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## ИЗВЕСТИЯ

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК  
РЕСПУБЛИКИ КАЗАХСТАН  
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## NEWS

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**ECONOMY OF ORGANIZATION: METHODS  
OF ANALYSIS AND SYSTEMATIZATION OF PROBLEMS**

**Abstract.** The set of work performed within the framework of this article is quite extensive: information collection, processing, classification, systematization, storage and analysis for management purposes. Analysis precedes all management functions, but does not characterize the activity of the subject of control on the control object. Analysis is an internal management function of the organization. The authors present methods of analysis and systematization of problems, while the main characteristic feature of any problem situation is the frequency of a possible occurrence. The article proposes to divide each situation into separate elements according to the degree of their influence on the achievement of the main goals and objectives and presents analysis methods, problems and solutions.

**Keywords:** economics, organization, analysis methods, problems, approach.

**INTRODUCTION**

Analytical activity is the lot of the manager. For the manager, analytical activity lies in the plane of the basic process and is the subject of the most serious thoughts. An analyst is a decision-making manager. The right to give the results of analytical activity the status of a norm, the need for their implementation, remains in the hands of a manager of a higher rank, who begins in this situation of division of labor to be responsible for the co-organization of the feasibility of all functions (including analytics) in the integrity of all management activities.

Management analysis shows:

- what prevents to achieve efficiency
- what prevents the achievement of an effective allocation of values;
- whether there is a vacuum or duplication of functions in the control system;
- whether there is a conflict of rights;
- are there coordination mechanisms and are they not heavy;
- whether executive vertical and horizontal connections are effectively used;
- Are powers and responsibilities balanced?
- Is there a separation of power, is there an excessive concentration of one person at the expense of others or, conversely, its dispersal;
- whether the management system is adequate to the selected market segment, organizational structure and personnel.

Economic analysis shows:

- which placement of values is most effective now;
- what structural processes occur in the economy and in the enterprise;
- how these processes will affect the effectiveness of the distribution of values;
- What will be the most effective placement of values in the future.
- Financial analysis shows:
- How efficiently are financial resources used;

- the ability to pay your bills now and in the future;
- how the company is doing with cash and what can be expected in the future;
- how quickly the main and current assets turn around;
- Are production capacities too worn out?
- are there enough technology investments (patents, licenses), is there any risk of being with obsolete products;
- what happens to stocks, work in progress and receivables;
- What is the capital structure and is there a high risk of falling into a debt hole.

## MAINPART

During the analysis of the problem:

- it is divided into many separate parts;
- highlights the main and secondary characteristics of the problem;
- possible relationships and interdependencies between them are identified;
- the whole set of causes and effects is recognized;
- patterns of occurrence and existence of the problem are determined;
- recommendations for action are being developed.

As part of the analysis function, the manager seeks to concretize the problem facing him by processing the largest possible amount of information related to the problem.

The problem situation is a set of circumstances (conditions) arising under the influence of internal and external influences that disrupt the specified functioning of the system, require its transfer to a new state. The problem in a literal translation from Greek means an obstacle, difficulty, task.

The main characteristic sign of any problem situation is the frequency of a possible occurrence. Each situation can be divided into separate elements according to the degree of their influence on the achievement of the main goals and objectives. These elements are variable and constant. The leader must be able to quickly and clearly identify the essential, important elements of the situation, among which:

- status of implementation of the plan, program at present (for the past period);
- personnel potential, labor productivity;
- condition of material and technical base, its possible changes;
- goals and objectives of management in a particular area, their perspective;
- the relationship between material resources (volume, structure, limitations, conditions for increase) and goals and objectives; reserves and conditions for their identification;
- the scope of the operational space, the possibility of its clear fixation and possible changes;
- main regulatory factors (behavior, organization);
- temporary conditions (terms, progress of the production process) and other restrictions that must be taken into account when performing the task;
- environmental conditions and the quality of relations with it;
- domestic and foreign market of buyers and suppliers, infrastructure at the location of the enterprise;
- material, moral incentives and their effectiveness;
- performance managers;
- position of the leader (prestige, authority), his objective position.

