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***О ВОПРОСАХ ЭФФЕКТИВНОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ В
СОВРЕМЕННЫХ УСЛОВИЯХ***

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Аннотация. В данной статье обозначены различные взгляды на систему управления предприятием, определены комплексные показатели качества управления; рассматриваются современные способы повышения эффективности системы управления предприятием. Материалы статьи могут быть использованы при разработке бизнес-планов, организации производства, для руководителей предприятий, студентов и преподавателей вузов по дисциплинам «Организация производства», «Финансы и кредит», «Менеджмент» и др.

Ключевые слова: менеджмент, бизнес-план, инвестиции, организация производства, управление персоналом.

***ON THE ISSUES OF EFFECTIVE MANAGEMENT OF THE ENTERPRISE
IN MODERN CONDITIONS***

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Abstract. This article identifies various views on the enterprise management system, identified complex indicators of management quality; discusses modern ways improving the efficiency of the enterprise management system. The materials of the article can be used in the development of business plans, organization of production, for heads of enterprises, students and teachers of universities in the disciplines "Organization of production", "Finance and credit", "Management", etc.

Key words: management, business plan, investments, organization of production, personnel management

1. Introduction

Today the development of the enterprise and its existence directly depend on the effective functioning of the management system, necessitates improvement both himself and methods for assessing the effectiveness of the functioning of the management system at the enterprise.

Of particular relevance is the ability of managers to correctly assess in real time the effectiveness of the functioning of the management system, taking into account its impact on performance indicators enterprises and make high-quality management decisions in an unstable environment that quickly is changing.

The problems of assessing the efficiency of enterprise management have been studied in the works of domestic and foreign authors. They contributed to the formation of this issue as a prerequisite for improving the system management of an economic entity. The presence of a large number of approaches to assessing the effectiveness of management systems does not reflect the entire variety of requests for assessment results and requires further research.

The study of the concept of "enterprise management system" made it possible to establish that the majority of scientists consider it as a set of a control system, as well as a controlled system, as a connection between them. Another view of the management system is to define it as in the elements (constituents) that allow you to achieve the goals of the organization. It is these approaches that underlie the assessment of the effectiveness of the system management. The most common is the approach to the essence and assessment of the effectiveness of the management system through the effectiveness of the enterprise as a whole. However, approaches to determining the effectiveness of the enterprise management system characterize the overall efficiency of the enterprise, and make it possible to formulate directions for improving the management system.

In modern scientific literature, there are various methods for assessing the effectiveness of the management system [1]. Despite the large number of methods for assessing the effectiveness of the management system, two features should be noted: a fairly large number of methods are aimed at assessing a certain component of the control system. For example, assessing the potential of management personnel, the effectiveness of building a management structure, management technology, and the like. So, developments exist make it possible to reveal certain

aspects of the effectiveness of the functioning of the control system, but they do not always allow determining complex performance indicators;

Complex methods by expert assessment are usually aimed at determining the overall the effectiveness of the management system, but do not provide an opportunity to identify the weak link that is necessary

develop and improve, which will improve the efficiency of the enterprise management system in the whole.

Targeted increase in the efficiency of the enterprise management system determines the appropriateness search for methods that will assess both the overall effectiveness and the effectiveness of each component of the management system.

In general, the choice of methods adequate to the situation is influenced by factors such as: purpose and depth analysis; the essence of the problem to be solved; feature of the research object; dynamic characteristics of the research object; the type and nature of information available to the researcher; requirements, presented to the analysis results; qualifications of analysts involved in the analysis process.

Considering that the object of assessment is the efficiency of enterprise management, special attention should be paid to the purpose of the analysis, the essence of the problem to be solved and information, accessible and relevant to the assessment. It should also be borne in mind that to select a technique that is appropriate for obtaining certain results in terms of further improving the system enterprise management, it is necessary to determine its constituent elements that are directly.

2. Matherial and methods

Dividing management into two categories: object-logical and socio-psychological, the following objects and management processes are distinguished that ensure its effectiveness: process, function, information, as well as a person, a unit as an element of a process, a performer of a function, a person as social object and motivation [3].

