

THE FOUNDATION OF THE COMPANY

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Abstract: This article refers to the transition from linear-functional form of management to the matrix-process one. It emphasizes the idea of the advantages of the process approach and its importance in management. Particular emphasis is placed on the use of automated systems of management staff.

Keywords: company, management approach, planning, organization.

In the context of the macroeconomic situation, the role of planning and tools that allow providing it becomes more and more important. Among other realities of modern business, credit schemes, initial public offerings (IPO), insurance of cash flows and risks assume a basic knowledge about processes in the organization and its environment, and the ability to influence on them. Planning processes play a crucial role in the ability to create an internal environment of the company and keep it in the desired direction.

The meaning of the planning increases with the expansion of the organization, gradually acquiring special importance for multiprofile corporations owning geographically remote assets; only the synchronization of the processes and production achieved in the course of planning permits to determine the critical data.

During the dynamic change of the macro-environment, Russian enterprises are gradually shifting from linear-functional form of management to the matrix-process one. In this regard, the most changeable component in the structure of the company - human capital - needs special attention.

The essence of management approach, on which the business processes of goal-setting and planning line up (and consequently, the methods of human capital management) - is a commitment to a certain type of behavior in decision-making on all aspects of the company (Aliev, 2007).

In Russia the following classification of management methods for giving advice on the construction and improvement of the concrete structure is used:

1. The system method – an approach in which the company is regarded as a scheme that has the "input" and "output", which provides feedback to the outside world. In other words, the structure and processes of the enterprise are constructed similarly to the mechanism in which a single node has a certain number of elements with their "degrees of freedom". All the processes of the organization are being built to meet the stringent constraints of the internal environment. For companies with a similar approach to the management those that produce goods with low added value are of most concern.

2. The situational method – the embodiment of the position of authoritative leader or a group of leaders, where decisions based on their collective expertise are taken. Each situation will be unique, and it requires a special approach. In such cases, a lot of nuances inevitably remain outside the analysis of the situation in the company. Such a system can give positive results to the organizations that occupy strong positions in their industry sectors and accustomed to rely on their own strength. At the same time, the approach to a certain extent is a «relic» of Soviet times - fewer owners come to the need of fundamental reform of the structure.

3. The process method – an enterprise activity is considered as a separate, but at the same time, inter-related processes, the control of which is a part of the development strategy of the company. This approach allows you to track any necessary parameters and the effects of all the processes of the organization.

4. The directive method – a strict adherence to regulations, guidelines, plans, tasks, strict compliance with established standards. This approach leaves little space for maneuver. Any non-

standard action or decision is accompanied by a detailed instruction of the authorities. This approach was used in Soviet enterprises and is characterized by low efficiency and a lack of flexibility in decision making.

The organization may apply to different methods of control, but the process approach has its advantages.

A good reason to keep up with the times is the necessity to know the current value of enterprise assets, a large share of which is human capital.

Effective assessment, based on market indicators, is impossible without constant personnel market research. Thus, monitoring, conducted on the basis of an automated system, allows to obtain indicators that reflect an objective picture of personnel costs in the industry. These numbers help to set the average labor efficiency in a particular company. None of the key financial indicators of the company can be adequately calculated without live personnel data. Also, this information will be at least useful in attracting investments or entering the IPO (Kovalev, 2001).

The advantages of the innovations into the Russian practice are the following:

- access to foreign markets and cooperation with foreign partners in convenient conditions;
- open system is attractive in terms of investment to the companies - as foreign to Russian and vice versa, the domestic to foreign ones;
- ability to access international courts for the settlement of trade disputes;
- company, which followed international standards and norms, is not a passive subject of legal relations - Associations of Russian manufacturers can actively be involved into the processes of the formation of international trade law and protect their interests;
- unpreventable rise of the image component as a guise of Russian business in general, and individual enterprises in particular (Basovsky, 2002).

All the above advantages are reduced to the ability to draw a clear workforce planning, successful implementation of the strategy of long-term development and the review of the economic activity of the enterprise as a set of interrelated processes regulated with the "common denominator" - profit of the company.

In international practice, the use of the process approach is related not only to the need for an integrated development of national production and business cultures, but also to the desire to increase business efficiency. In this sense, the introduction of ISO is only the first stage of the process approach.

It is a logical continuation of the implementation of an enterprise of a balanced scorecard (BSC), designed to provide a focused impact on staff motivation and development of their own human resources. This fact is important in today's environment where every developing organization often experiences a shortage of specialists and forced to hold their employees. In fact, the concept of management of BSC, as well as MBO (system of management by objectives) - is the key element of a flexible approach to build the relationship with an employee, based on dialogue (according to the expectations theory, based on the process theories of motivation, people spend efforts on tasks only when they are confident that this will give the desired results). In the situation when the benefits of working in a particular company are unclear, and there are attractive alternatives to employment, to talk about employee loyalty is not necessary. This situation can be fraught with enormous losses for the company.

Several years ago human resource managers had to take a lot of non-core responsibilities associated with the activities of the selection, evaluation and training of personnel, the formation of personnel reserve, and sometimes the analysis of human processes. Considerable additional burden fell on the shoulders of accountants compelled to transition to a new model of management staff to take on the extra weight calculations. With the gradual increase in the weight of Staff, integrable in the business processes of the organization, and in recognition of staff role as a full-fledged manufacturing resource, the situation has changed. In such circumstances, in addition to change attitudes and value orientations the organization needs the tool that provides a vital opportunity to address new and traditional problems of Personnel Management, which face the Personnel Department, Accounting Department, units that perform analysis functions in the enterprise, and leadership. The desired effect is achieved by optimizing the structure, involvement specialists in new areas for the company,

automation of routine operations, creating an integrated management system (Zaytcev, Sokolova, 2004).

Examine the possibilities that automated management information system (MIS) offers in the context of fulfilling the requirements for the calculation of the cost of employees in an organization with a large number of remote units. It's no secret that the planning and calculation of payroll, as well as the entire set of employee benefits is the most difficult part of the work of specialists and accounting personnel service, which also brings considerable tension to the activities of related departments and units. The situation is aggravated by the increase of the holding when it includes different in composition and structure of business processes units with a large number of employees.

The operational management of such an automated system is possible through a detailed analysis and modeling capabilities of each phase of its work. To realize these approaches is only possible when using a process approach within the framework of MIS. It provides the opportunities in the context of calculating payroll and other expenses for staff and they can greatly simplify the time-consuming process, greatly reduce the possibility of error.

Problems in the improvement of personnel management are often reduced to a lack of infrastructure solutions based on summarizing the common integration framework for all processes in one way or another related to the human resource company. Automation of HR processes, on the one hand, effects on the value of assets and performance, provides the necessary speed of response to emerging issues and new developments, on the other hand, it ensures the integrity of the business processes of a company that is growing and developing as a competitive structure with clear priorities and prospects for development.

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