

MANAGEMENT SYSTEMS ESTIMATION METHOD IN INDUSTRIAL ENTERPRISES

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Keywords: management system, process approach, strategic development, balanced scorecard, business simulation, method of estimation, information programs, algorithm of introduction.

The article exposes the method of estimation of management systems based on process approach and the balanced scorecard. The algorithm of introduction and the list of advantages which this method provides to modern industrial enterprises are attached.

The estimation of control systems is increasingly popular in modern organizations. However, conducting such estimations the enterprises pursue various aims. In the article it is offered to classify the aims into external and internal in relation to the organization.

The internal aims are those of the heads, managers of various levels, the personnel of the enterprise. They hope to receive the information on the efficiency of the activity, the lacks of the existing management system, the degree of realization of strategy and, consequently, to analyze the reasons, to make a rational distribution of available resources and to carry out correcting actions.

The external purposes are those of the investors, the shareholders, the insurance companies, the credit organizations, the suppliers and various state structures. In this case the estimation should have cost expression, and the applied methods should promote the growth of certain market cost of the companies at the expense of an estimation of the latent reserves (not estimated) before.

The method of management system estimation, which is offered in this article, has the purpose to increase efficiency of enterprises.

Presently there are many methods of management system estimation. But the most actual of them are based on management by business processes. In modern dynamic conditions any commodities or services have limited life cycle, and even the best ones become outdated. Therefore not commodities, but processes of their creation, are the guarantee of a company's long-term success.

In this article the system of main business process relationships was developed on the basis of the existing process classification. It is noted that the system includes the process

of "personnel management". The personnel is the driving factor of all the processes and the carrier of the intellectual capital which it is also necessary to estimate. For this purpose P. Strassman's, T. Stewart's, A. Pulik's methods are usually used. Their common fault is the ignorance of the social and organizational capital. The method offered in the article allows making estimation of the elements that essentially facilitates their analysis and management.

The description of the processes is a business simulation component. Business simulation provides more effective achievement of enterprises' strategic targets. The most actual instrument for realizing the strategy is the balanced scorecard (BSC), developed by R. Kaplan and D. Norton.

The indicators were divided into 4 groups of balanced scorecard (finance, customers, internal business processes, growth and development). The given classification can differ depending on the management systems.

The main things in the received classification are not the indicators, but the system that unites them. The author develops the strategic pyramid uniting the elements of the BSC. The form of the pyramid and the strategies will depend on where the goal is in the system of coordinates. The given pyramid represents not static, but dynamical structure which is penetrated by control and estimation cuts.

The integrated indicator of each group can be found under the formula offered for the analysis of regional administration by Zhitkov B., Korneichuk A., Tsafrin A. This approach differs from other techniques by the simplicity of calculation and understanding, and also the presentation that helps to use it in practice. Besides, it allows analyzing not only the integrated indicators, but also their structure. However

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its essential flaw is using the extrapolation of the past indicators. In modern conditions it is necessary to make up a strategic plan and the annual, quarterly and monthly estimated indicators based on it. For correct estimation it is necessary to compare the forecasted and the actual indicators for the similar periods.

According to the method if we get the value of $0 \leq \alpha < 45$, it means that deterioration tendencies prevail over improvements so, it is necessary for managers to carry out the detailed analysis and correcting actions. The values of $45 \leq \alpha \leq 90$ with all the four integrated indicators means that, in a general view, the enterprise realizes the strategy and its management system is in good condition.

Estimation method is proposed on the basis of the capacity of Microsoft Office Excel spreadsheets. This is particularly valuable for small enterprises, as well as in crisis conditions and in terms of savings. For large companies, this method is recommended within the already existing information policy environment, or on the basis of the new license information programs.

The most common programs of business modeling include Business Studio, ISOratnik, Org-Master ProFi, ARIS ToolSet. Their com-

parison demonstrated that the best one is the Org-Master program. It is a full-system business model that meets the basic requirements of modern enterprises. Besides its records are in Microsoft Office Excel. This allows to easily implement the above-described method of estimation.

It is necessary to note that the given method has universal character, and can be used in the organizations of any branch of economy. The enterprises which will introduce this method will be able to estimate to the full the tendencies of development, to promote successful functioning and further development.

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