

**IMPROVING MANAGERIAL ACCOUNTING IN AN ORGANIZATION ON THE
EXAMPLE OF THE NATIONAL ACADEMY OF BALLET AND ARTS (NABA):
PROBLEMS, ANALYSIS AND SOLUTIONS**

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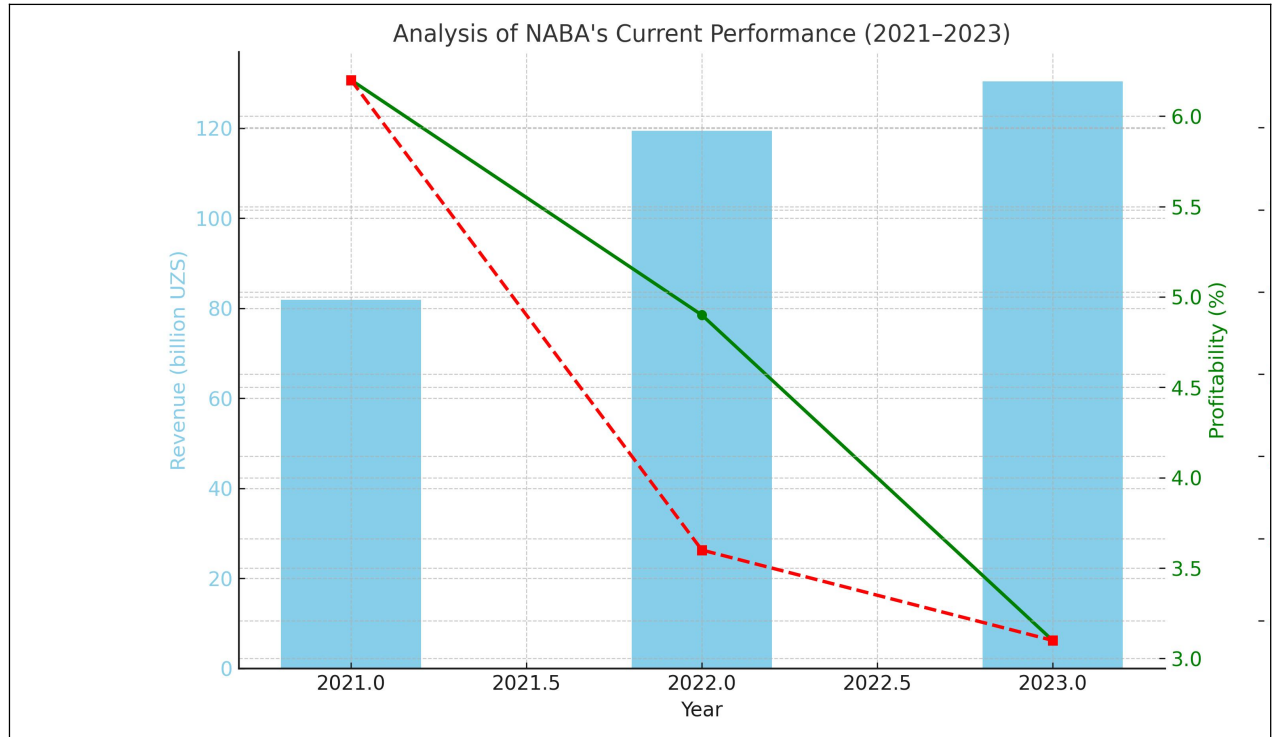
National Institute of Fine Art and Design named after K.Behzod

Annotation: This article discusses the importance of developing managerial accounting in creative and educational institutions using the example of the National Academy of Ballet and Arts (NABA). An analysis of financial statements for the period 2021–2023 shows steady revenue growth, while profitability and net income are declining. The study identifies the reasons behind this dynamic, calculates key indicators (DSO, margin, asset structure), and proposes specific measures to improve the effectiveness of managerial accounting. The practical recommendations aim to enhance cost control, asset turnover, and financial sustainability.

Keywords: managerial accounting, efficiency, profitability, KPI, budgeting, management system, DSO analysis, financial reporting, culture and education, National Academy of Ballet and Arts (NABA).

Introduction

Modern organizations are increasingly facing the need to adapt quickly to changing economic conditions. This is especially relevant for institutions in the field of culture and education, where sustainability largely depends on rational resource management, attracting funding, and competent analysis of performance results. One of the key tools for internal analysis and decision-making is managerial accounting. Its role is not just to record costs and revenues, but to help management allocate resources effectively, plan activities, and monitor deviations. This article examines the problems and paths of improving managerial accounting using the example of the National Academy of Ballet and Arts (NABA), based on financial data from 2021 to 2023.



Observed Trends

- Revenue (blue bars) is steadily increasing.
- Profitability (green line) is decreasing — the organization earns less from each unit of revenue.
- DSO (red dashed line) is shortening — clients pay faster, which improves cash flow.

Current State Analysis. According to official financial statements, the organization shows growth in revenue (from 81.9 to 130.4 billion UZS over three years), but at the same time, net profit decreases and profitability drops from 6.2% to 3.1%. The analysis of DSO (Days Sales Outstanding) reveals positive dynamics — the average payment period has improved from 78 to 44 days, indicating better financial discipline. However, several weaknesses were also identified: rising cost of production, increased inventory levels, declining asset turnover, and lack of segmented managerial reporting.

Key Problems

1. Low cost detail — it is impossible to determine the profitability of individual directions.
2. Lack of automated managerial reporting — data is collected manually and inconsistently.
3. Rising inventory and overhead — inefficient warehouse and procurement management.
4. Lack of transparency in capital investment — no assessment of returns on fixed assets.

Proposed Solutions

- Implement a managerial P&L statement broken down by directions (courses, hall rentals, events);
- Create a KPI system for each division: DSO, profitability, turnover;
- Introduce budgeting and plan-fact analysis;



- Optimize inventory policy using ABC/XYZ analysis and turnover calculation;
- Conduct ROI analysis to evaluate the effectiveness of investments in fixed assets.

Conclusion

In today's organizations, managerial accounting is not just an auxiliary function, but a strategic development tool. The case of the National Academy of Ballet and Arts (NABA) demonstrates that even with revenue growth, the lack of proper accounting can undermine financial sustainability. The proposed measures allow the creation of a systematic and transparent managerial structure, strengthen resource control, and ensure the long-term stability of the organization. To improve managerial accounting in NABA, a KPI system was implemented that covers both financial and operational aspects of the institution. In addition, plan-fact reporting was introduced, which allows for timely identification of deviations from target indicators, prompt decision-making, and an overall increase in organizational sustainability.