

UDC 33

DOI: 10.34670/AR.2023.71.42.040

Enterprise management in the modern economy

Jin Lishuzhuo

Master's Degree,
Moscow School of Economics,
Lomonosov Moscow State University,
119991, 1, Leninskie Gory, Moscow, Russian Federation;
e-mail: Lishuzhuo.jin@foxmail.com

Abstract

This paper emphasizes the importance of enterprise management in the conditions of modern economy. The purpose of this paper is to study the specifics of management of small business enterprises in the Russian Federation, as well as the development of an algorithm to improve the effectiveness of such management. The main methods of research were: the method of analysis, comparison, decision-making, logical reasoning and many others. The concept of "small business" was studied. The signs of attributing enterprises to the sphere of small business were determined. The functions of small business enterprises are studied. The main advantages of small business are considered. The innovative activity of small business enterprises in the Russian Federation has been analyzed. The specifics of small business management are considered. The factors influencing the specificity of enterprise management in modern economic conditions have been studied. The directions of development of small business enterprises are considered. Problematic issues in the implementation of the process of enterprise management are studied. The author of the article emphasizes the importance of using innovations and new technologies, as well as network models to improve the management process and its renewal. In addition, the importance of training and education of specialists on the basis of various programs and training courses is noted. An algorithm for improving the efficiency of enterprise management in modern conditions is developed.

For citation

Jin Lishuzhuo (2023) Enterprise management in the modern economy. *Ekonomika: vchera, segodnya, zavtra* [Economics: Yesterday, Today and Tomorrow], 13 (9A), pp. 622-628. DOI: 10.34670/AR.2023.71.42.040

Keywords

Enterprises, small business, management, management, development, algorithm, efficiency, prospects.

Introduction

The relevance of the topic lies in the fact that nowadays, due to the intensive growth of the economy, the issues of managing the development of enterprises with regard to modern conditions occupy an important place. It is the enterprises of various industries and spheres of activity that form the basis for the development of the entire economy of the country and contributes to its growth. The development of many enterprises in the Russian Federation leads to the elimination of structural disproportions in the economy, the elimination of monopolism and allows to achieve positive changes in socio-economic development. Competent and effective management of enterprise development creates prerequisites for increasing the main economic indicators, reducing costs, gaining leading positions in the world market of goods and services [Odegov, 2013, 77].

The scientific significance of the study lies in the study and analysis of enterprise management issues, taking into account the specifics of modern economic conditions.

Materials and methods

The works of Russian and foreign scientists were used in the research. The following methods were used in this study: analysis, comparison, decision-making, logical reasoning and many others.

Literature review

Many Russian and foreign scientists were engaged in the study of enterprise management in the modern economy in the Russian Federation. Among which we can note the works of A.V. Kuzin, E.A. Platonov, V.V. Zabolotskaya and others. However, most of the works of these researchers are superficial in nature or are devoted to solving individual issues of this direction. At present, a comprehensive approach to the management system of economic entities in the Russian Federation is required.

Results

Small business should be understood as an organizational and managerial structure that independently carries out activities aimed at generating profit or income.

The belonging of enterprises to small entrepreneurship is characterized by a number of features: a small number of employees, average assets, small annual turnover.

Small business fulfills a number of important socio-economic functions: creation of new jobs, increasing employment, participation in the formation of the revenue part of the country's budget and many others.

In his speech, the President of the Russian Federation V.V. Putin has repeatedly expressed the idea that small business, if its full potential is realized, can become the motor of the Russian economy and further growth. In addition, small business will become the backbone of large-scale production and will help to solve problems in production and economic activity [Akulova, 2017, 330].

It should also be noted that in most cases it is small business that forms the basis of innovative development of the economy. The use of new ideas, technologies and development opportunities contributes to the transformation of the economy and moving it to a new qualitative state.

The main advantages of small business enterprises are:

- 1) proximity to the client and satisfaction of his needs;
- 2) ability to change quickly and adapt to new market needs;
- 3) innovative potential of small businesses;
- 4) the ability to work in teams and make coordinated decisions;
- 5) low overhead costs, etc.

It should be noted that the main feature of the development of small businesses in the Russian Federation is the unevenness of their development across a number of countries and regions.

Small business now gives about 22% in Russia's GDP, which is much less than in European countries, where the value of this indicator reaches about 50-60% [Korotkov, 2016, 98].

The index of entrepreneurial activity in Russia in 2019 amounted to 27.6. This indicator occupies the average value (for comparison, the median value in the world is 32.2).

A high share of entrepreneurial activity is observed in large cities such as Moscow and St. Petersburg. However, throughout 2020, the number of active campaigns has fallen sharply. This is due to the introduction of a number of restrictions due to the coronavirus pandemic. The epidemiological situation exacerbated many problems of small businesses and reduced the purchasing power of citizens. According to statistics, 1.95 million small businesses have ceased operations in the Russian Federation, which is about every fifth entity engaged in business activities.

