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Modern enterprise management functions Tomsk Polytechnic University

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Abstract

The paper deals with management functions in up-to-date conditions of modern economics reality. The research describes the basic functions of company management and, in addition, special features of every function are studied. Summing up, the author does some concrete conclusions about the fact that in actual competitive conditions nowadays it has become actual to use all tools and functions of management. Moreover, this definite management strategy helps companies to reach high results and to get a profit. There is a great and common profit like a company's interaction and accumulation of their experience in management and administration fields helping us to understand how this system works.

Keywords: Management, enterprise, economics;

1. Introduction

The functionality of economic entities in contemporary economic conditions is characterized by the intensification of competitive relations and high instability. The form variety of activities is explained by social and economic realities nowadays. Social development processes explain the complexity of developing legal frameworks that determine the realization of man's rights and demands to perform various activities.

Market relations are developing and economics now is not at the start point; thus, there is a necessity of new management systems at different levels and the old ones need to be updated. Because of new economic phenomena, management department in a company must review its methods of solving problems, as the old methods in management are unacceptable.

The relevance of the theme is explained by the needed choice of technologies and methods in the management functions that bring extra profits and stable functioning of all company's departments.

The aim of this study is an information generalization regarding to the issues of rising functions efficiency in modern companies.

The study is relevant, as the functions used in a company should be chosen according to individual characteristics of a company.

2. Discussion

Nowadays, there are various definitions of the notion “management”. The most common one defines the notion as an influence that subject have on the all things that it tries to change, to transform, to submit by its will, to direct for a goals achievement. Contemporary functions of venture`s management is a necessary element of expedient and rational form of organizing people`s activity. In a wide sense, management functions focus on the influence on the objects, systems and processes with the aim to save and support them in the conditions of transition from one condition to another. Management realizes an active influence on any subject`s parameters with the purpose to remove the undesirable divergences from adjusted work modes to maintain the condition of order and dynamic balance with the environment.

Management function understands as a detached kinds of management activity as a function of management, different directions of manager`s influence on management system at the manageable object. Management functions can be defined as a kind of activity realized by special ways and methods.

The main functions of contemporary corporation management are:

1. **Planning** and forecasting is a central function of management, which establish the goals and gives tasks to the system of administration and organization defining methods and ways to its achievement. Plan is something like a complicate social and economic model of company`s future. There is no a unique planning method and model; in every situation, it can be expressed by different processes at different scales.

1. One of the main direction of management functions development nowadays is a strategic planning. An outstanding work in the field of strategic planning is carried out by G. Minzberg, B. Alstrend and D. Lampel and the work is called “Strategy schools”. [5, p. 9] According to G. Minzberg, B. Alstrend and D. Lampel, there are ten different school with their own special peculiarities. We will consider an each school shortly.

a) Strategy as a big model.

G. Minzberg says that strategy is created with proper analysis and weighing of pros and cons. Current goals are checked with SWOT-analysis and activity alternatives are revealed. Then the best strategy is distinguished. This system is getting old-fashioned because of its limitations and it works only in a simple systems.

b) Strategy as a plan.

G. Minzberg says that this strategy is like a conveyer. [3, p. 50] Every element in planning is distinguished and then every element is worked off, after that they are combined and as a result, the proper strategy is created.

c) Strategy as a position.

This strategy depends on the taken position. In contrast to the previous theories this theory focuses on detailed analysis especially in competitive and industrial ones. Main disadvantage of this model is a necessity of a great information volume for appropriate planning implementation.

Descriptive schools don`t try to idealize the situation, they look at real circumstances while choosing the strategy.

a) Strategy as a vision.

According to this strategy, there is one leader who relies on his/her experience and intuition, builds his/her own plan of actions and his/her vision can be changed according to environment changes.

b) Strategy as a thinking process.

Thinking process influences on a strategy choice. It is important to understand how the strategy is formed taking into account wisdom and experience.

c) Strategy as a teaching.

Strategy is based on the connection of external occasions and internal decisions forming a whole. Choosing one strategy a human loses benefits, but the right decision is based on the analysis of previous mistakes.

d) Strategy as a culture and ideology.

Culture and ideology create a definite people behavior, initiate concrete desires that can form strategies.

e) Strategy as an imminence.

According to this theory, external environment dictates the certain strategies, imposes certain views and characteristics. [6, c.27]

Structural school differs from other nine schools and its main idea is a perspective. The strategy is determined by the time, place and context. One or some methods can fit in certain circumstances.

Above mentioned approaches to strategic forecasting and planning are very useful and have their own pros and cons.

Organization is a distribution of work volume for the realization of settled goals taking into account the character of relationships between administration and manufacturing sectors. Organization as a management function keeps various sides of any company: technical side, economic, social, and psychological and legal ones. Organization function answers mostly to such question as who and how company's plans will be realized. An active tool of this management function is labor source and personnel technologies. A workforce-using problem in modern companies is explained by the fact that a manufacture loses power-generation capacity and potential is expended not fully. [3, c. 67] In that case, there is non-utilization of intershift and all-day-work fund of organization's working time personnel. This may occur because of employers, technical organization, low employers motivation to work with high efficiency and etc. [5, c. 20]

Regulation – providence and deleting of possible distortion in main parameters during the current process. In the part of functions realization we can distinguish the role and place of informational technologies in modern economics and their roles in company's administration and management. Informational systems and technologies are an inseparable part of modern companies and in the same time in many companies business and informational technologies are developed independently from each other. Technical and program provision in companies were used for solving business tasks in different departments. As a result, in companies there are many functioning informational systems. In addition companies are forced to update and to buy new program software and server equipment every three-five years because of physical and moral disintegration and the absence of technical support.

