

Maira S. Orazalinova¹

IMPROVING GOVERNANCE QUALITY IN KAZAKHSTAN COMPANIES: DO WE NEED A TOTAL SHIFT TO CONTROLLING?

The key stages in the research of major Kazakhstan companies practice as for the controlling system to increase the efficiency of management in Kazakhstan are considered. It is shown that the most significant factors in companies' controlling model and toolkit in major Kazakhstan businesses are the participation in capital and management of foreign and state-owned companies. The author's position is described concerning: a) impossibility of enhancing the management practice in large Kazakhstan companies through to the concept of controlling; b) prospects of increasing management efficiency in Kazakhstan small and medium-sized business on the basis of methodology and toolkit of controlling (German model).

Keywords: controlling; enterprise management system; control over top-managers activity; controlling model.

Майра С. Оразалінова

ПРОБЛЕМИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ УПРАВЛІННЯ У КАЗАХСТАНСЬКИХ КОМПАНІЯХ: ЧИ ПОТРІБЕН ТОТАЛЬНИЙ ПЕРЕХІД ДО КОНТРОЛІНГУ?

У статті розглянуто основні етапи проведеного дослідження практики організації системи контролінгу у великих казахстанських компаніях у контексті проблем підвищення ефективності управління. Продемонстровано, що основними факторами, які визначають вибір моделей та інструментарію контролінгу казахстанськими компаніями, є участь у складі власників та структурах управління іноземних та державних компаній. Обґрунтовано позицію відносно: а) неможливості вдосконалення чинної практики управління на великих казахстанських підприємствах шляхом переходу до концепції контролінгу; б) перспектив підвищення ефективності управління у казахстанському малому та середньому бізнесі на основі методології та інструментарію оперативного контролінгу, що використовуються у німецькій моделі.

Ключові слова: контролінг; система управління підприємством; контроль за діяльністю топ-менеджерів; модель контролінгу.

Літ. 28.

Майра С. Оразалинова

ПРОБЛЕМЫ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ УПРАВЛЕНИЯ В КАЗАХСТАНСКИХ КОМПАНИЯХ: НУЖЕН ЛИ ТОТАЛЬНЫЙ ПЕРЕХОД К КОНТРОЛЛИНГУ?

В статье рассмотрены основные этапы проведенного исследования практики организации системы контроллинга в крупных казахстанских компаниях в контексте проблем повышения эффективности управления. Показано, что основными факторами, определяющими выбор моделей и инструментария контроллинга в крупных казахстанских компаниях, является участие в составе собственников и структурах управления иностранных и государственных компаний. Обоснована позиция относительно: а) невозможности совершенствования сложившейся в крупных казахстанских компаниях практики управления путём перехода к концепции контроллинга; б) перспектив повышения эффективности управления в казахстанских предприятиях малого и среднего бизнеса на основе методологии и инструментария оперативного контроллинга, использованных ранее в немецкой модели.

¹ Turan University, Almaty, Kazakhstan.

Ключевые слова: контроллинг; система управления предприятием; контроль собственников за деятельностью топ-менеджеров; модель контроллинга.

Problem statement. In recent years, Kazakhstan has actively discussed the problem of increasing the efficiency of business management, because, as noted by many experts, "the practice of management in Kazakhstan companies has become an obstacle for the development of enterprises and the national economy. Top management has to devote all its time to current operations and has no opportunity for development of strategy. Current operating activities are carried out at low level of quality; level of control is late to challenges of time" (Tashenova, 2013). "Actually, there are no systems of accounting at many Kazakhstan enterprises" (Demeuova, 2010). Management system is an unstructured conglomerate from fragments of advanced foreign approaches and outdated administrative bureaucratic methods: the combination of up-to-date logistics and marketing systems, advanced financial analysis to almost full absence of strategic and human resources management is quite common.

To solve this problem many authors offer to reject management and pass to controlling: "its application should become an alternative" (Kaliakparova, 2010). Controlling has to succeed management at enterprises (Aldanijazov, 2013; Kanatbekova, 2013; Kaldiyarov and Bedelbaeva, 2014) and claims to succeed everywhere, where the concept of management has appeared to be in practice insufficiently effective for some reason. Many perceive controlling as a certain panacea, a universal method of decision making of all management contradictions and problems.