Clothing and footwear sales have decreased by 40%, pet stores have lost about 35% of their total sales, and the hotel business has reduced its sales to 38%.

Despite this situation, there is a favorable outlook for the development of small business enterprises in the near future. For this purpose, it is necessary to use effective mechanisms of small business management.

The main factors influencing the peculiarities of management of small business enterprises in the Russian Federation are: the size of the enterprise, the number of employees, the volume and range of products, organizational structure, etc. [Shved, 2017, 98].

The specifics of management of small business enterprises include the following main directions:

- 1) organizational and property independence of enterprises in decision-making issues;
- 2) prevalence of risky nature of activity;
- 3) focus of entrepreneurial activity on regular profit making.

In the practice of managing the development of small business enterprises the following main methods are used: economic, administrative and socio-psychological. Economic methods have an indirect nature of management and include encouragement and stimulation of employees, formation of an individual approach to the staff of the enterprise. Administrative methods are based on direct impact on the process of enterprise management through disciplinary and administrative regulatory measures. Administrative methods include orders, orders, regulations. Such methods are characterized by the presence of obligations for direct compliance and fulfillment by subordinates of the enterprise.

Social and psychological methods are based on the establishment of relationships between different subjects of entrepreneurial activity. Their purpose is to create a favorable atmosphere in the team, to eliminate and avoid conflict situations.

Since the property of the enterprise includes fixed assets, equipment, financial resources, it is necessary to achieve the effective use of this property. Here there should be property and financial control over the expenditure of resources, their competent distribution and redistribution [Mochalova, 2018, 393].

The risky nature of enterprise activity is the possibility of unforeseen threats and losses. The main task of the entrepreneur at this stage of activity is to identify negative consequences and minimize them.

Systematic profit extraction is the main goal of the enterprises' activity and the guarantor of its well-being in the future.

Discussion

The process of management of small business enterprises in the Russian Federation is not always sufficiently effective and dynamic. This is due to the emergence of a number of reasons. Firstly, insufficient experience in the field of management of the enterprise managers themselves, as well as the lack of proper support from the state authorities. As for management on the part of the manager himself, much will depend on his experience and ability to make competent and reasonable decisions. Not every manager can succeed in his activity. The main task of management in the team is the ability to interest and motivate the staff, the ability to convey information and set certain goals and objectives, creating a favorable moral climate in the team and eliminating mental tension. Sometimes a manager because of inability to organize managerial activity performs the functions of a manager. This reduces his self-esteem and authority in the eyes of subordinates. The qualification of the manager and the effectiveness of management are determining factors for successful business [Smagina, 2019, 280].

In addition, an important role in the management of enterprises is played by the style of leadership. There are three main management styles: authoritarian, democratic, liberal. We believe that the choice of management style will depend on the goals and objectives of the enterprise, as well as the strategy of its future development. However, in any case, the management style should be aimed at obtaining a positive result, creating a creative atmosphere in the team and the continuous development of the organization [ibid., 284].

On the part of the state no less important role is played by the support of enterprises. As experience shows, small business enterprises constantly need attention and care. Especially great importance should be given to financial support for the development of organizations, as well as information support. There are also certain advantages in the management of enterprises. For example, for example, in modern conditions there is support for small business on the part of the tax authorities. Since 2016, accounting and tax accounting has been simplified.

Secondly, insufficient regulation of small businesses and control by legal authorities. As a consequence, errors and violations in the rules of organization of activities may occur. This requires the adoption of appropriate legislative acts and documents regulating the activities of organizations.

Thirdly, effective management implies optimization of material technical support and its improvement. It should be noted that this problem requires a comprehensive approach to its solution. It affects both the issues of renewal of the fleet of fixed production assets and the search for a mechanism for its use with maximum efficiency.

Planning of activities plays an important role in the enterprise management system. A typical mistake of many managers at the initial stage is to avoid developing plans. This leads to a number of miscalculations in real economic activity, the emergence of risks and losses. Therefore, it is necessary to pay sufficient attention to this issue and the development of strategic plans for the future. The final result of planning is the adoption of a strategic decision [Zanin, 2016, 101].

In this paper, in order to improve the efficiency of enterprise activity management in modern conditions in the Russian Federation, an algorithm is developed, clearly presented in Figure 1.