Further, the subject of economic analysis is economic processes and the final results, emerging under the influence of objective external factors. Constantly influencing economic activity, they usually reflect the effects of economic laws. In the process of economic analysis, in many cases one has to deal with, for example, the action of the price factor (changes in prices, tariffs, rates). Prices for finished products, goods, transportation tariffs and rates for services are set taking into account the requirements of the law of value, laws of the market. Prices, tariffs, rates are inconsistent values. If prices for raw materials, materials, semi-finished products, finished products, and goods have changed, this will affect almost all indicators (especially financial) of industrial, construction, agricultural, commercial and other enterprises. Accounting for changes in prices, tariffs, rates in the analysis process leads to a complication of economic

calculations. A price factor independent of one or another enterprise is excluded by index counts; its effect is revealed especially, without regard to other factors.

The tasks of economic analysis, of course, are not limited to the above list. The versatility of economic situations poses many tasks of an autonomous nature. And they can be solved using general and particular analytical methods.

In this regard, distinguish:

- technical and economic analysis, which deals with the technical services of the enterprise (chief engineer, chief technologist, etc.). Its content is the study of the interaction of technical and economic processes and the establishment of their influence on the economic results of the enterprise;

- financial and economic analysis (the financial service of the enterprise, financial and credit authorities) focuses on the financial results of the enterprise: fulfilling the financial plan, efficient use of own and borrowed capital, identifying reserves for increasing profit, increasing profitability, improving financial condition and solvency of the enterprise;

- audit (accounting) analysis is an expert diagnosis of the financial "health" of the enterprise. It is carried out by auditors or audit firms in order to assess and predict the financial condition and financial stability of business entities;

- socio-economic analysis (economic management services, sociological laboratories, statistical bodies) studies the relationship of social and economic processes, their influence on each other and on the economic results of economic activity;

- economic and statistical analysis (statistical bodies) is used to study mass social phenomena at different levels of government: enterprise, industry, region;

- economic and environmental analysis (environmental authorities) explores the interaction of environmental and economic processes associated with the preservation and improvement of the environment and environmental costs;

- marketing analysis (marketing service of an enterprise or association) is used to study the external environment of the enterprise, the markets for raw materials and the sale of finished products, its competitiveness, supply and demand, commercial risk, pricing policy, development of tactics and marketing strategies.

According to the method of studying objects, the analysis of economic activity can be comparative, diagnostic, factorial, marginal, economic-mathematical, economic-statistical, functional-cost, etc.

In a comparative analysis, they are usually limited to comparing reporting indicators on the results of economic activity with indicators of the current year plan, data from previous years, and advanced enterprises.

Factor analysis is aimed at identifying the magnitude of the influence of factors on the growth and level of effective indicators.

Diagnostic (express analysis) is a way of establishing the nature of violations of the normal course of economic processes based on typical signs that are characteristic only for this violation. For example, if the growth rate of gross output outpaces the growth rate of commercial output, this indicates an increase in the balance of work in progress. If the growth rate of gross output is higher than the growth rate of labor productivity, then this is a sign of non-fulfillment of the action plan for mechanization and automation of production, improvement of labor organization and, on this basis, a reduction in the number of employees. Knowledge of the feature allows you to quickly and fairly accurately establish the nature of violations without making direct measurements, i.e. without actions that require additional time and money.

Margin analysis is a method of evaluating and substantiating the effectiveness of managerial decisions in business based on a causal relationship between sales, cost and profits, and dividing costs into fixed and variable.

Using economic-mathematical analysis, the most optimal solution to the economic problem is selected, the reserves for increasing production efficiency due to a more complete use of available resources are identified.

Stochastic analysis (dispersion, correlation, component, etc.) is used to study the stochastic dependencies between the studied phenomena and the processes of economic activity of enterprises.

Functional Cost Analysis (PSA) is a method for identifying reserves. It is based on the functions that the object performs, and is focused on optimal methods for their implementation at all stages of the

product's life cycle (research, construction, production, operation and disposal). Its main purpose is to identify and prevent unnecessary costs by eliminating unnecessary components, parts, simplifying the design of the product, replacing materials, etc.

By subjects (users) distinguish between internal and external analysis. Internal analysis is carried out directly at the enterprise for the needs of operational, short-term and long-term management of production, commercial and financial activities. External analysis is carried out on the basis of financial and statistical reporting by economic management bodies, banks, financial authorities, shareholders, investors.

According to the coverage of the studied objects, the analysis is divided into continuous and selective. With a continuous analysis, conclusions are drawn after studying all objects without exception, and with a selective analysis, only part of the objects are examined by the results of the survey.

