

HOUSING-AND-MUNICIPAL SERVICES AND WAYS OF PERFECTING CONTROL SYSTEM, BY THE EXAMPLE OF THE ENTERPRISE IN THE SPHERE OF HOUSING AND COMMUNAL SERVICES

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Keywords: control system perfection, housing-and-municipal complex.

The problem of increasing the efficiency of management system by the example of the organization of a housing-and-municipal complex is considered. The quality of housing and communal services in Russia remains now at a very low level. The enterprises of the given branch do not bring the expected profits.

In new economic realities the state doesn't have not enough possibilities and freedom of resources effectively to operate housing-and-municipal sphere at country level. This sphere should become the independent and spontaneous organism which functioning is possible only in the situation of normal functioning of competitive environment in the market of housing-and-municipal services (further - HMS).

According to the Ministry of regional development of the Russian Federation, in a housing-and-municipal complex of the country more than 52 thousand enterprises function, and more than 4.2 million people are employed in 1092 cities and 1872 settlements.

The industrial structure of municipal enterprises has undergone considerable changes. Their number in comparison with early 90es has doubled, however the main result was that from 52 thousand enterprises working in the market of housing-and-municipal services, more than half (53,9 %) are small enterprises.

In Omsk region this problem is aggravated with attracting to the market foreign organizations (from other regions) though there is big competition in the local market. Now in the market of housing-and-municipal services in Omsk region there are more than 1 000 companies, 70 % from them - are commercial organizations. Thus enterprises do not use all possibilities of commercial organization and suffer financial problems.

Hence, ***there is a necessity in improving the control system of available housing and objects of a municipal infrastructure at regional level and in developing complex approach to the creation of eco-***

nomie management mechanism by the enterprises of a housing-and-municipal.

One of perspective approaches to adapting the system of housing and communal services to modern conditions and efficient control of organizations in the given branch is the process approach.

But now the majority of enterprises treats the improvement of business processes as a single process for achieving the efficiency of enterprise activity in short-term period. The given approach doesn't provide successful development of organization in the future, therefore it is necessary to introduce a *control system of business processes (CSBP)* in management of enterprise structure for continuous development of the organization in a long term period.

The *control system of business processes* - construction of model and regulation of operating system of business processes in the organization, on the basis of creation of the information base, allowing to operate processes in the organization efficiently with their strategic orientation to the requirements of the market and clients, and also creating conditions for continuous development of enterprise structures (fig. 1).

The scheme shows that before to pass to changes in the organization it is necessary to carry out the diagnostics of its condition, for this purpose we will use the following approach consisting of 3 stages:

I stage of diagnostics - calculation of economic potential of business processes of the enterprise.

The economic potential consists of three local indicators: property, innovative and personnel potentials.

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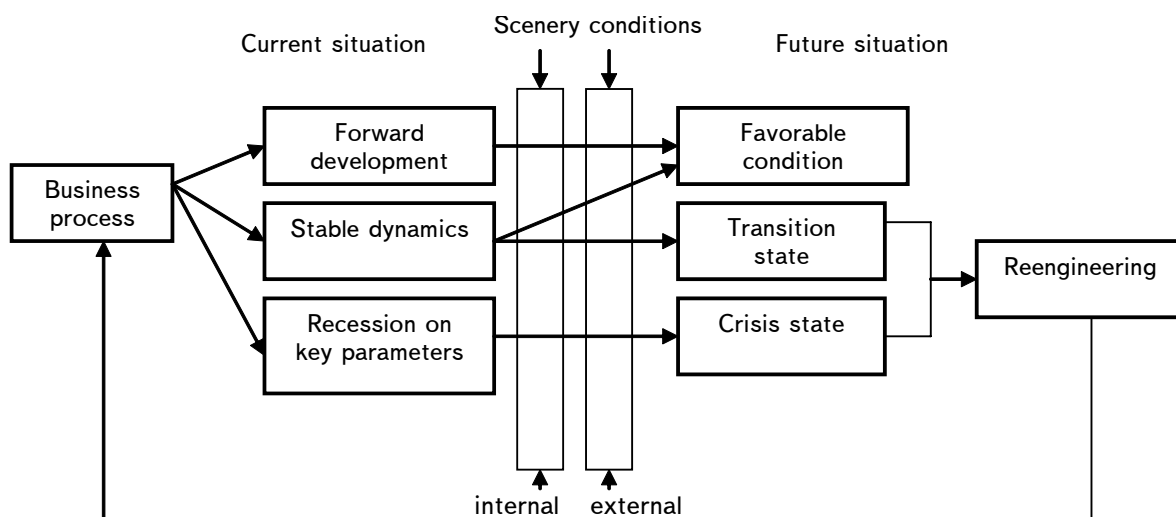


