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Research paper

Typical Control System for Adoption and Execution of Management Decisions

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Abstract

The present article proposes a typical system for managing processes of adoption and execution of managerial decisions, created on the basis of the classical management system with negative feedback. Based on the analysis of the similarities and differences of operational, tactical and strategic decisions, and due to the presence of a single structure and the same functions of management decisions, the possibility of creating a typical system for managing processes of adoption and execution of management decisions is formulated. A management model is proposed that includes units of comparison, blocks of processes adoption, execution and analysis of the execution of management decisions, as well as preliminary, current and follow-up blocks. On the contrary, current and subsequent types of control are used as the inverse negative relationship, on the basis of which the adjustment of the decision-making and execution of managerial decisions, as well as the analysis of the results obtained, is ensured. The implementation of each type of control also includes the organization of preventive control and planning of all verification activities. In the management system for adoption and execution of management decisions, the role of collecting, processing, organizing and storing the information used is emphasized, which is consistent with the basic task of follow-up - accumulation and use of practical experience in making management decisions. This system provides processes for adoption and execution of strategic, tactical and operational management decisions.

Keyword: *system, managing processes, processes, management, function*

1. Introduction

Decision making is an integral part of any management function. The need for decision-making arises at all stages of the management process and is directly related to all areas and aspects of management.

An essential element and parameter of the management decision-making process is an assessment of the actions that are taken at its various stages. At the stage of setting the decision-making task, this is an assessment of the boundaries, scope and level of the problem distribution and problem situation; at the decision stage, assessment of various options offered by specialists; and at the decision-making stage, assessment of expected consequences of its implementation. Criteria are used for this purpose. The system of criteria for evaluating decisions is most fully developed for structured problems, allowing the use of economic-mathematical methods and models [1]. They help to determine the best solutions, for example increase in income or profit, minimization of current costs, or maximization of labor productivity. Often the time factor, which is especially important in transition conditions, is used as a decision criterion, and period, which is characterized by the instability of the state of economy and society as a whole. Delay in making a decision or choosing a decision that requires a longer implementation time can significantly reduce the expected results (due to inflation, changes in policy and other environmental factors). Therefore, at the stage of developing a course of action, it is necessary to analyze a large number of solution options that differ in different combinations of the resources of the organization used.

In management practice, it is often necessary to solve poorly structured problems, which make it impossible to evaluate options using a mathematical apparatus. In this case, a system of weighted criteria can be used to evaluate decisions, and the evaluation process itself is carried out in three stages as following. At the first stage, the most important criteria are formed, which undoubtedly need to be fulfilled. At the second stage alternatives are evaluated according to these criteria (which, in essence, are the criteria of restriction) and are divided into groups: relevant, non-compliant and "doubtful". At the third stage, the variants are analyzed according to other criteria [2].

2. Results and Discussion

Depending on the objectives, strategic, tactical and operational management decisions can be distinguished, which differ in duration of their actions [3,4]. It should also be noted that these management decisions have similar structures including: form and name, ascertaining, informational, operative parts and attributes of the responsible person [3].

In addition, each management decision has similar actors (decision initiators), and decision objects (decision implementers) with similar functions. At the same time, there are differences between management decisions by subject, purpose and reason for the formation of each decision. Due to the presence of a single structure and the same functions of management decisions, it becomes possible to create a typical system for managing the processes of adoption and execution of management decisions.

A model is proposed for managing the processes of adoption and execution of managerial decisions, presented in Figure 1.

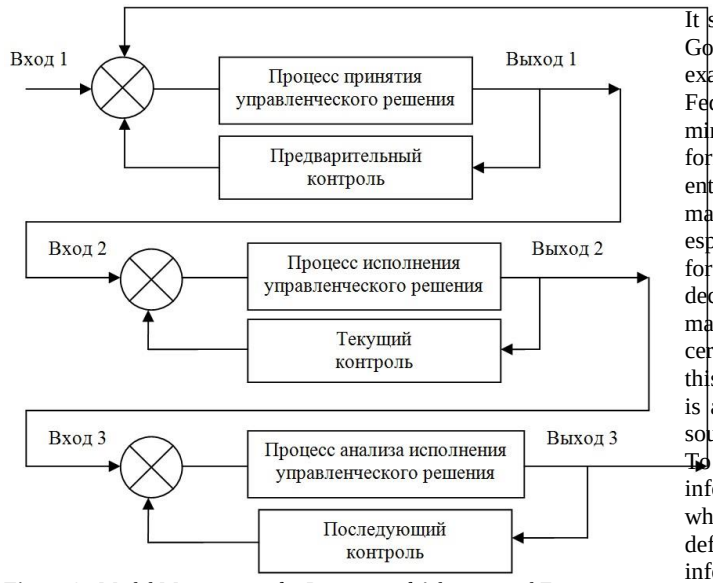

Figure 1 - Model Management for Processes of Adoption and Execution of Management Decisions.

