

**PROACTIVE MONITORING AS A BASIS FOR SEARCH
AND JUSTIFICATION OF RATIONAL MANAGEMENT DECISIONS
(on the example of decision about repair of gas pipelines)**

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The advantages of proactive management in general and proactive control in particular, as the basis for the search and study of rational management decisions, are analyzed. The purpose of the use of proactive monitoring is to identify deviations in a state of socio-economic system to date, which in future can lead to negative consequences.

The modern manager has to make dozens of daily management decisions, differing in degree of importance, the methods used, field emergence, etc. Naturally, in order to make the best or, in extreme cases, rational management decisions need to explore a wealth of information that is not always appropriate and possible in a constantly changing, turbulent environment and limited time. Therefore, it would be desirable for effective management of socio-economic system to generate information about possible problems in advance, before they arise. The means of providing such warning information are proactive monitoring.

Control - one of the major functions of management, implying monitored precisely following the organization of the course and the achievement of the goals. Monitoring includes activities to build its standards, testing and evaluation of their performance, the implementation of corrective steps. This feature helps the management control system in several problems solving; the chief among them is the study of status in the organization and discovery of its internal or external environment factors that can have a significant impact on its activities.

If the monitoring identified violations have occurred adverse events, such as failure to plan production or decrease in sales volumes, it is considered a reactive control. We talk about proactive monitoring in case we manage to obtain control information about the possible future deviations from the targets or the occurrence of adverse events for the organization, such as possible reduction in profit or loss of customers.

Today, the term "proactive" is widely used in various sciences: personnel management, in-

formation technology, psychology, management, etc., which explains many of its interpretations. So Newstrom and Davis in their book "Organizational Behavior" detected initiating change, being proactive anticipation of events, as a desire to "hold in their hands," the fate of the organization and feel the presence of such qualities required from senior manager.

Lack of proactivity - subjection to external conditions to a greater extent than the inner urge to be considered in a serious deficiency. Researchers in this area came to the conclusion that proactive people seek for much more in life. Jet, as a rule, float through life. Therefore, the leadership of any western company trying to collect from itself as much as possible proactive people as proactive people can not only bring forward themselves, but also help to break out ahead of the company. In Russia, being proactive is regarded as a poor quality, almost a vice and existed for a long time in social attitudes. The bases of proactivity are, above all, ambitions that allow you to move forward. And if Western companies are taking into their ranks only ambitious contenders for the leadership position who do not conceal the desire to occupy the high post, then in our country such people are considered upstarts, selfish, etc. But what is the decision to the problem then? Thus, it is not wise to swim helplessly downstream, obeying the circumstances, and conduct their business as it is necessary to them. As international experience shows that proactive companies do better business than their competitors. This explains the relevance of research proactive management and assists in finding the ways of its implementation at Russian enterprises.

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The transition from reactive management proactive should be a priority for domestic companies.

Rocket Company - a company that responds to changes in external and internal environment, but doesn't meet predictive changes and doesn't affect them.

Proactive company - the company that possesses an ability to examine themselves and the environment, to ensure proactive development in relation to the dynamics of customers' needs and challenges of competing on the basis of balance of interests of all market participants.

Prevision and prevention are the basic principles of proactive management. The purpose of reactive control is a reaction to existing problems at the firm and development activities, prevention from their recurrence. Proactive management is aimed at preventing problems.

Proactive company has clear goals, mission, vision and guiding principles, flexible organizational structure. The basis for proactive management is the recognition and analysis of errors, the implementation of corrective actions based on analysis, freedom of choice, and the ability to self-education. Proactive company is usually a learning organization.

As mentioned above, the basis of proactive management is the recognition and analysis of errors, the things that are not possible to cope without control. Proactive monitoring aimed at identifying variations in a state of socio-economic system to date, which in future can lead to negative consequences. The solution should be based on the results of proactive monitoring or wise management decisions taking aimed at the prevention of unfavorable company developments. Thus, proactive monitoring is the basis for the search and study of rational management decisions and planning of preventive action.

