbook. – M.: Finance and statistics, 2005 Kovalev V.V. Introduction to financial management. – M.: Finance and statistics, 1999	The financial mechanism is a set of financial incentives, levers, instruments, forms and methods of regulating economic processes and relations, and is an integral part of the economic mechanism.
The financial mechanism is a part of the economic mechanism, which is represented by the types and forms of organization of financial relations, conditions and methods of calculation used in the formation of financial resources, the formation and use of targeted monetary funds	Finance: textbook. 2nd edition, revised and enlarged / edited by Gryaznova A.G., Markina E.V. – M.: 2012. Sharinova G.A., Emelyanenko Financial mechanism – an active element in the financial management system // Vestnik KSU. No. 1 (17). 2013, p. 131	The structure of the financial mechanism is not fully disclosed, but the role of the financial mechanism in organizing financial relations is emphasized
The financial mechanism is a set of financial incentives, levers, instruments, forms and methods of regulating economic processes and relations, and is an integral part of the economic mechanism.	Raizberg B.A., Lozovsky L.Sh., Starodubtseva E.B. Modern economic dictionary. 3rd ed., revised. and additional – M.: INFRA-M, 2001	The structure of the financial mechanism, which includes not only instruments, but also information and regulatory support, as well as principles of financial management, is not disclosed, but the role of financial incentives is outlined

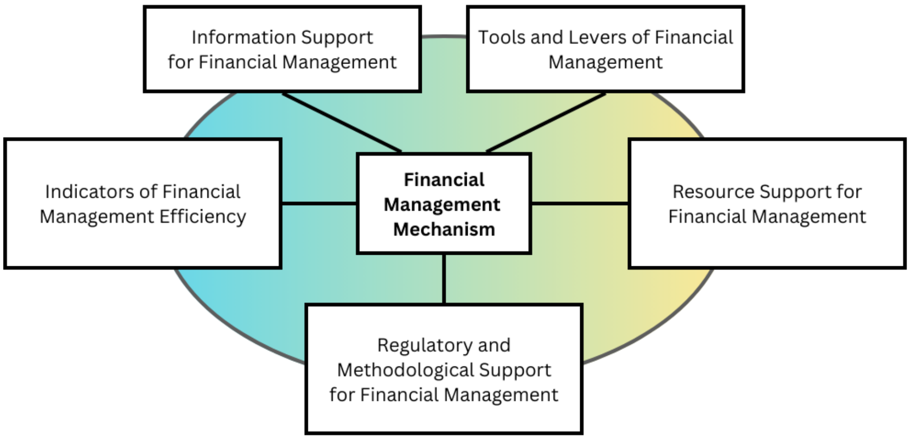

Fig 1. Generalized structure of the Financial Management Mechanism

These are two interconnected and interdependent parts of financial management. In this article, we will focus for now on the first part and consider in general terms the main elements that determine the structure of the financial management mechanism, which, in turn, ensures the interaction of subjects and objects in the system of managing the organization's financial activities. Here we will abstract from the types and forms of organizations, implying by the organization any form of economic entity. This is due to the fact that we need to understand the generalized concepts of the financial management mechanism, and the identification and concretization of these concepts in existing organizations is not a difficult task. The structure of the financial management mechanism in general terms is presented in Figure 1.

The presented scheme allows us to clarify the concept of the mechanism for managing the organization's financial activities, representing it as part of the economic mechanism, consisting of a set of tools and levers of influence on management objects, taking into account the information, regulatory, and personnel support of this influence. Just as in engineering, a mechanism is understood as a transformer of motion, a change in something, so in management, a mechanism changes the state of an initially given parameter in order to achieve the final result. It is especially necessary to note the need to apply a financial mechanism in the process of distributing and redistributing financial and economic relations between economic entities, the state, and society. In addition, the financial mechanism plays a significant role in managing the income and expenses of various subjects and objects of economic relations.

Instruments of the Financial Mechanism

By the instruments of the financial management mechanism of SMEs, we mean a set of principles, methods, primary and derivative financial instruments, as well as techniques that can be used to solve financial management tasks (Fig. 2).