The proposed model includes comparison blocks, blocks of processes of adoption, execution and analysis of the execution of managerial decisions, as well as preliminary, current and subsequent control blocks. The main function of the comparison blocks is to analyze the actual results obtained in the process of making, executing and analyzing the execution of managerial decisions at the output of process blocks and comparing them through feedback (control blocks) with the expected (planned) results at the output of the comparison blocks.

If the actual results do not coincide with the expected ones, then comparison units form the controlling influence on the processes in the blocks of adoption, execution and analysis of the execution of management decisions, respectively. This impact on each process, continues until the complete elimination of deviations from the planned results.

It should be noted that in this model, preliminary, current and subsequent types of control are used as an inverse negative relationship, on the basis of which the adjustment of the processes of adoption and execution of managerial decisions, as well as the analysis of the results obtained, is provided. Each such adjustment is a control action, which should indicate measures to stabilize the controlled process, their performers and deadlines.

Consider the appointment of preliminary, current and subsequent types of control.

The task of preliminary control is to confirm the correctness of the stated goal and strategy of the implemented management decision, the development or adjustment of evaluation criteria and the procedure for the implementation of further control.

Current control is implemented directly in the process of implementing a management decision. It is based on the measurement and study of actual interim results of the work performed under the influence of internal and external factors.

Subsequent control is carried out to determine the quality of execution of management decisions and ultimately, their reasonableness. Information on the results of the implementation of the decision is the basis for future decisions and assesses the reality of the planned tasks.

The implementation of each type of control also includes the organization of preventive control and planning of all verification activities.

Consider the operation of this model (see Fig. 1).

To make management decisions you need to know [3]:

- What background information is needed to make a decision;
- Based on which information documents the decision is made.

It should also be noted that if a strategic decision is made by the Government of the Russian Federation, then it is formalized, for example, as a decision of the Government of the Russian Federation. When making a tactical decision by the federal ministry or department, the decision may have, in particular, the form of an order. The adoption of operational decisions by the enterprise may also be in the form of an order. Thus, for making management decisions, the source information depends, especially, on the "rank" of those who make these decisions. As for the initial information necessary for making management decisions, it depends on the type of management decision, the magnitude of the problems that need to be resolved within a certain timeframe, taking into account the resources available for this. Consequently, in general for making management decisions it is advisable to make a list of the necessary information and the sources of its receipt.

To make a management decision (see Fig. 1), the necessary initial information is sent to "Input 1" in the "Comparisons" block, in which this information is assessed according to its requirements, defined in the list of information. After receipt of all the information in accordance with the specified list, it goes to the block "Managerial decision making process". In the block "Management decision making process", on the basis of the information received, solutions are formulated according to the selected criteria. In addition, each version of the managerial solution of the problem from "Output 1" goes to the block "Preliminary control", in which the conformity assessment of the proposed version of this solution to the established criteria is given. The results of this assessment from the "Preliminary control" block are transferred to the "Comparisons" block, in which a decision is made on the compliance of the proposed decision with the established criteria. If the decision does not meet these criteria, then consider the next option management decision. The management decision must include the content of work and the deadlines for their execution, as well as the appointment of performers.

The managerial decision proceeds from "Output 1" to "Input 2" of the "Comparisons" block (see Fig. 1) and from this moment the stage of its execution begins. From the "Comparisons" block, this decision goes to the "Process of executing a managerial decision" block, in which the execution of a managerial decision is organized. Deviations from the results outlined in the management decision are identified by current control. This happens when the results of the execution of a management decision from "Output 2" are periodically received in the "Current Control" block, in which each stage of the execution of a management decision is evaluated on the content and timing of its execution. The results of this assessment are sent from the "Current Control" block to the "Comparisons" block, in which the managerial impact on the process of execution of this decision is formed. It is formed after each verification of the execution of the management decision until the causes of deviations are eliminated. Thus, when executing a managerial decision, the identified problem is solved.

This is followed by the process of analyzing the execution of a management decision. From "Output 2" to "Input 3" of the "Comparisons" block of the model (see Fig. 1) information is received on the actual results of the implementation of this decision, which is then transmitted to the block "Process for analyzing the execution of the management decision".

To analyze the execution of a management decision, the results of its execution from "Output 3" are received in the "Follow-up control" block, which evaluates the execution of the adopted management decision or its expected results with the actual results after its execution. This assessment from the block of "Follow-up control" enters the "Comparisons" block, in which a managerial impact on the process of analyzing the execution of a management decision is formed, containing the requirement to identify various deviations in the execution of a management decision that are positive and negative. The collection of such information is the basis for gaining experience in solving various problems.

3. Conclusion

Based on the aforementioned statements, it can be concluded that the management system for adoption and execution of management decisions needs to provide processing and storage of the information received, which is consistent with the main task of subsequent control, accumulation and use of practical experience in making management decisions. When making similar management decisions, in order to store and use the obtained results, they are transferred from “Output 3” to the “Comparisons” block of “Input 1” (see Fig. 1). This completes the process of functioning of a typical management system for the adoption and execution of management decisions.

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