According to the content of the program, the analysis can be complex and thematic. With a comprehensive analysis, the activities of the enterprise are studied comprehensively, and with a thematic analysis, only its individual sides are of particular interest at a certain moment. For example, issues of the use of material resources, the production capacity of the enterprise, reducing the cost of production, etc.

A systematic approach to management suggests analytically identifying structural processes that arise again and again. As a result of the analysis of any managerial problem, "typical structures" and "archetypes of systems" appear. They represent the key to the ability to identify real-life problem situations, since most management situations are quite universal.

System archetypes help managers to efficiently and conveniently solve the problems of structuring, systematizing and accumulating knowledge and skills. The remarkable properties of archetypes are not only that they allow you to concentrate complex managerial experience, but also that they allow managers to apply knowledge of related disciplines when solving problem situations: psychology, cognitology, mathematics, ecology, physics, anthropology, genetics, sociology.

The archetype is something familiar. Experience accumulates, over time, the pattern is realized, the archetype of the situation is formed, which is subsequently applied in practice. Under the conditions of a dynamically changing market environment, an archetypal vision of problems becomes an indispensable tool for a manager to fit into the minimum time for solving problems.

Obviously, it is cheaper to periodically conduct a comprehensive diagnosis of the organization and its individual components (departments, lines of activity, individual employees, projects, resources) than to run problems, turning them into chronic ones. At an early stage, many problems are still toys, and their solution does not require significant effort. Launched problems can endanger the very existence of the organization.

## CONSOLUTION

Thus, the concept of sustainable development involves the analysis of at least three aspects of the sustainability of the economic system: economic, environmental and social. The analysis of each of these aspects requires the use of special indicators, measured using various quantities. The main problem of forming a general assessment of development sustainability is the need to take into account and integrate indicators that describe various aspects of sustainability and have different dimensions. The solution to this problem requires the use of complex procedures for processing and aggregating information. The ambiguity of its solution caused the emergence of a large number of different methodological approaches. The inconsistency and inconsistency of existing approaches to the analysis and assessment of sustainable development can be overcome through the use of a systematic approach to the study of systems at various levels.

Improving the theory and methodology for assessing the sustainable development of socio-ecological-economic systems based on system analysis and economic-mathematical modeling is an urgent scientific problem, the solution of which will not only describe the resource potential of the economic system and the dynamics of changes in its indicators, but also formulate a development strategy based on priorities of stability and sustainability.



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### **ЭКОНОМИКА ОРГАНИЗАЦИИ: МЕТОДЫ АНАЛИЗА И СИСТЕМАТИЗАЦИЯ ПРОБЛЕМ**

**Аннотация.** Совокупность выполняемых работ в рамках данной статьи достаточно обширна: сбор информации, ее обработка, классификация, систематизация, хранение и анализ в целях управления. Анализ предваряет все функции менеджмента, но не характеризует активность воздействия субъекта управления на объект управления. Анализ является внутренней функцией управления организации. Авторами представлены методы анализа и систематизация проблем, при этом главным характеризующим признаком любой проблемной ситуации является частота возможного появления. В статье предложено каждую ситуацию разделить на отдельные элементы по степени их влияния на достижение основных целей и задач и представлены методы анализа, проблемы и пути решения.

**Ключевые слова:** экономика, организация, методы анализа, проблемы, подход.

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### **ҰЙЫМ ЭКОНОМИКАСЫ: ТАЛДАУ ӘДІСТЕРІ ЖӘНЕ МӘСЕЛЕЛЕРДІ ЖҮЙЕЛЕНДІРУ**

**Аннотация.** Осы мақала аясында орындалған жұмыстардың жиынтығы өте кең: ақпаратты жинау, өңдеу, жіктеу, жүйелеу, сақтау және басқару. Талдау барлық басқару функцияларынан тұрады, бірақ басқару объектісіндегі басқару субъектісінің қызметін сипаттамайды. Талдау - бұл ұйымның ішкі басқару функциясы. Авторлар проблемаларды талдау және жүйелеу әдістерін ұсынады, ал кез-келген проблемалық жағдайдың басты белгісі – мүмкін болатын жиілік. Мақалада әр жағдайды олардың негізгі мақсаттар мен міндеттерге жетуіне әсер ету дәрежесі бойынша жеке элементтерге бөлу ұсынылады және талдау әдістері, проблемалары мен шешімдері ұсынылады.

**Түйін сөздер:** экономика, ұйымдастыру, талдауәдістері, проблемалар, тәсіл.

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