The research objective consists in answering the question of: whether such approach is really justified? Whether transition to controlling is necessary?

Publications analysis. Previous literature has demonstrated "a surprising variety of the essential characteristics of controlling" (Polozova and Evseeva, 2009) ranging from "one of the elements of management accounting, which, in turn, is an integral part of management" (Avramenko, 2008) to "philosophy and global meta-enterprise management" (Golovin, 2012), which "integrates accounting, planning, marketing, management, finance" (Demeuova, 2010). I.e. management is considered by many researches as a part of "territory of controlling" (Matveev, 2013) the area of knowledge and discipline quite vast in size, as in variety of tools and techniques borrowed from a number of scientific disciplines (such as marketing, strategic/financial/project management, organization theory, quality management, financial analysis, logistics etc.). It also has a range of applications, from "improvement of activity of technical control department of small and medium-sized enterprises of mechanical engineering with a serial type of production" (Nazarevich, 2013) to "logistics optimization of electricity supply to enterprises of a region" (Grigoriev, 2013) or to "information and analytical support of strategic planning" (Bezrukov and Petrov, 2011) and "to improve the analysis of cash flows in a holding" (Angelovski, 2013).

Kazakhstan specialists' opinions on the prospects for various Kazakhstani controlling models are quite versatile.

For example, G. Demeuova (2010) believes that:

- the peculiarity of Kazakhstan's model compared to American and German models, is primarily determined by much more closely monitored business and, as a consequence, rigid demarcation of financial, managerial and tax accounting;

- controlling practice in Kazakhstan is based on American model as the basis for accounting policies;
- approaches and concept interpretations of controlling used in developed countries is inapplicable to Kazakhstan.

At the same time, S. Tashenova, one of the founders of R&D Center "Controlling in Business" in Kazakhstan (R&D Center "Controlling in Business", 2014), by contrast, argues that it is necessary:

- to use the methods presented by scientists from developed countries (Tashenova, 2007);
- to implement controlling in public administration, national companies, commercial enterprises, taking Germany as a sample (Tashenova, 2013).

Many other authors as S. Sherubaeva (2008) adhere to some compromise point of view. On the one hand, such Kazakhstan's enterprises, with their separate accounting and financial services, are closer to the principles of continental model – German controlling system, and on the other – some elements of the American model need to be considered.

Equally significant contradictions – as in the interpretation of essential characteristics of controlling, and assessing the prospects for the use of its various models in Kazakhstan – led to formulation of the research goals: analysis of different approaches to practical organization of controlling and evaluation of prospects for the use of different models to improve management at Kazakhstan's major enterprises.

Research methods:

- for collecting primary data – survey and interviewing;
- for processing primary and secondary data – qualitative analysis.

Research database:

- primary data, obtained in the result of processing audio records of telephone interviews – survey of top-managers on the organization of controlling in 37 companies, belonging to "A rating of top-200 Kazakhstan major enterprises" (Rating-2013);
- secondary data, obtained from the sites of the companies participating in the survey, concerning their owners, capital and management structures;
- secondary data, concerning specifics of controlling at Kazakhstan major enterprises from 2007 for 2014 – the results of the studies carried out by several authors: S. Tashenova (2007; 2013), S. Sherubayeva (2008), G. Demeuova (2009; 2010), G. Kaliakparova (2010), K. Aldaniyazov (2013), A. Kanatbekova (2013), D. Kaldiyarov and A. Bedelbayeva (2014).

Key research findings.

1. We have already specified above various interpretations of controlling as a specific set of methods (tools), providing maximum information to owners (shareholders) of a company in monitoring the activities of its top managers. We have shown the difference between American and German controlling models as an information basis for managerial decision-making due to historically established traditions of raising capital in the United States and in Germany according.

These differences are even more noticeable in the countries of Southern Europe, where private enterprises often try to avoid the sale of shares. Companies attract additional capital primarily via loans; profits are derived from the ownership of enterprises, rather than money management. For some this may seem as an outdated and

archaic way of doing business; however, currently, German experience in medium-sized business management is attracting a lot of attention (Saimon, 2014; Expert Online, 2014).