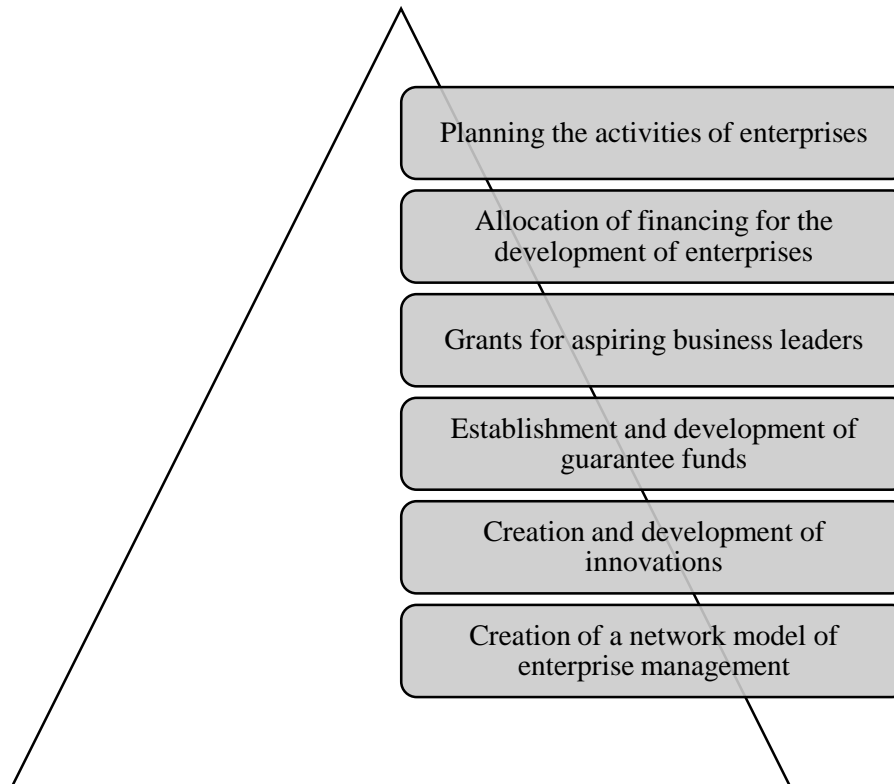


Figure 1 - Algorithm for improving the efficiency of enterprise management in modern conditions

We believe that the presented algorithm will solve the main problems of enterprises and improve the efficiency of their management. The network model of enterprise management deserves special attention. The advantages of the network model of management is that it includes optimization of production processes, reduction of time for delivery of products to the consumer, reduction of logistics costs, as well as more efficient inventory management. One specific example of the use of the networked management model is the Amazon campaign, which uses a network model for the rapid delivery of goods around the world. In its 20 years of existence, the campaign has become one of the largest in the world and has expanded its delivery network to many countries. Russia's Yandex campaign also uses a network management model to improve the efficiency of its search engines and other online services.

In general, it can be said that the network model of management is an effective tool that allows to optimize management processes and improve the efficiency of enterprises. However, for the successful application of this model it is necessary to take into account its features and risks, and to develop appropriate measures to protect information, as well as to provide the technological base. The network model of economic management finds application in various spheres of business, from small and medium-sized businesses to large corporations and government agencies. For example, the banking system is closely related to information technology and is a fruitful field for utilizing the network model of management. Banking organizations use networks to share information between branches as well as to provide security on their websites.

In today's world, logistics plays a huge role in business processes. The use of the network model allows optimizing the delivery of goods by calculating routes and delivery times, interacting with suppliers and customers and ensuring timely delivery. The network model of management in

manufacturing allows you to automate technological processes, which significantly increases production efficiency and reduces production cycle time. It also allows you to control all production parameters, which ensures the quality of manufactured products and increases the level of safety at the production site.

Conclusion

It can be concluded that the effective process of enterprise management is able to create favorable conditions for their further development. In the near future it is planned to increase the share of small business enterprises in the total structure, which will allow us to reach a new level of economic development. The basic indicators of achievement of the planned goal by 2030 should be: increase in the turnover of small enterprises, increase in labor productivity, reduction of the main types of production costs and time for operations, increase in employment. The basis for achieving such a state is the application of new tools, technologies and network management models. Basic network models of enterprise management can be applied in any sphere of activity, and they are already successfully used by large companies all over the world. This allows to improve the efficiency of production processes, reduce time and financial costs and improve the quality of products and services.