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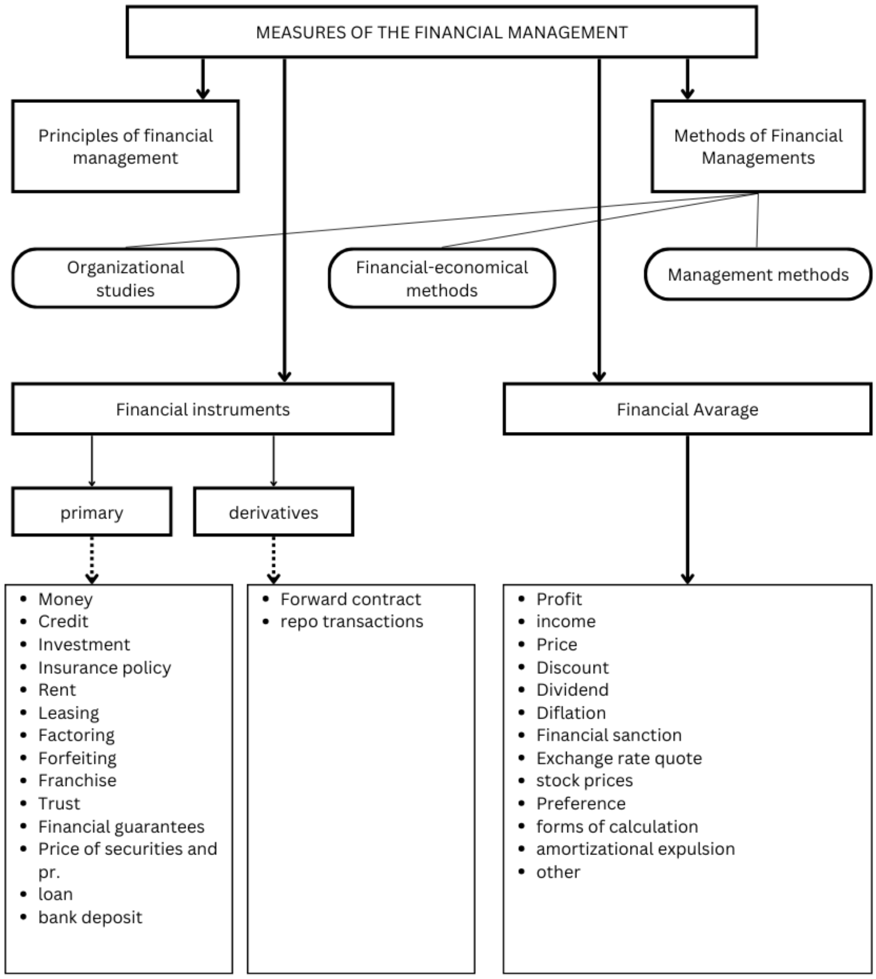

Fig-2. Instruments Of Financial Management Mechanism (financial management) of SMEs

Financial levers, included in the financial mechanism, can be considered as a system of financial indicators that influence the economic and operational activities of organizations. The toolkit of the financial management mechanism is extremely diverse. It includes elements that differ significantly in complexity, significance, purpose, conditions of use, and other characteristics - from the principles of managing financial activities to the construction of organizational management systems of various classes using a variety of techniques to achieve financial results.

All financial management tools can be conditionally divided into two groups. The first group of management tools is formally well-known and can be borrowed by the organization (subject to some adjustments) in a ready-made form from the external environment. These include the principles, methods, and structures of financial management. The second group of tools of the financial management mechanism must be created by the organization itself, i.e., they are strictly individual for each economic entity. But this does not mean that ready-made financial management tools borrowed from the external environment can be applied in each specific organization without problems. The problems arising from the application of a particular tool must be recognized and correctly solved by the organization's employees..

These presented axioms of financial business are based on interrelated fundamental concepts that help to understand how to ensure effective financial management of economic entities. These include the concepts of: cash flow management; the time value of money; the search for an optimum between risk and return; maximizing the value of capital; capital market efficiency; the agency relationship trade-off; asymmetric information flows; the opportunity cost [2].