American controlling model is based on the assumption that company's owners (shareholders), in principle, have no right to directly manage the company, which is managed by independent top executives. Shareholders have the right to control their activities. Tools of management accounting are not designed to manage company, but to develop solutions to management of its capital (on purchase or sale of shares), or to company's owners. German controlling model, in contrast, is designed for those companies where there is no clear separation of functions between owners and top managers, where owners take part in managing the company – but at the same time they also need tools to control top executives.

Proceeding from this approach, we can assume that the choice of a particular model of controlling in Kazakhstan companies depends not only (and not so much) on branch specificity and business dealing scales, but, first of all, on capital structure and the monitoring system behind activity of top-managers from proprietors who are formed under the influence of external factors – business environment and state regulation.

2. More than a half of foreign trade turnover in Kazakhstan is the share of export goods – mineral raw materials, metals and chemical production (The Trade Policy Center, 2014). Wear of production means in the branches of national economy reached 70% and for several years has no decreasing trend (The Ministry, 2013). For the last 10 years work productivity in Kazakhstan grew by 1.7 times, but still lags behind the best world indicators, in particular, making only 28% of work productivity in the USA (McKinsey, 2013). Therefore, experts of the IMF consider that the share of salary in gross domestic product is unfairly high (IMF, 2013). Social and economic stability is based on advanced growth of export in comparison with import growth. And, as the balance of payments from 2000 for 2013 shows, the export revenue (about 620 bln USD) on two thirds (405 bln USD) was spent for consumption.

In 2014 Kazakhstan is carrying out "full inventory" investment expenses from the budget. Wrong arrangement of priorities in planning, restructuring of the industry and economy diversification were the main reasons of the failure of operating for 15 years more than 50 state programs directed to overcome the "resource curse" of the national economy which was officially recognized by the government.

Kazakhstan included in the top 50 countries of the WB rating (Doing business-2014). However, we observe a considerable differentiation of income between the branches of raw materials processing sectors of the economy and large, medium and small business. Kazakhstan's economy can offer investors only some interesting highly profitable branches.

The companies which have potential for growth, often, don't have access to public capital markets, thus they face serious difficulties in financing, being limited by the lack of specialized trade platforms on which they could attract monetary resources to issue stocks and options intended for investors, focused on risky projects.

The experts note the localization of centers of strategic decision making abroad, therefore, the "economic decisions are carried out in the headquarters located far beyond borders of Kazakhstan" (Kazhyken, 2011).

Thus, the number of Kazakhstan major companies in which the coowners are Western private and Kazakhstan state companies is considerable.

3. The following stable trends have been identified after the analysis of secondary data on the specifics of controlling at Kazakhstan major enterprises.

a) analysis of the application of controlling methods and tools proves that they are applied only at large-scale enterprises and in the most developed Kazakhstan regions. Researchers usually only mention that "controlling system can be applicable to small and medium-sized businesses in the service sector, in agriculture" (Tashe-nova, 2007) without giving specific examples, saying, nevertheless, that "the present time in Kazakhstan are the ideal conditions for controlling" (Aldaniyazov, 2013);

b) in major oil companies operating in Astana, Almaty or Atyrau, controlling is an information system for monitoring and planning on the part of top managers and owners/shareholders. As a rule, it is "a special computer program and database used by similar companies in developed countries" (Demeuova, 2010). A similar approach to controlling observed in a number of state-owned companies;

c) at the same time, many enterprises in Kazakhstan carry out attempts to introduce an integrated organizational system of controlling. In contrast, controlling as the information system (i.e., computer programs) are used quite successfully, while controlling as the organizational system is not yet widely used. For enterprises, as a rule, "there is no single, clearly articulated and substantiated concept of its formation and development, involving only some of its elements" (Demeuova, 2010). Researchers have noted a number of organizational barriers to the rapid adoption of the organizational system of controlling at local enterprises (Sherubaeva, 2008).