From the results of the analysis of scientific literature, it follows that most scientists have studied the components of the management system: its functions, organizational structure, management personnel, information technology.

is proposed to use a process approach to form the constituent parts of the enterprise management system, according to which the enterprise management system includes the following components: management; structural and functional support; management methods; technique and technology; information [4].

Such a grouping of components has a common feature - support (informational, technical, personnel, etc.) for the performance of work at each stage of the process of making and implementing management decisions. Therefore, it is proposed to evaluate the components of the enterprise management system from the standpoint of ensuring the efficiency of the decision-making and implementation process, the main stages of which are:

1. Diagnostics of the control object.
2. Assessment and analysis of environmental factors.
3. Statement of the problem.
4. Development of alternative options.
5. Making a decision.
6. Implementation of the solution.
7. Monitoring and evaluation of results.

The complex interaction of all the selected components provides an effective and efficient functioning of the enterprise management system. Whereas any disruption in the functioning of at least one of the components leads to the destruction of the enterprise management process and creates a crisis situation. [8]

Let us consider in more detail the components of the management system from the point of view of assessing the effectiveness of its activities. In accordance with the methodology for assessing the enterprise management system, staffing is one of the integral components of the control system. It is personnel that form the basis of functioning enterprises, set the level of its development and progress, create conditions for improvement and improvement of the organization's activities. [6]

For the successful implementation of all functions assigned to the management personnel of the enterprise it is necessary to constantly monitor and ensure: a sufficient number of management personnel enterprise, the level of qualifications of management personnel; compliance of the personnel training profile with the work performed; the creative potential of the management staff; the attitude of staff to changes; perspective thinking and willingness of managers of different levels to take risks. In addition, to analyze the effectiveness of the enterprise management system, a number of indicators are calculated (the share of costs on management in production costs, the release of marketable products per unit of management costs, etc.). [9]

The structural and functional support of the management potential of the enterprise is a set of separate management divisions of an enterprise with their own specific

functions inherent in each of them, performed in the management process, with the obligatory presence of several levels of the hierarchy of these divisions, as well as direct and feedback links within and between levels.

In the practice of analyzing management structures, the following organizational parameters are used structures: principle of construction, type, number of control stages, degree of centralization of linear and functional management, the composition of structural units by function, the number of subordinates, attributable to one manager. The main parameter is the number of steps management. The choice of the type of structure and, ultimately, the efficiency of the management system directly depends on this. The number of management steps characterizes the length of the hierarchical line from the highest level to the lowest. The more steps in the structure, the more time-consuming the management process, the process of preparation and decision-making, the more the management information can be distorted and the higher the probability of its delay. [10]

The assessment of the correctness of building the organizational structure of an enterprise is determined using a number of indicators. They include the rule of manageability and the rule of hierarchy, which are regulatory characteristics of horizontal and vertical development of structures. To analyze the hierarchical structure, it is necessary to investigate the relationships of subordination (subordination), which characterize the complexity of the management system. The object of the analysis of links in the management system is the subordination of individual departments and specialists and a community of leadership (allocation of interrelated groups) for units that have common output or common object of work.

It should be noted that quite often there is a situation when the number of subordination ties between the leaders of the enterprise is unevenly distributed. They usually reach their maximum value in the position of deputy director for production, which is primarily due to the presence in his subordination of a large the number of production units and their heads. The minimum number of links is usually observed in positions Deputy Director for Human Resources and Head of the Finance Department. A large number of connections impedes effective management, since it prolongs the process of making managerial decisions in time, causes the need to prioritize problems and find their rational solution. Therefore, it is advisable to assess the links of subordination in order to determine the need for redistribution of links between the leaders of the highest and lowest levels of management.