According to Pareto principle, 20% of implicit and explicit threats become 80% of critical situations that carry negative consequences for the firm. The natural tendency is to identify these threats and to prevent their implementation. In most cases, proactive control problems are known in advance, which allows planning and implementing activities to address to them.

Reactive self-control allows only a fixed fact of adverse events and, at best, to develop mea-

asures to prevent similar situations in the future. This approach to management is not applicable in an uncertain, ever-changing market conditions, firstly, because each situation is unique and different, and secondly, some adverse situations that have occurred in the present may question the existence of the company in the future.

In domestic and foreign management literature also the preventive control is highlighted, which aims to test the quality of incoming flows of resources. At a first glance, the terms "proactive monitoring" and "preventive control" are used to reflect the essence of one and the same process. In fact, it is not so: the purpose of preventive control is to guarantee the quality of incoming resources, and proactive - to identify deviations in a state of socio-economic system to date, which in future can lead to negative consequences. The object of preventive controls is resources, and of proactive - is the organization and external environment, in which it operates.

The effect of the introduction of the company proactive management in general and proactive control in particular can be expressed in the phrase "spend an hour today, tomorrow you will save the day". However, proactive management, despite all its advantages, is not the only right way of doing business. It is a balance between proactive and reactive in terms of resource expenditures.

Despite the attractiveness of the idea of preventing all problems before they occur, we must understand that it is impossible and unreasonable in terms of resources. There are always problems, minor accidents, which are cheaper to remove after they occur than to organize activities to prevent them. It is, therefore, necessary to maintain a reasonable balance between proactive and reactive measures. Pareto principle can be quite useful in finding this balance: 20% of the problems leading to 80% of the damage. Proactive management is aimed at identifying errors in the implementation of the previous administration, which had nowhere ill failed and it is unknown whether all these errors. Therefore, the cost of proactive monitoring may not always be justified and this should be clear. However, the positive result from proactive monitoring is information that can be used to search for and justification of rational management decisions.

For instance, let's consider the possibility and benefits of proactive. In the transportation of gas the main problems occur especially with fixed assets aging: compressor stations, the linear part of gas pipeline. The age of most buildings is 25-30 years, and depreciation - of about 84%, and at present they require a major reconstruction or repair. The number of accidents on pipelines due to their poor state increases from year to year. Currently, the management of Gazprom is necessary to solve the problem of optimal allocation of funds allocated for repair and renovation of gas pipelines, the available technical facilities.

Nowadays, the possibility of optimizing the cost of repair of gas pipelines with limited funds and the high rate of wear of equipment for the Russian gas industry remains largely unexplored. Thus, there are great opportunities for research and development in this area. Consider one of the ways to solve this problem based on a proactive monitoring. Let's try to minimize the cost of the accident at the pipeline then. As conducted by repair of technical installations the gas system is primarily aimed at preventing accidents and ensuring the safe and uninterrupted supply of gas consumers.

It is a well-known fact that the probability of breaking the pipeline depends on different factors such as: material, design, load and im-

pact, age, percentage of wear and tear, climatic conditions, etc.

It is also necessary to determine the possible negative social, economic and environmental consequences of the accident and present them in terms of value. For each pipeline break probability is determined individually, since both the amount of possible damage. As a result of comparison of cost for repairs and cost of addressing the consequences of the accident taking into account, the probability of occurrence of the accident the decision on the financing of repair of a pipeline is taken.

Proactive monitoring allows in this case determining the magnitude of possible damage from an accident. Also the probability of a breakthrough in a particular pipeline can be calculated on the basis of information obtained with the help of proactive monitoring. The subjects of control are the degree of wear and tear gas, its age, the loads experienced by the pipeline, material and design of construction, etc. It is possible to take a decision on investing in the repair of that very pipeline, which needs repair more than others, in case we have processed and analyzed information obtained from such monitoring. The accident will be prevented then. All in all, proactive monitoring is the basis of search and study of rational management decisions.

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