References

1. Akulova E. (2014) *Innovatsionnye resheniya na puti k effektivnomu razvitiyu ekonomiki Rossii* [Innovative solutions on the way to the effective development of the Russian economy]. Moscow: LAP Lambert Academic Publishing Publ.
2. Korotkov E.M. (2014) *Antikrizisnoe upravlenie* [Crisis management]. Moscow: Yurait Publ.
3. Mochalova Yu.V. (2018) *Strategiya razvitiya malogo i srednego biznesa v regionakh RF* [Strategy for the development of small and medium-sized businesses in the regions of the Russian Federation]. In: *Prostranstvennoe razvitie territorii* [Spatial development of territories].
4. Nadreeva L.L. (2015) *Proizvoditel'nost' truda v sfere uslug* [Labor productivity in the service sector]. *Obrazovanie i nauka v sovremennom mire. Innovatsii* [Education and science in the modern world. Innovation], 1, pp. 114-123.
5. Nosov A.A. (2022) *Tsifrovaya ekonomika* [Digital economy]. *Molodoi uchenyi* [Young scientist], 46 (441), pp. 39-43.
6. Odegov Yu.G. (2013) *Ekonomika truda* [Labor Economics]. M.: Yurait Publ.
7. Shved S.S. (2015) *Osobennosti menedzhmenta v malom predprinimatel'stve* [Features of management in small businesses]. In: *Innovatsionnaya ekonomika* [Innovative Economics]. Kazan: Buk Publ.
8. Smagina I.A. (2019) *Malyi biznes i ego razvitie* [Small business and its development]. Moscow: Nauka Publ.
9. Verbitskaya V.V., Sokolova Yu.A. (2021) *Primenenie sistem iskusstvennogo intellekta v upravlenii predpriyatiem* [Application of artificial intelligence systems in enterprise management]. *Studencheskii nauchnyi forum* [Student Scientific Forum], 8, pp. 104-107.
10. Zanin V.P. (2016) *Zhestokaya ekonomika Rossii* [Russia's brutal economy]. Moscow: Golos-Press Publ.

Управление предприятиями в условиях современной экономики

Цзинь Лишучжо

Магистр,

Московская школа экономики,

Московский государственный университет им. М.В. Ломоносова,

119991, Российская Федерация, Москва, Ленинские горы, 1;

e-mail: Lishuzhuo.jin@foxmail.com

Аннотация

В данной статье подчеркивается важность управления предприятиями в условиях современной экономики. Целью данной работы является изучение специфики управления предприятиями сферы малого бизнеса в РФ, а также разработка алгоритма по повышению эффективности такого управления. Основными методами исследования явились: метод анализа, сравнения, принятия решений, логического рассуждения и многие другие. Изучено понятие «малый бизнес». Определены признаки отнесения предприятий к сфере малого предпринимательства. Изучены функции предприятий сферы малого бизнеса. Рассмотрены основные преимущества малого бизнеса. Проведен анализ инновационной активности предприятий малого бизнеса в РФ. Рассмотрена специфика управления малым предпринимательством. Изучены факторы, влияющие на специфику управления предприятиями в современных условиях хозяйствования. Рассмотрены направления развития предприятий сферы малого бизнеса. Изучена проблематика вопросов в осуществлении процесса управления предприятиями. Автор статьи подчеркивает важность использования инноваций и новых технологий, а также сетевых моделей для совершенствования процесса управления и его обновления. Кроме того, отмечается важность подготовки и обучения специалистов на основе различных программ и учебных курсов. Разработан алгоритм повышения эффективности управления предприятиями в современных условиях.

Для цитирования в научных исследованиях

Цзинь Лишучжо. Enterprise management in the modern economy // Экономика: вчера, сегодня, завтра. 2023. Том 13. № 9А. С. 622-628. DOI: 10.34670/AR.2023.71.42.040

Ключевые слова

Предприятия, малое предпринимательство, управление, развитие, алгоритм, эффективность, перспективы.

Библиография

1. Акулова Е. Инновационные решения на пути к эффективному развитию экономики России. М.: LAP Lambert Academic Publishing, 2014. 680 с.
2. Коротков Э.М. Антикризисное управление. М.: Юрайт, 2014. 406 с.
3. Вербицкая В.В., Соколова Ю.А. Применение систем искусственного интеллекта в управлении предприятием // Студенческий научный форум. 2021. № 8. С. 104-107.
4. Занин В.П. Жестокая экономика России. М.: Голос-Пресс, 2016. 224 с.
5. Мочалова Ю.В. Стратегия развития малого и среднего бизнеса в регионах РФ // Пространственное развитие территорий. 2018. С. 393-396.
6. Надреева Л.Л. Производительность труда в сфере услуг // Образование и наука в современном мире. Инновации. 2015. № 1. С. 114-123.
7. Носов А.А. Цифровая экономика // Молодой ученый. 2022. № 46 (441). С. 39-43.
8. Одегов Ю.Г. Экономика труда. М.: Юрайт, 2013. 423 с.
9. Смагина И.А. Малый бизнес и его развитие. М.: Наука. 2019. 340 с.
10. Швед С.С. Особенности менеджмента в малом предпринимательстве // Инновационная экономика. Казань: Бук, 2015. С. 98-100.