The management process can be described as a management decision-making process that is carried out within a certain organizational structure using management methods. Every worker having a boss, is subject to the action of organizational, economic, socio-psychological methods for the purpose fulfillment

of immediate duties. Making and implementing management decisions for various functions must be organizationally provided, and such that morally and materially stimulated. Methods management objectively affect the management process. Economic and socio-psychological methods provide a direct impact on collectives and individual employees of the enterprise, moral and material forms of encouragement or punishment have a significant impact on the subjective factor of production. Organizational methods create objective conditions for the implementation of economic activities by securing the rights and responsibilities of the relevant departments and individuals, ensure the regulation of technological processes and the like. [11]

The main methods of managing a modern enterprise are divided into the following groups: economic, socio-psychological and organizational. [1]

The focus of these methods is diverse, therefore it is necessary reasonably approach the choice of management methods at each enterprise separately and skillfully combine these groups in order to achieve maximum efficiency of the enterprise management system.

It should be noted that the main methods of management in domestic enterprises are often organizational (administrative). This is primarily due to the fact that the current work of the enterprise is largely the degree is regulated and ordered in accordance with orders and directives

Thus, specific tasks are issued to performers, subordination, authority and rights are established when performing tasks. The motivation or punishment of employees is fixed in accordance with the order or instruction of the head and depends, first of all, on the degree of fulfillment of the task.

In second place, material management methods are used, since constantly or quite often, additional payments are established for employees or the rates for existing items of additional payments to the wages of workers in the organization are increased. Quite often, these surcharges are also determined the volume and level of tasks assigned to an individual employee, in accordance with determines the material incentives for employees to perform the assigned tasks. The system is also installed quite often. penalties for various violations of labor discipline, is an economic method of management, but it has a negative impact on the motivation of staff to work.

The least used recently is socio-psychological management methods. at enterprises insufficient attention is paid to the moral encouragement of workers, the content and creative nature of work, opportunities for the manifestation of workers' initiative are not created, respectively leads to a decrease in labor productivity. [3] Public

recognition of workers' labor, which was often used in Soviet times, today is not widely used for enterprises. It should be noted that the complete or partial non-use of moral or material incentives leads to the fact that the measures that are implemented at the enterprise will not affect the interests of people, blocks the motivation of personnel to work effectively.

3. Results

In the process of assessing the management system, special attention should be paid to management technology.

Technology is understood as any means of converting raw materials to obtain the desired results. Since the subject and source material of management is information, therefore, management technology can be defined as a set of methods for processing management information for the development, adoption and implementation of management decisions in the economic activity of an organization. [2]

Management technology characterizes the content of management, which reflects the processes of movement and information processing and defines the composition and procedure for performing management work.

Hence, its main purpose is to establish the optimal scheme of interaction between the structural divisions of the organization and individual performers in the course of management.

Define management technology as a system of procedures and operations performed by managers, competent employees and technical performers in a specific sequence using the necessary methods and technical means. Its goal is to rationalize the management process, optimizing it by eliminating such activities and operations that are not important for achieving the required result of the company [2].

The main function of management technology is to ensure the functional and scientific relationship of management processes with certain management technologies that contribute to the implementation of management functions. Therefore, it is necessary to form the thinking of a new type of managers, to focus it on preventive analytical and innovative activities.

Control technology plays an important role in control technology today. it is a combination material means (communications, office equipment, computers, etc.), which can reduce the complexity of work in the field of management, the timing of their implementation, as well as increase the quality of decisions [4].

The mental capabilities of an individual have a limit, the use of the operative and long-term memory of computers makes it possible to expand the intellectual

capabilities of specialists to solve managerial problems. The development of automation tools contributes to the deepening of the information nature of managerial labor, and computerized system technologies.

Interaction and document flow between structural units of the enterprise must be approved in the provisions on the departments of the organization. However, quite often these instructions describe only in general terms the transfer of documents and interaction between departments. There are often no well-defined movement patterns documents between individual employees of the unit and outside of this unit.

Another drawback of management technology is that the processes of movement and processing of information between managers of the management level are often blurred, they are not clearly defined, not documented in orders, orders or regulations of the enterprise.

The ramification and unstructuredness of subdivisions of the enterprise management system also create problems in the implementation and coordination of management works on performing all functions of the plant control system.