For all these reasons we have put forward the hypothesis: the most significant choice of factors of companies controlling model and toolkit in relation to major Kazakhstan businesses are the participation of foreign and public stakeholders in capital and management.

3. To check the hypothesis we have conducted the primary research – the survey of top-managers. 85 companies were pre-selected. The representatives of 37 companies agreed to participate in the survey. Preparation for the interview consisted in drawing up the list of questions (scenario) and studying the secondary information on the sites of the selected companies.

The main result of the survey, we believe, is 3 specific approaches to controlling organization in major Kazakhstan companies, which differ by their capital and management structures:

- foreign companies and foreign citizens prevail as owners;
- foreign companies and Kazakhstan state-owned companies are coowners;
- businesses, owned by Kazakhstan citizens and companies.

Conclusions:

1. The hypothesis was confirmed by the results of the conducted survey. It shows that the most significant factor of companies' controlling model and toolkit in major Kazakhstan businesses is the participations of foreign and state-owned companies in capital and management.

2. The primary research confirmed the validity of our understanding of controlling as a specific set of methods (tools) providing the maximum convenience of information submission to owners (shareholders) of the company in order to control the

activity of top managers. In a broad sense, controlling is a specific set of methods of any external control (Nazarevich, 2013).

The results of our survey and our understanding of controlling do not coincide with other Kazakhstan authors' positions on the practice developed in major Kazakhstan companies by management in order to shift to the concept of controlling: the system of controlling can't replace the system of management.

3. Developed in Kazakhstan companies, the practices of controlling vary a lot. In large Kazakhstan companies, where foreign companies and foreign citizens prevail as owners, or foreign companies and Kazakhstan public companies are the co-owners, have mostly the controlling organization of all business processes.

However, the methodology and the toolkit of German operative controlling model can still be successfully used by small and medium-sized business, where the owners are Kazakhstani companies and citizens. This conclusion set the potential direction for further research.

References:

Авраменко Т.Ю. Организация системы контроллинга на промышленных предприятиях малого бизнеса: Автореф. дис... канд. экон. наук. – СПб., 2008. – 19 с.

Алданиязов К.Н. Значение внедрения контроллинга как основного элемента комплексной системы управления затратами на производство // Материалы Международной заочной научно-практической конференции «Экономика и современный менеджмент: проблемы и решения» (Россия, г. Новосибирск, 27 февраля 2013 г) // sibac.info.

Ангеловская А.А. Оперативный контроллинг и анализ денежных потоков в промышленном холдинге: Дис... канд. экон. наук / Рос. эконом. ун-т им. Г.В. Плеханова. – М., 2013. – 138 с.

Безрукова Т.Л., Петров П.А. Контроллинг как система информационно-аналитической поддержки стратегического управления // Менеджмент и бизнес-администрирование. – 2011. – №3. – С. 32–39.

Головина Т.А. Развитие методологии формирования системы контроллингового управления промышленными предприятиями в условиях нелинейного развития экономических систем: Дис... докт. экон. наук. – Орел, 2012. – 356 с.

Григорьева Н.В. Логистический контроллинг потоковых процессов в электроэнергетике: на примере Кировской области: Дис... канд. экон. наук / Ин-т исслед. товародвижения и конъюнктуры оптового рынка. – М., 2013. – 148 с.

Демчулова Г.Т. О некоторых аспектах формирования контроллинга в Казахстане, 2009 // journals.manas.edu.kg.

Демчулова Г.Т. Формирование и функционирование системы контроллинга в Казахстане: опыт оценки и расширение ее масштабов: Автореф. дис... докт. экон. наук. – Алматы, 2010. – 47 с.

Кажыкен М.З. Структура экономики Казахстана: основные характеристики диспропорций и их причины // Экономика и статистика. – 2011. – №4. – С. 70–78.

Как стать чемпионом в среднем бизнесе? // Expert Online. – 1.09.2014 // expert.ru.

Калдияров Д.А., Беделбаева А.Е. Перспективы развития контроллинга в системе бизнес-планирования // Наука и мир. – 2014. – №1. – С. 156–159.

