

## **Секція 2. ПЕРСПЕКТИВИ ТА НАПРЯМКИ УПРАВЛІННЯ ОРГАНІЗАЦІЄЮ**

### **PROBLEMS OF IMPROVING THE EXISTING MANAGEMENT SYSTEM OF THE CONSTRUCTION COMPANY**

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The whole range of possible means in the course of change can be imagined in the form of complex measures of operational and long-term (strategic) nature. The concept of crisis-induced reforms should serve two main purposes: First - to provide work skills for a short period of time; Second - to restore long-term competitiveness;

Through the implementation of operational measures, within the framework of the concept, the liquidity problem (reduction of receivables, reduction of reserves, reduction of investments, sale of unnecessary property), as well as improvement of the result of activity (reduction of staff costs, material costs, other costs, including improvement of quality and reduction of loss from damage) the issue of stimulating sales, increasing turnover in a short period of time due to its establishment is solved.

When talking about the improvement of the management system, we will use the developed instrumentation of business-processes-reengineering-BPR-business process reengineering (authors-classics are considered M. Hammer and Dj Champi). From that point of view, the improvement and efficiency of the construction company's management system is understood as the re-planning of the company's business processes in order to improve their performance indicators, such as costs, quality, service and speed. The following provisions are used for it:

1. Combination of several works;
2. Granting the right to make decisions to executives;
3. Performing the stages of the process in a natural order;
4. Realization of various news of the process;
5. Performance of the work in a place considered to be purposeful (access to work within the limits of the management system);
6. Lowering the share of inspection and control works;
7. Minimizing the amount of agreements;

8. Determination of the provision of a single point of communication between the process and the customer by the responsible manager;

9. Conducting centralized and decentralized operations;

The decision-making process for improving the management system is based on functional and functional-value analysis (FDT). In functional analysis, the ultimate purpose of all functions is determined and each one is assigned a value. Functional value analysis is a method for determining the value and other characteristics of products and services. Its basis is "the use of functions and resources in production, marketing, sales, service provision, as well as quality assurance". The basis of the application of the functional method is the development and application of functional models in practice. Here, at the operative management level, the formation of recommendations on increasing profits and improving efficiency is used, while at the strategic level, decisions related to restructuring, changing the product range, access to new markets, diversification, etc. are used.

The main directions of using the functional model to improve the management system are to increase labor productivity, reduce labor capacity, and improve quality. The following tasks are performed for it:

- Forming the order of the list of functions according to their importance;

- Developing a way to reduce the necessary time for the performance of functions, identifying the causes of non-productive costs, canceling unnecessary functions, organizing the joint use of possible functions;

- Redistribution of resources released as a result of improvement;

In addition, the improvement of the quality of the improvement is carried out due to conducting a comparative assessment and improving the technology of performing operations or methods.

Functional modeling includes: Formation of functions (logical description); Classification of functions; Determination of hierarchy; Checking the correct allocation of functions; Graphic representation of functional relationships.

As one of the methods of improving the management system of the construction company, we offer ISAB modeling of business processes. ISAB - architectural combination of information systems. It can be divided into four aspects: an architecture is imagined for the description of business processes; conception; proposed methods of modeling; metastructure represented in information models. The ISAB concept Toolset (ISAB) was developed by the IDS Seheer AG firm to assist the modeling process as the basis of the system; ISAB - as an architecture of business - engineering, a

complex automation concept of business - process management is imagined.

In one case, the organization is imagined as a sum of business-processes, and its place in corporate engineering is a paradigm, so before describing the ISAB building, let's look at the strategic analysis of business processes. If, according to Taylorism, it constitutes the principle of the structure of functions according to the amount of necessary effort, then this, in turn, will lead to the narrow specialization of workers. In such a case, the object of attention in the organization of business processes is considered to be synergistic effect, that is, the improvement of the efficiency of the process due to the interaction of the functions involved in it is determined. The idea is to ensure the stability of the process as a result of achieving a high level of staff qualification.

The main changes in the principles of the corporate organization are of a strategic nature and affect the company's competitiveness. With little clarity, he forms the philosophy of "subordination of the system to the process, and the process to the strategy". In other words, the concept of strategic planning is used in the engineering of key processes. Thus, the strategic analysis of business processes and the definition of a strategic conceptual scheme allow to identify the main goals and business units and to reveal weak points. In addition, the strategic analysis of business processes allows to determine which new information technology is appropriate to apply. Strategic analysis plays a key role in organizing business processes as an enabler.

A new system of governance is not the goal. It should reflect the requirements, necessary to ensure the efficiency of implementation. Partly resource efficiency, process efficiency and market efficiency. From the point of view of market relations, a construction company is considered efficient, if it fully realizes the potential opportunities of the market, then different organizational units that interact with customers do not depend on each other, and as a result, the need for adjustment is reduced. The efficiency of the construction company's resources means their efficient use. In particular, it refers to the factors of human and production resources. The efficiency of the processes is intended for their corporate purposes.

Efficiency parameters are usually in conflict with each other. For example, trying to minimize the time of the production cycle at the same time, that is, the efficiency of the process and the maximum use of forces, the efficiency of resources. Although efficiency parameters are sometimes at odds with each other, process orientation is strongly embedded in today's companies. The reasons for this are that the efficiency of corporate

processes (in the field of material technical support or in the development of products) is perceived as value for customers, as well as management has the opportunity to manage corporate processes, changing the scope of tasks (for example, by eliminating this or that factor ) reduces processes.

The main processes affect the competitiveness of the construction company. They are cross-functional and interact with both customers and suppliers. Two main categories of main processes are distinguished, and information and correction processes are grouped around them - logistics (material and technical supply) orders and new product development. This classification is first of all general. The main processes can be differentiated according to the degree of complexity. (eg urgent, priority and regular orders) or by group of customers (individual and corporate) The concept of strategic planning can be used to analyze competitiveness.

At the stage of developing the management system development strategy, the degree of compliance with the requirements of external factors is of particular importance for the assessment of the management system. Therefore, in order to analyze the functioning management system of the construction company, it is necessary to determine the future functioning of the effective management system (organizational methods of planning). The calculation of the functional and purpose specialization coefficients allows to evaluate the management system according to the principle of division of labor, and the duty coefficients of the employees of the units are based on the principle of equality of duties. The principle of sole management requires that each executive reports to only one manager. However, this type of requirement is not practically fulfilled, therefore, in the last period, this principle is explained the most widely, and only one leader is reported by the executive on each specific job.

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