The management process is quite complex and should be based primarily on reliable and comprehensive information at all levels of government. In this regard, the information providing an enterprise management system, the effectiveness of which determines the final performance the functioning of an economic entity. [7]

4. Conclusion

In modern conditions of enterprise development, an important direction of the information support system is the constant search for effective ways to improve activities enterprises based on continuous processing of information flows to improve the efficiency of management decisions.

Conducting preliminary calculations of the effectiveness of implementation and current monitoring, which reflects the effectiveness of using the information management system available at the enterprise resources, is one of the sources of increasing the efficiency and effectiveness of its economic activities.

Imperfection of information support of the control system leads to instability in domestic and foreign markets, a decrease in the company's profits. In addition, the costs of maintenance and revision of automation systems tend to increase, and the actual the result from their use remains unsatisfactory.

Analysis of the control system according to the characteristics of its components and should be based on the calculation of the series quantitative indicators (for example,

to determine the correctness of building an organizational structure, it is necessary to calculate indicators such as indicators of actual manageability by divisions, the number of managerial ties, etc.). [8]

This approach allows you to diagnose the existing management system and identify those components, potential which must be increased primarily from the standpoint of readiness for strategic changes in the management mechanism the enterprise as a whole.

The assessment should be carried out using an expert method. The need to use it due to the fact that when solving complex problems (in this case, an assessment of the current system management) one specialist is not able to take into account all the factors and the relationship between them. development of complex (decisions requires the participation of a group of competent specialists (experts). The main advantage of a group assessment is the possibility of a comprehensive analysis of quantitative and qualitative aspects of assessing the state of the control system on enterprise.

When using the opinions of a group of experts, it is assumed that the interaction between them will compensate for the variation in the estimates of individual members of the group and the sum of the information of the group of experts will be greater than the information of any of them. In general, the opinion of a group of experts is more reliable than the opinion of one expert. In addition, the use of the method of expert assessments is advisable in problems that cannot be solved in any other way. Currently, there are still no ways in which it would be possible rather reliably and accurately assess the state of the control system from the standpoint of its readiness to solve certain problems. [11]

Thus, the main advantage of group assessment is to reduce differences of opinion, in the possibility getting a somewhat generalized and more representative thought.

According to the results of the study, it was noted that the high mobility of the external environment requires the adaptation of enterprises to external conditions, changing rapidly. The sooner an organization can adapt to changes and rebuild its economic and commercial activities in this regard, the faster and with less losses the goals set for it will be achieved. The process of adaptation of an enterprise depends primarily on the current management system, its ability and ability to track changes in the environment, analyze them and respond as necessary.

The study made it possible to draw the following conclusions:

1. To select a method and technique, it is advisable to obtain certain results in terms of further improving the enterprise management system, it is necessary to determine

the elements that constitute a management system and directly affect its effectiveness.

2. Generalization of approaches regarding the allocation of elements of the control system made it possible to identify the following components: management personnel; structural and functional support; management methods; technique and technology; information. This grouping of components has a common feature - provision (information, technical, personnel, etc.) performance of work at each stage of the process of making and implementing management decisions.

3. The study of the components of the control system made it possible to formulate characteristics that are advisable to evaluate in order to determine the level of readiness of the control system to implement the process making and implementing management decisions using the method of expert assessment.

The direction of further research is a more detailed definition of the characteristics of the constituent elements of the governing system and approaches to their assessment.

According to the results of the study, it was noted that high mobility of the external environment requires adaptation of enterprises to external conditions that are changing rapidly. The faster an organization can adapt to change and restructure its economic and commercial activities, the faster and with less losses the set before her goals. The process of adaptation of an enterprise depends, first of all, on the current management system, its abilities and capabilities to track changes in the environment, analyze them and react as necessary.

The study made it possible to draw the following conclusions:

1. To select a method and technique, it is advisable to obtain certain results from the point of view of further improving the enterprise management system, it is necessary to determine the elements that make up the management system and directly affect its effectiveness.

2. Generalization of approaches regarding the allocation of elements of the control system made it possible to identify the following components: management personnel; structural and functional support; management methods; technique and technology; information. Such a grouping of components has a common feature - support (information, technical, personnel, etc.) performance of work at each stage of the process of making and implementing management decisions.

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