Fig. 1. The control system of business processes (CSBP)

Table 1

The components forming property potential of business processes

Indicators of property potential	Algorithm of calculating the indicators of property potential	
	2008	2009
P_{im1} - a share of the basic means in total amount of cumulative actives	$P_{im1} = \frac{30687,559}{45140,228} = 0,6798$	$P_{im1} = \frac{30568,936}{42250,173} = 0,7235$
P_{im2} - a share of an active part of basic means	$P_{im2} = \frac{2755,1631}{30687,559} = 0,8978$	$P_{im2} = \frac{29064,368}{30568,936} = 0,9508$
P_{im3} - factor of the validity of basic means	$P_{im3} = \frac{30687,559}{41721,805} = 0,7355$	$P_{im3} = \frac{30568,936}{43450,780} = 0,7035$
P_{im4} - factor of updating the basic means	$P_{im4} = \frac{528,933}{41721,805} = 0,0127$	$P_{im4} = \frac{118,623}{43450,780} = 0,0027$
IP_{im} - resultant factor in reorganization of business processes	$IP_{im} = \sqrt{1,8092} = 1,3451$	$IP_{im} = \sqrt{1,9224} = 1,3865$

Table 2

Minimum admissible values

Indicator	Fe	Ft	Fp	Fs-p	Fi	Fo
Actual value of 2009	0,2	0,84	0,8	0,7	0,95	0,65
Threshold value	0,6	0,8	0,6	0,6	0,9	0,9
Estimation of indicators	-	+	+	+	+	-

Table 3

Quantitative estimations of organizational structure 2009

Indicator	Size of an indicator
1. Structural factor of centralization	Fsc = 7/10=0,7
2. Quantitative factor of centralization	Fqc = 81/102=0,79
3. Factor of management centralization	Fcm =28/34=0,82
4. Factor of observance of controllability norms	Fc = 6/10=0,6

From the calculated indicators it is visible that the organizational structure is not effective because the norms of controllability are broken, there is poor control at the enterprise.

Let's analyze the subsystems of estimating the control system (tab. 4).

in each functional zone a method of estimations on ranks (tab. 5).

Further after calculations of all indicators characterizing functional zones the aggregated indicator for each zone is counted up. The example for an industrial zone is presented in tab. 6.

Table 4

Subsystems of estimating control system

Indicators	Dynamics of indicators	Result (-,+)
1. Efficiency of administrative decisions	1. The Efficiency ratio decreases for 43.3 %; 2. The factor of the economic added cost decreases for 50.7 %; 3. The factor of return of expenses for management decreases for 42 %.	- - -

The control system estimation has shown its inefficiency, accordingly it is necessary to re-structure the given system for more effective acceptance of administrative decisions.

III stage of diagnostics - the analysis of a sustainable development of the enterprise with on-power allocation of its functional zones

For the given kind of analysis we will spend ranging of functional zones of the enterprise for the degree of the importance for an enterprise sustainable development. For this purpose it is necessary to define weight for indicators

After the spent analysis the following aggregated indicators has turned out: the industrial zone - 0.24; financial zone - 0.24; organizational zone - 0.44; human resource management zone - 0.36; marketing zone - 0.27; the zone of research and development and innovations - 0.67; a logistics zone - 0.5.

Now we will define a position of the analyzed enterprise in which it was in 2009. "Foundations-development" (fig. 2) are for this purpose used a three-dimensional matrix.

Table 5

Definition of scales for indicators of functional zones

Indicator	Rank (U_i)	Weight (P_i)
System of zones reflecting "stability"		
Industrial functional zone		
Profitability of production	5	0,36
Rate of increase (decrease) in a commodity output	4	0,29
Capital productivity	3	0,21
Operating ratio of capacity of the enterprise	2	0,14

Table 6

Process of forming the aggregated indicator of stability for production zone

Indicator	Result of classification by subsets				Central points
	X_1	X_2	X_3	X_4	α_i
U_1	0	1	1	1	0,1
U_2	0	0	0	0	0,5
U_3	1	0	0	0	0,9
Significance value, U_i	5	4	3	2	14
Weight, p_j	0,36	0,29	0,21	0,14	1
Intermediate computations	0,9	0,1	0,1	0,1	
Aggregated indicator, Z_1					0,39

