

Management Efficiency And Criteria

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Anotation: The concept of management efficiency still does not exist one meaningful definition, the subject of various scientific discussions sharlar. The article presents and analyzes various approaches .

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Historically, the first area of development and application of the concept of «efficiency» is the economy, an area of human activity that incorporates material and spiritual values to meet the diversity of human needs, and its main task is to analyze possible methods of using limited economic resources. The concept of efficiency in the economy is «a quantitative indicator that describes the speed at which the value changes over time or the sensitivity of the value to the factor.»

Many economists believe that effectiveness is «an objective economic category with independent quality and quantity characteristics, skillfully using existing economic laws.» In Russian scientific and economic literature, defining effectiveness as results and cost ratios is the most common approach.

In his dissertation, A.I. Fedyainov identifies the following popular approaches to determining effectiveness:

1. Achieving the goals set by the minimum cost;
2. Achieve the maximum possible result at the given cost;
3. Achieve the highest result at minimum cost.

A modern Russian researcher called the concept of «efficiency» Yu.A. Baban replaces it with the term «consistency» and distinguishes the following types:

1. Economic (profitability, competitiveness);
2. Market (liquidity of the business, property complex);
3. Production (technical, technological, organizational);
4. Investment (investment potential);
5. Financial (payment capacity, financial stability);
6. Commercial (asset rotation rate);
7. Social (social stability of the community);
8. Ecological (level of environmental protection).

Russian economist O.S. Sukharev identifies two main types of efficiency 1. Distribution – describes how efficiently it or these resources of the economic system are distributed and used economically;

2. Flexible – describes the success (efficiency), risks of economic activity, tendency to innovation, and the need for different types of economic activity in adapting different subsystems of the economy to the environment.

And if the effectiveness of the distribution envisages conversion, consumption and production efficiency, then flexible efficiency organization, coordination, management, etc. Include the efficiency.

Management efficiency is a criterion for evaluating management work and is usually determined by the ratio of the effect, the result of labor in the manufacturing process, to the expenses incurred in management work. «This approach ensures maximum efficiency at a certain or minimum cost as the main criterion for increased efficiency»

According to A.B. Zelentsova: «Management efficiency is the result of interaction between system efficiency and the management process»

However, according to an article by dr. S.M., a professor of economics. Vasin argues that the term «management» can be applied to any human society and its process, «used by a management company as a

means of achieving commercial goals.» Based on this thesis, the term management efficiency in this article is used as a unique measure of organizational management efficiency.

In an article entitled «Quality, Efficiency and Efficiency of Management»: «Management efficiency reflects its effectiveness in achieving the objectives set before a managed object and ensuring socio-economic efficiency compared to the resources and management costs used» Author dismisses the concept of governance efficiency by ignoring the subject and achieving the objectives of the management object – the organization connects. The author also considers efficacy as an effectiveness level, from which it can be concluded that it is impossible to measure performance by segregating from the planned, actual or predicted results of a company's activities. However, S.M. Vasin analyzes different approaches to the concept of management efficiency, thereby limiting these concepts to «the ratio of management efficiency results to goals, and efficiency the ratio of results to costs.»

According to J.K. Luft's description, management efficiency should be considered from the point of view of the following aspects, describing both the internal characteristics of the organization and the external factors affecting it:

1. *Internal efficiency* – efficiency of the organization's internal capabilities and resources, such as expenses and capital;
2. *External efficiency* – the efficiency of using the external capabilities of the organization, such as market growth and changes in customer needs;
3. *General efficiency* – the overall efficiency of using the internal resources and external capabilities of the organization.
4. *Market efficiency* – efficiency by alternative methods of meeting consumer needs;
5. *Strategic efficiency* – efficiency in achieving the goals of the organization;
6. *Cost efficiency* – the effectiveness of methods of changing resources as a result of the organization's manufacturing activities.

However, according to S. M. Vasin, «overall effectiveness cannot be considered partly as a sum of effectiveness due to errors in considering the synergistic effect.»

To illustrate: Imagine that a man who is walking on a road suddenly finds that it becomes two diverging paths. The CEO's primary goal was to maximize the profits of the company. Given the decline in state support for atomic energy in connection with the 1979 crash of a reactor on Tri Mile Island, Pennsylvania, J. Welch changed the company's activities from creating new ones to providing technical services to reactors that have already been sold. As for the use of domestic resources, the company sold some of its assets worth \$ 10 billion and re-invested in leading production on the world market. Speaking of maximizing value, GE began to enter into long-term service and financial services contracts through the sale of the equipment, which became their competitive advantage and strengthened relationships with stakeholders. Comprehensively effective management made the company's net profit in its nuclear-only direction grow from \$14 million in 1981 to \$116 million in 1983.

Based on research, it can be concluded that the concept of «efficiency of governance» has been widely studied in the framework of economic science, as it is important to evaluate the work of different types of organizations.

The concept of «management efficiency» serves as a benchmark for evaluating the effectiveness of a management entity's work and refers to the effectiveness of achieving the company's strategic goals, taking into account the overall use of internal and external factors of the organization, maximizing the benefit of the method of meeting needs compared to the optimal type of activity and resources and costs spent on management.

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