

INTEGRATED MODEL OF CONTROLLING SYSTEM IN FIRMS OF CONSTRUCTION COMPLEX

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The complex three-dimensional model of controlling system is examined developing its internal structure. The goal of applying the suggested model is perfection of management system and improving the results of the activity of firms in construction complex.

The experience of developed European countries shows that firms with fully built up controlling system had better chances to survive and were more competitive in terms of changing external surroundings. Only some Russian firms of construction complex form and apply controlling system and only several of them use its instruments.

In our opinion competently built up model of controlling system in firms of national construction complex is able to solve classical symptoms of ungovernability in the conditions of financial and economic crisis, such as:

- ◆ loss of control of over the implementation of projects and orders;
- ◆ regulation of information streams inside the organization;
- ◆ lack or inefficiency of strategic planning;
- ◆ lack of opportunity to analyze the decisions made;
- ◆ solving the problems of ungovernability in a firm.

To secure the high level of work formalization it is expedient to build up a complex three-dimensional model of controlling system, developing its internal structure (see figure).

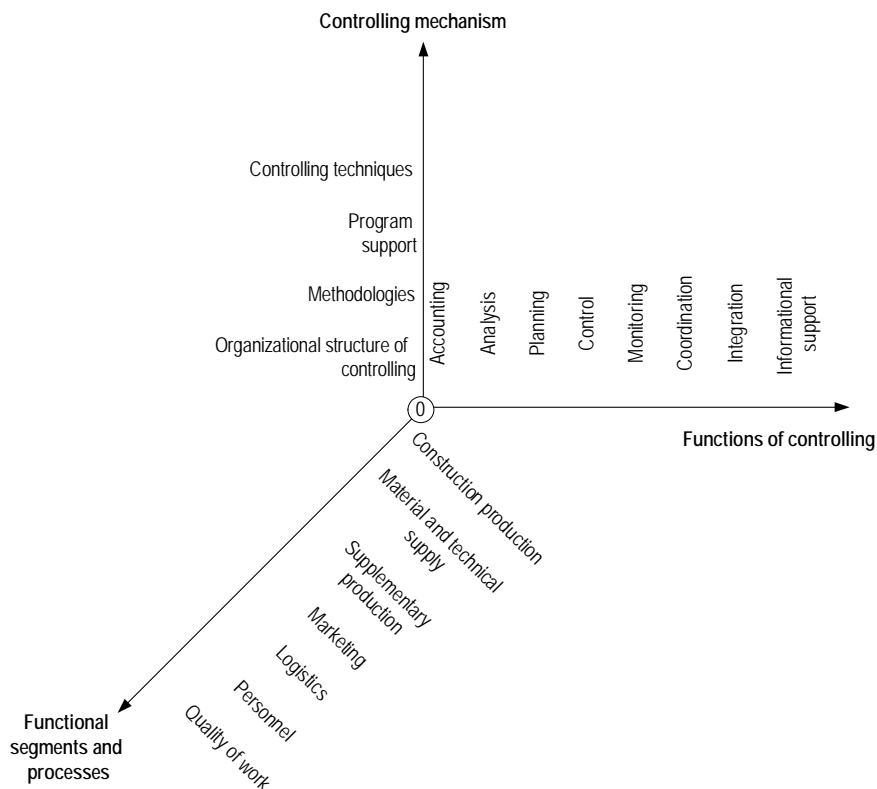


Fig. Complex three-dimensional model of controlling system in firms of construction complex

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The choice of the optimum way of building up the controlling system in firms of construction complex depends on finding solution to the question: how controlling will be implemented in three next directions:

1. Forms of activity according to functional segments and processes;
2. Functions of controlling: accounting, analysis, planning, control, monitoring, coordination, integration, informational support.
3. Controlling mechanism: methodologies, organizational structure of controlling service, equipping the workplaces of controllers, program support, etc.

In the suggested model under the functional segments of controlling application should be understood the system of company management, which covers the relevant directions of its work (construction production, material and technical supply, supplementary production, personnel, quality of work, managing the company in a whole, etc). The list can be different in different firms of construction complex. Correspond-

ing processes are considered as the specially organized aggregate of procedures of different systems of company management.

The authors advise to start the development of complex three-dimensional model of controlling system in firms of construction complex with the research of special perspectives of controlling system. The main questions at this stage will be: what is the goal of this type of controlling? how the results of controlling in this direction will influence the final result of company's activity?

In the given model the functions of controlling correspond to the most important phases of classical management cycle. Depending on management level the detailed elaboration of processes or most important procedures are possible.

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