

Analysis of Enterprise Management System

Abstract

The increasing role of the management system in the development of enterprises creates new opportunities and prospects for strengthening the position of local producers in the world markets. Improvement of management activities, implementation of management systems and their integration allow enterprises to reduce overall costs, increase management efficiency and meet consumer needs more efficiently. Currently, international standards for management systems have been developed in relation to almost all the main functional areas of enterprise activity. However, the existing management systems in most local enterprises operate separately, which makes inter-organizational communication difficult.

Analysis of the formation of relevant economic relations and their management in the activity of enterprises is particularly important. The profitability of the enterprise mainly depends on how effective management decisions and "management" itself will be. The responsibility of managers for the results of their activities and attention to the constant improvement of economic efficiency forces the management of economic entities to choose the most economical and efficient structures, flexible processes and management methods. It is for this that the analysis of enterprise management functions is necessary and important.

Keywords: *enterprise, management, management system, forecast, strategy*

Introduction

The purpose of the analysis of the management system in the activity of enterprises is to obtain reliable information about the state of management in the enterprise in order to increase the efficiency of management decision-making. To realize the set goal, it is necessary to solve a number of tasks:

- evaluate the state and efficiency of the existing management system and its elements;
- to determine the compatibility of the system with the characteristics of the tasks and the characteristics of the management object;
- to investigate problem areas and causes of deficiencies in the management system;
- to find out the causes of inconsistency and identify resources for increasing efficiency;
- to diagnose the development prospects of the management system and its individual elements, as well as the possibilities of adaptation to the predicted changes in the external environment;
- prepare measures aimed at increasing the efficiency of the management system.

Based on management functions in the enterprise, the following analysis objects can be distinguished (Yashin, 2012):

- planning of the enterprise's activities, that is, determination of compliance with plans and programs - strategies, goals and missions of the enterprise; analysis of the appropriateness of planning and programs in terms of their profitability;
- organization of enterprise activity: assessment of management norms, as many people as the manager can manage effectively; analysis of established mutual powers and duties; evaluation of the organizational structure of the enterprise;
- motivation of labor resources in the enterprise: evaluation of the motives that motivate employees to be active and the results of their application and analysis of factors influencing the activity of employees;

- the organization of control in the enterprise as a type of management activity, the task of which is to determine the actual state of work, compare it with the required one and prepare the necessary corrective measures.

Research

A feature of the control analysis is the selection of individual control elements, especially the connection and compatibility of the controlled and control system, as an independent control object: economic mechanism and management organization; organizational-production and organizational-management system; elements of the support subsystem (information, personnel, technical, etc.); different levels of management systems (Mazurin, 2019).

Thus, a complex unified method of management system analysis should include all its elements - functions, methods. The results of the analysis are the basis for assessing the significance of the management impact on the activity of the managed facility (Rabetino, Kohtamäki, Federico, 2021).

In the context of the development of free competition, the intensification of the life cycle of the organization, the application of flexible automated production and new information technologies, the efficiency of the enterprise is only intensive factors, etc. production resources are also important mainly to evaluate the organization's management system (Ajide, 2021). The analysis of the management system is most relevant when it is impossible to apply operational methods to reduce or maintain a stable level of costs, increase labor productivity, expand all shrinking domestic and foreign markets, or attract additional financial resources (Salimova, 2014).

Analysis of the management system is fundamentally necessary when making a decision to combine economic entities or significantly increase the scale of activity, expand the range of products, enter new markets, change the situation in the resource market, develop production processes and review the production process. The motivation for the analysis may be a stable overload or a change in senior management or the majority of the management team. Management systems analysis is relevant when there are deep and persistent disagreements over organizational issues, particularly the distribution of functions, rights, duties, responsibilities, powers, and other aspects of delegation.

When changing the strategy of the enterprise, the analytical process is inevitably accompanied by an adjustment in the structure, regardless of whether the production is diversified or homogeneous. Improvement of organizational forms often helps to develop new and more flexible strategic decisions. Redistribution of tasks, rights, duties, information flow, improvement or improvement of employee motivation helps to increase the efficiency of the organization by improving the management system (Mirzazadeh, Zeynalli, 2024).

Structural and strategically oriented innovative tasks cannot be solved independently of each other. Nevertheless, priority is given to the allocation of resources to the main programs that make up the strategy of the enterprise. The reason for this is that most of the serious problems in large enterprises are of a strategic nature. Despite the relevance, the scientific basis of target analysis has not been practically developed. There is no theoretical platform for the diagnosis of the organizational-functional structure and information system of the economic entity. A necessary component of the analysis of the management system is the assessment of management resources that determine the future of the organization.