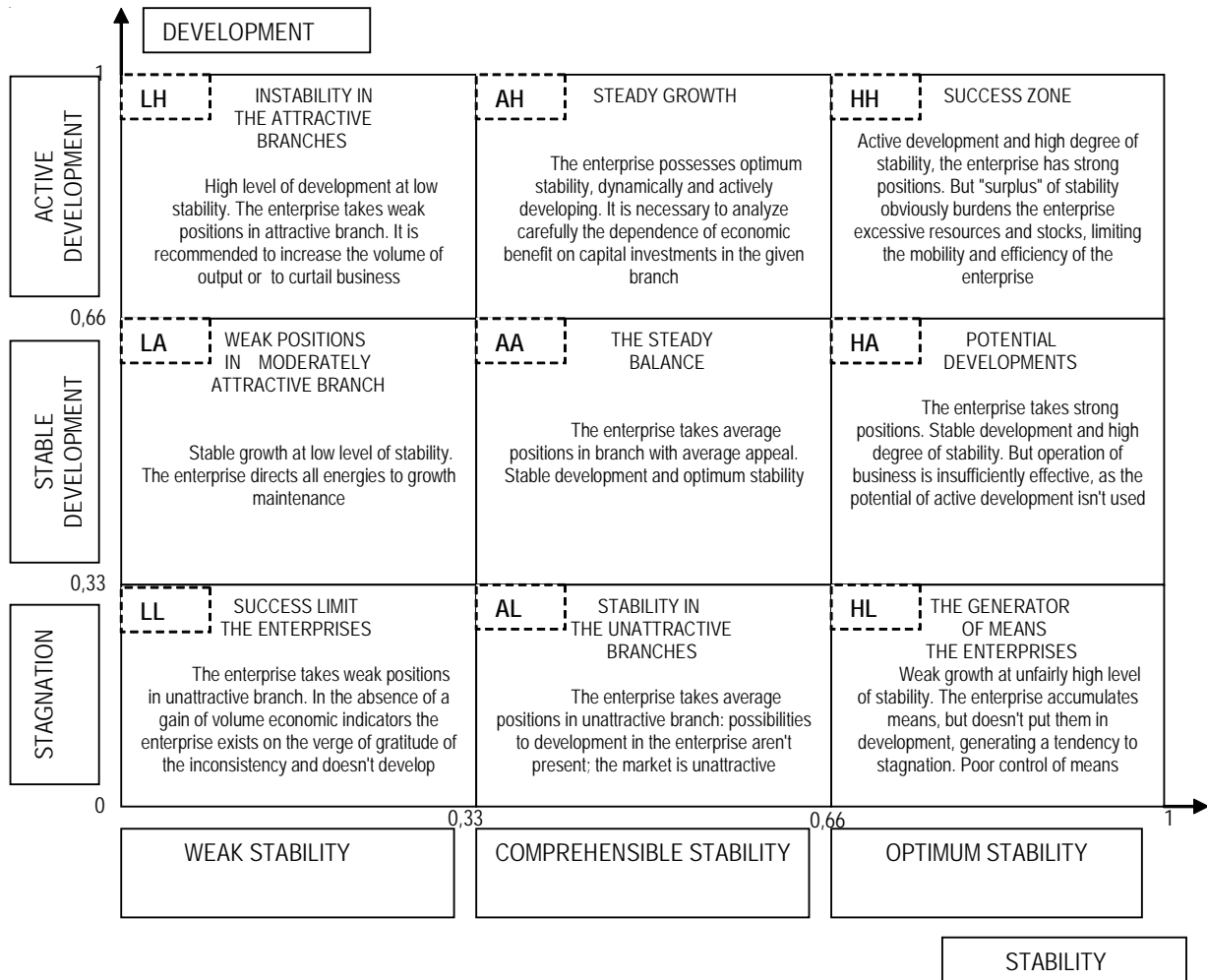


Fig. 2. An item three-dimensional matrix "Stability - development"

Boundary values of matrix squares are set according to the technology of working out three-level classification.

The first stage - revealing of zones in which there are inefficient business processes (return reengineering).

The second stage - working out of actions for improving business processes (direct

reengineering), by the results of return reengineering.

The third stage - definition of the efficiency of the spent reengineering of business processes and comparison of the basic economic indicators of the organizations before introducing the actions.

Received for publication on 19.01.2011