Many tools, for example: the principles of financial management, without which the financial mechanism will either not work at all or will not allow effective management of finances in both the organizational and resource spheres of the company's management system, present great difficulties in their practical application, which is created by the external environment and its institutions. The principles of financial management of SMEs are well described in domestic literature [1, 2, 3, 5], however, we differentiate them into general ones for any economic entity and specific ones, more characteristic of specific firms.

Fig. 3. Axioms of Finance

The general principles of an organization's financial management include:
The principle of planning. In financial management, this principle unites the planning of material, labor, and financial resources, ensuring their balance. The accumulated previous planning experience can be successfully applied in any organization. As a management function, planning is applicable and significant for an organization,

as without it, its daily activities are impossible, but elevating planning to the principle of management is not inherent in all top managers. However, it should be noted that the development of an organization's development strategy is impossible without taking into account the principle of financial management planning. For an objective reflection of the actual interests of the organization's management and team or most of it, the planning principle, in our opinion, should cover all aspects of the commercial organization's financial plans, namely, planning the financial support of: the economic entity's strategies; its current activities; marketing; expenses and use of profits; personnel development, etc. All these facets of the planning system in an organization are interconnected and can be the initial component for subsequent stages of planning the firm's activities, provided that it relies on an analysis of the internal state and the influence of the external environment. It should be noted that adherence to this principle has generated some innovative methods of financial planning, such as: budgeting, the balanced scorecard method, the matrix method, etc

The principle of goal-orientedness. Financial management is focused on strategic and operational development goals, and the financial activities of the organization are also aimed at achieving these goals. Current financial goals: income stability, ensuring liquidity, asset growth, expanding the investor market, etc., are inherent in all commercial organizations. But the differentiation of strategic goals for the financial development of an organization depends on a large number of factors.

The principle of full financial and economic independence, implying the financial and economic responsibility of an economic entity for the results of its activities. This principle provides for the independent choice of its clients and partners, the free disposal of its own and attracted resources, the independent management of assets and liabilities, as well as income within the framework established by law. The regulation of the activities of commercial organizations by the state can be carried out only by economic, but not administrative methods. The state determines the "rules of the game" but cannot manage the financial and economic activities of commercial organizations.

The principle of self-financing. The implementation of this principle is one of the main conditions for managing financial activities, ensuring the competitiveness of the organization. Self-financing means the full recovery of costs for the production and sale of goods and services, investment, and development of the organization at the expense of its own funds and, if absolutely necessary, loans. Currently, not all organizations can implement this principle.

The principle of effective financial management. Interest in positive results of financial activities is equally important for both top management and the entire organization's team. The implementation of this principle can ensure decent development of the firm, high wages, compliance with economically sound proportions in the distribution of net profit for consumption and accumulation, etc.

Analyzing the financial activities of economic entities at the regional and Russian levels, we believe that several more specific principles of financial management can be identified, which most organizations follow.

The principle of resource efficiency - the management of the organization's activities should be carried out within the available resources and with their effective return. An economic entity can perform all its functions only if it has funds in its current and other accounts, subject to prudence and economy of resources, which ensures another general principle of financial activity - the principle of liquidity.

The principle of the firm's financial relations with its customers, which should be built as ordinary market relations, i.e., on the basis of full trust and election.

The principle of responsibility for the results of financial activities to shareholders, customers, and counterparties, which the organization bears by law with its income and equity.

The principle of striving for various alternatives and the maximum possible profit obtained through its activities.
The principle of mandatory compliance with the legislative norms, economic standards, and other rules established by the state that regulate the financial activities of commercial organizations.

All of the above principles allow us to consider any organization, on the one hand, as an independent institution, and on the other, as an important social element of the country's financial system, which manifests their dual socio-economic nature.

Based on the listed principles, methods of financial management of SMEs are formed, which are another important component of the toolkit of the financial management mechanism. Management methods (from Latin methods - a way to achieve a goal) are a set of techniques and methods of influencing a controlled object to achieve the goals set by the organization. In financial management, goals extend to all aspects of financial management, from the input of resources into the management and production system to the output - the financial results of the firm's activities. They ensure the constant participation of top management in the decision-making process in the field of financial management, and also provide a stimulating effect on SME employees in their joint work. In the process of managing financial activities, a variety of methods, approaches, and techniques are used that help achieve the goals of financial management.