Калиакпарова Г.Ш. Необходимость и развитие контроллинга в Казахстане, 2010 // www.rusnauka.com.

Канатбекова А. Контроллинг как современная инновационная концепция управления промышленным предприятием // Актуальні проблеми економіки. – 2013. – №8. – С. 302–307.

Консалтинговая компания Saimon, Kucher & Partners, 2014 // www.simon-kucher.com.

Матвеев С. «Территория» контроллинга // Управляем предприятием: Электронный журнал. – 2013. – №8 // consulting.lc.ru.

Министерство индустрии и новых технологий Республики Казахстан, 2013 // www.mint.gov.kz.

Назаревич А.В. Инструменты оперативного контроллинга производственной деятельности малых и средних предприятий машиностроения: Дисс... канд. экон. наук. – Красноярск, 2013. – 136 с.

Полозова А.Н., Евсеева С.В. Сущность и содержание контроллинга в промышленных организациях // Вестник ЦИРЭ (Центр исследований региональной экономики).— 2009.— №28 // www.lerc.ru.

Рейтинг-2013: 200 крупнейших компаний Казахстана по объему реализации продукции // www.gaexpert.kz.

Ташенова С.Д. Контроллинг в бизнесе // Центр научно-исследовательской работы «Контроллинг в бизнесе», 2013 // www.slideshare.net.

Ташенова С.Д. Региональный аспект развития контроллинга в Республике Казахстан // Регион: экономика и социология.— 2007.— №1. — С. 396–309.

Ташенова С.Д. Шаги по дальнейшему развитию контроллинга в Казахстане // Центр научно-исследовательской работы «Контроллинг в бизнесе», 2013 // www.slideshare.net.

Центр развития торговой политики, 2014 // www.trade.gov.kz.

Центр научно-исследовательской работы «Контроллинг в бизнесе», 2014 // www.iab.kz.

Шерубаева С.Б. Тенденции становления и развития контроллинга в зарубежных и отечественных предприятиях // Вестник КарГУ.— 2008.— №1. — С. 49–55.

Doing business-2014 // russian.doingbusiness.org.

IMF (2013) // www.imf.org.

McKinsey, 2013 // McKinsey & Company // www.mckinsey.com.

Стаття надійшла до редакції 18.09.2014.

КНИЖКОВИЙ СВІТ

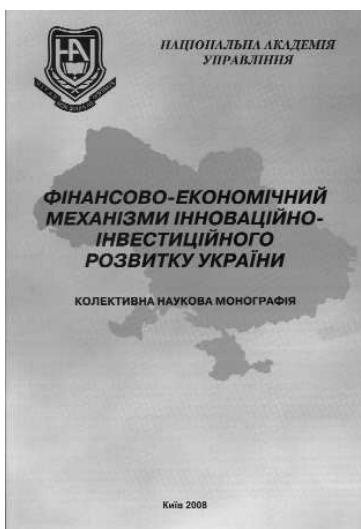


СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА
ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД
НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

Україна, 01011, м. Київ, вул. Панаса Мирного, 26

E-mail: book@nam.kiev.ua

тел./факс 288-94-98, 280-80-56



Фінансово-економічні механізми інноваційно-інвестиційного розвитку України: Колективна наукова монографія / Кириченко О.А., Єрохін С.А. та ін.; За наук. ред. д.е.н., проф. О.А. Кириченко. — К.: Національна академія управління, 2008. — 252 с. Ціна без доставки — 25 грн.

Монографія присвячена актуальній проблемі світової та вітчизняної економічної науки, викладені теоретико-методологічні питання формування стратегії інноваційно-інвестиційного розвитку національної економіки та формування її фінансово-економічного механізму. В основу викладу матеріалу монографії покладені багаторічні дослідження науковців в галузі економічної теорії, фінансів та банківської справи, які були апробовані на сторінках авторитетного журналу "Актуальні проблеми економіки" в 2004–2007 роках. В монографії обґрунтовано шляхи переходу економічної системи України від підприємства до рівня держави на більш високий цивілізаційний рівень за рахунок створення ефективного фінансово-економічного механізму інноваційно-інвестиційного розвитку.