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EFFECTIVE MANAGEMENT OF TRADE ENTERPRISES

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Annotation

This article discusses the problems of providing a system professional management at the enterprise. At present, the question of having an objective, reliable and operational assessment of management activities, as a result of which the issues of management efficiency of trade enterprises are resolved.

Key words

management, methodological approach, organization efficiency, trading company management practices

The current state of the consumer market is characterized by an increase in the volume of activities and an increase in consumer requirements for the quality of products and services, as well as a high rate of change in consumer preferences and the situation as a whole. This determines the trends in the functioning and development of the subsystem of business entities of the consumer market, and within it - entrepreneurial structures of trade, since their share is dominant and ranges from 90 to 97%, depending on the type. In order to adequately respond to changes and remain competitive, they must have an effective and high-quality management system.

The environment of trade enterprises is changing quite rapidly, where characteristic trends prevail : during 2020-2022 there was a steady increase in the turnover of retail and wholesale trade by more than 2.5 and 4 respectively Times. At the same time, the increase in the share of trade organizations (up to 85.4% by 2022) indicates structural shifts in the market towards the prevalence of civilized forms of trade. In recent years, trade in consumer goods has held one of the leading places among the types of economic activity in terms of the number of employees involved - the share of those employed in it amounted to more than 15%, an increase of 1.5% compared to 2020. At the same time, with market changes, the requirements for the level of competitiveness of the management system increase, which will ensure the survival and development of trade enterprises. The conditions for the competitiveness of the activities and management of a trading enterprise include the efficiency and quality of the management system.

Management effectiveness can be considered as a combination of external and internal performance. The external effectiveness of management is determined by the ability of the management system Take into account and analyze external factors, use development opportunities and strengths, mitigate threats, and strengthen weaknesses. To ensure the internal effectiveness of management, it is necessary to take into account three groups of key factors:

1. Resource utilization.

2. The time factor.

3. Achieving goals.

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Existing methods for studying the effectiveness involve an expert assessment.

the main directions and processes of the organization's management:

- the degree of achievement of the goal;

- efficiency of functioning (the ratio of centralization and decentralization, the efficiency of current processed information, including its complexity, timeliness of information, economy from the scale of collection, processing, and transmission of information);

- economy (the share of management costs in total costs, the effectiveness of management decisions, the speed of preparation of management decisions, flexibility and consistency of decision-making);

- change in the quality of the workforce (flexibility in the system).

But is it possible for a management system to function effectively with its low quality? How do the efficiency and quality of management intersect? Existing approaches to the definition of the category of "quality of management" do not sufficiently reveal its content from the standpoint of the possibilities and criteria for measuring the level of quality and evaluating investments in its improvement, which reduces the possibilities of substantiating management decisions aimed at improving management. In this regard, the author offers the following interpretation: "the quality of management is the degree of development of human potential (top managers and employees, employees), meeting the needs of society (state and municipal authorities, social and public groups), economic partners (consumers, dealers, suppliers) and financing parties (shareholders, owners, investors, financial and credit organizations) with the help of a set of characteristics of management.

This definition, unlike the existing ones, contains the composition of stakeholders and the main result of qualitative management impact - the development of human potential.

Having considered the approaches to determining the effectiveness and quality of management, we will conduct them juxtaposition. To meet the needs, it is necessary to obtain certain results in which owners, personnel, partners, etc are interested.

long-term (project) period. The key factors that determine the effectiveness of enterprise management are the use of resources, time accounting, and goal setting. But for quality management, in addition to this, since the organizational resources of the company are limited, it is necessary to prioritize among stakeholders and coordinate the interests of various groups of influence to achieve their maximum possible satisfaction.

How do the efficiency and quality of management intersect?

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Management Characteristics This definition, unlike the existing ones, contains the composition of stakeholders and the main result of qualitative management impact - the development of human potential.

When diagnosing the quality of management at each stage, it is necessary to use performance indicators (to assess satisfaction or distinctive properties), i.e. the quality of management is measured through efficiency and finally, effective management involves only the effective use of human potential, and qualitative management involves its development, which will include the formation, use and increase. The most successful businesses demand maximum output from their employees, but they don't want to invest in their development. With a high quality of management, such an imbalance does not arise.

Economic indicators of management efficiency:

Eu = P / Zy

Eu is an indicator of efficiency.

Zu is the cost of management.

P is the profit of the organization.

Ky = Chy/h

Ky is the coefficient of the number of managerial employees.

Chy is the number of employees of the department.

H is the total number of employees of the organization.

KZ = Zy / Z

KZ is the management cost ratio;

ZY is the cost of management.

ZY is the total cost of the organization.

Cap = Zu / OP

Cap is the management cost ratio per unit of output.

Thus, modern trends in management in trade allow us to say that efficiency today is only a necessary characteristic of any processes: if they are ineffective, then they must be changed or canceled, since they lead to a decrease in the competitiveness of a trade enterprise.

It is necessary to switch to the quality of management, the central criterion of the level of which is the development of human potential.

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