In practice, financial management methods are embodied through methods of influencing a team of employees of the financial service, an individual employee, and the resource management mechanism as a whole. Thus, the effectiveness of management methods depends on a complex of the formation of all types of resources (administrative, material, personnel, informational, and temporal) in the hands of the manager, as well as on the development of the system of needs, interests, and motives of employees and the effectiveness of the incentive system in the organization.

Objectively existing management methods as a tool of financial management depend on the specifics of relations in the process of joint work in financial activities and certain patterns of their development. All these methods are used in a complex, thus creating a whole system, but depending on the characteristics of specific management objects, the predominance of certain methods as financial management tools is possible. Each of the sectors of the financial management system presented in Figure 2 is a subsystem.

Methods are the primary means of carrying out financial management in SMEs. The characteristics of any financial management method include its orientation, content, and organizational form:

- Orientation refers to the method's target within the company's management system (this could be a separate financial department, or the financial activities of anycompany division, etc.). Content is explained by the specific techniques and methods of influencing the management object (for example, price is a lever, and pricing is a set of methods for determining price).
- Organizational form depends on the impact on a specific financial situation, which can be direct (immediate, related to the financier's duties) or indirect (setting a task and creating stimulating conditions).

Since there is still no consensus in modern management theory regarding the content, classification, and scope of various management methods, many methods are used in financial management practice, often in combination with various differentiation groups as shown in Figure 2. Amplification (strengthening the action of parameters in a complex system) of methods only benefits from this. For example, a particular method of remuneration can be attributed to both financial and economic methods and organizational and administrative methods.

Organizational and administrative methods of financial management are closely related to the classical methods of management theory and act as ways to implement the principles of financial management. The group of organizational and administrative methods establishes relationships in the management of financial activities (administrative power and subordination) and determines their specific content, depending on the place of the team and individual employees in the production and management system; their rights, duties, and responsibilities, coordination of actions, evaluation of efficiency, etc. Organizational and stabilizing methods occupy a central place among organizational and administrative methods. The main content of these methods lies in establishing the composition of the system's elements and stable organizational links between them. In other words, these methods affect the organization of joint financial activities, which includes: distribution of responsibilities; establishing powers and responsibilities; establishing communication links, etc. A vivid manifestation of the functioning of organizational and stabilizing methods at the level of any economic entity occurs in the form of orders, directives, norms, rules, standards, and other legislative acts and norms, the effect of which extends to the "space of financial management."

Leverage in financial management refers to various techniques of action within the financial mechanism: price, credit, financing, profit, economic calculation, wages, bonuses, taxes, sanctions, insurance, rent, subsidies, etc. The main distinguishing feature of financial and economic methods is the possibility of their quantitative measurement, which allows comparing the reaction of the system to different strengths of influence on it. The system of financial and economic methods includes well-known and relatively recently appeared methods: self-financing, investment, lending, shareholding, taxation, the calculation system, material incentives, insurance, collateral transactions, transfer transactions, trust operations, rent, leasing, factoring, and others. In the financial relationships of various economic entities with each other and the state, new financial and economic methods have appeared: budgeting, the balanced scorecard system method, fundraising, financial outsourcing, outsourcing, factoring, and others [4].

As a basis for the financial management mechanism, its normative, informational, and personnel support is subject to constant change and renewal, as this includes various legislative acts of the state, standards of various industries, and norms of economic entities. In addition to all of the above, significant attention is required to special forms of organizing informational support for the financial mechanism. Information in financial management as a necessary management resource is often asymmetric, as evidenced by the existing theoretical concept of asymmetric information flows in the capital market and the psychological perception of information by humans. Quite often, managers and company owners have confidential information that is not equally accessible to other market participants, which also leads to asymmetric information in financial management.

CONCLUSION

In this article, we have tried to briefly and simply explain the essence of the modern financial management mechanism and to defend the authors' point of view about the unified existence of this mechanism, while at the same time noting the multiplicity of its elements and tools. By systematically building a financial mechanism in any company, financial relationships will be formed, relying on key changes in modern financial trends. Here it is important to understand which set of tools from the full complex of elements of the financial mechanism is required for this particular SME and at this particular stage.

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