Thus, such problems in companies have occurred:

- Price of systems: high costs of the building of informational systems and their exploitation;
- Complexity of systems – complicate integration and maintenance of different informational systems;
- Inefficiency of systems – incompatibility of informational system to business demands, especially when the company changes an organizational structure and starts to release new goods or services, opens new business directions or closes the old ones. All these don't let to react effectively.

Motivation – an impulse for the employer to active working on goals achievement based on the bonus system. In modern world, such idea as motivation is considered an inseparable part of society. Motivation is an “engine”, which prompts the society to act for the good to achieve settled goals. There is some internal and external factors that effect on process. Provocation to

action can be caused by man's internal feelings: interest, desire, inspiration; and by external ones: a necessity to solve problems, desperate position, threat of a punishment, losing of opportunity to get something desirable, compelling.

If we project these motivational methods on labor relations then managers of organizations will take an external influence side. Therefore, they may have a negative image in the employee's imagination. [4, p.41]

At the current stage of society development, a special attention is paid to motivational systems. Moreover, an accent is made on positive image of this system for employee. A human always seeks safety, comfort and well-being. Creating the appropriate conditions the manager can achieve productive work. Then such parameters like capacity, production rate, profitability, goods and services realization, proceeds can be added. Such positive effect can help company to develop, to increase profits and to increase salary or to make conditions of labor better.

Coordination is a necessary activity harmonization of all structure elements of organization. Its aim is to provide rhythm and continuity to achieve efficiency of interaction between all management elements. In modern companies coordination function is presented by a management based on personnel and guides manufacture activity of a company to the consumer needs. On the realization process of company's coordination function the manufacture gets an opportunity to react quickly on changes, to make a necessary corrections on its work, to meet the environment challenges that lead to competitive advantages. In other words, the coordination function of management gives the company a chance to survive and to achieve its aims. [1, c.67]

Control is a quantitative and qualitative adequacy of supposed process for previously planned tasks and decisions.

Control is an element of a feedback in common management system. Realization of the control function consists of observation, check of all activities, accounting and analyses. The aim of control is a quantitative and qualitative work assessment working and recording organization's functionality results.

Basic control subjects is an intermediate and final result of the planned tasks, cost parameters of labor sources, economical efficiency.

We can control aims and the realization process of a plan, forecast, and process development. Information got during the control can be used for process regulation. If planning and control processes are united in one management system, the system is called Controlling and its purpose includes planning, controlling, management, reporting.

Organization's control may be classified by its frequency, by the time and by the activity field where it is carried out. [2, p.14]

Accounting is an accumulating and analysis data across time periods.

The effective management based on the proper formed data of accountings is an important tool of increasing transparency and efficiency of company activity and its structural departments. In modern conditions when the company is run in competitive environment where the key objects that ensures efficiency of company's activity are owners, senior management (chief and his co-chiefs), head account manager and employee from accounting department. Investors, creditors and the property owners are interested in getting full information about the effectively used actives. Necessity of timely and full account and control of main methods, non-material actives, unfinished buildings and a long-term financial enclosures has a special meaning in today's reality. The preparation and usage of information reflected in the accountancy data is actual and is realized as management function in a company because in modern world in the developed economic conditions companies and organizations try to gain profits from main activities and a

long-term investments give an opportunity for a long-term successful functionality of economic entity.

3. Conclusion

Management developing, widening of tasks limits that must be solved in management require an optimal combination of administration tools and innovational ways for increasing management efficiency.

Nowadays management functions are fundamental management style for any company.

In modern conditions it seems not to be real to provide stable work of the company according to exclusive local internal problems and current situation.

Swift changes happening in economics and society lead to the situations when it's difficult for companies to foresee how the situation will develop.

An adequate complex of methods, ways that can ensure company adaptation to desperately changing market conditions should be implement, and it will be modern concept of management functions realization. Within that concept, it is claimed that base for elaboration and subsequent realization of related measures system directed to stabilize company's economic situation and to create conditions to ensure its further functionality is an effective planning.

Company's administration realizes its function based on historical accumulated experience in the management field. In a market economy, there are situations when operative methods of managers' decisions are combined with the realization of strategy development.

The analysis of management functions realized by modern companies let us conclude that these organizations have problems that managers face with every day and they must solve.

In the company all structural departments should organize a unified information and analytical system, which will create a solid base for management accountancy and effective activity management.

To increase the realization efficiency of management functions, we can divide in accountant analytical system into the following subsystems: informational management, accountancy, analytical subsystem and control subsystem. All elements of subsystems have different goals, tasks, objects, methods, and intend to different information users. However, the important common thing is that information is used for making decisions in a company.

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