These qualifications cannot be compensated for by rapid training in-house or by outsourcing. It is important to consider such a factor when allocating functions within an existing or planned structure. It is impossible to solve these issues without the choice of approach to the analysis of managerial personnel, the development of manual and automated evaluation technologies. In the analysis of organizational culture, there are also a number of scientific problems that largely determine the efficiency of the business entity's management system.

Methodological problems related to the selection of control subsystem diagnostics methods have not been sufficiently studied. Decisions should be based solely on traditional analytical models, ignoring the individual characteristics of decision-makers and, more importantly, their group interests. In many cases, the achievements of the economic entity are proven not only by quantitative indicators, but also by qualitative parameters such as the intellectual potential of the

management system, the influence of communication tools, the completeness and complexity of the use of information technologies, and the level of management. These factors cannot be accounted for with the current approach used by practitioners in analytical work.

The relevance of the problem of analysis of management systems of organizations, the fragmentation of the theoretical base, insufficient methodological and practical study of solutions predetermines the need for research in this field. The management system is not only a group of employees of the administrative apparatus, but also a set of interrelated blocks whose "structure" directly affects the contribution of each.

The existence of the target block is predetermined by the common goal (mission) of each organization, the implementation of which justifies its existence. The mission creates a system of sub-goals that are formed taking into account reality and defined values. The structural block is a set of management bodies, departments, executives, and the methods by which control measures are implemented. It can be described using organizational and functional structure and information system (Amrahov, Mirzazadeh, Guliyeva, Gazanfarova, 2024).

The organizational-behavioral block represents the management ideology, value system, interests and behavioral norms shared by the management team of the organization (Udalov, 2018). Structurally, it separates employees by the parameters that characterize them and socio-cultural relations between people-organizational culture. Blocks of the management subject, dynamically interacting with each other, are designed to regularly assess the management system and the results of the measures implemented for its development, which determines the success of the business subject. Within the framework of these blocks, the tasks of analyzing the efficiency of the management system, evaluating organizational and functional structures, information system, analyzing the potential of managerial personnel and organizational culture are solved (Sakkaraeva, Abdurashitov, 2024).

The complexity of the analytical study of the management system is explained by the fact that there are no universal inventions that formally and clearly present and evaluate the goal, structure and organization, such as the balance sheet. The specificity of management system analysis is that it cannot be presented as a task of formally selecting the best organizational decisions according to a clearly stated, unambiguous optimality criterion (Amrahov, Rahimli, Mirzazadeh, Ibrahimli, Valizadeh, 2023). It is a quantitative and qualitative problem solved on the basis of a combination of formalized assessment methods and the subjective activity of managers, specialists and experts. With the constant increase in the variety of research methods and the volume of knowledge collected by analysts, and the difficulty of their activities, there is a need to improve technical and organizational assessment tools (Eskindarov, 2016).

Conclusion

Analysis of the management system is one of the types of cognitive activity based on well-known scientific principles. The composition of modules, objects, methods and technologies for management system analysis is determined by the previously described structure of the management subsystem. Primary data and the result of the analysis are expressed through a system of indicators and parameters that describe the management subject. When analyzing a control system, it is recommended to use a combination of both computational and heuristic methods. Computational estimation methods are recommended for solving well-structured problems where the relationships of variables, constraints, and objective functions are clearly defined.

When making decisions in classic and non-standard management situations associated with poor structuring of problems due to deep changes in the organization's environment, analysts should use heuristic methods based on a combination of evaluation and pattern recognition, intuition. In heuristic theory, a representative and constantly updated arsenal of techniques used in all fields of knowledge is developed. When analyzing the control system, a combination of assessment and assessment-research can be used.

The most important features of heuristic methods are relying on the experience and knowledge of experts, their individual and collective judgments, alternative search in the range of real options, lack of an exact data transformation algorithm, and focus on providing acceptable solutions.

The initial stage of management system analysis is the sorting of certain source data using methods such as comparison, grouping, summation, detailing, balancing and leading transitions. Various elimination methods are used to reveal the intensity of functional relationships in the analyzed events and processes. When it is not possible to use simple deterministic models, the question arises whether to use stochastic modeling: correlation, regression, variance and other economic and mathematical methods.

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