УДК 334.72
DOI 10.26118/2782-4586.2024.39.13.013

Тюнькова Дарья Дмитриевна
Байкальский государственный университет

Позитивная роль современного менеджера в малом бизнесе

Аннотация. В работе рассмотрены аспекты управления предприятиями малого бизнеса в условиях регионального экономического развития территорий. Особое внимание уделено изучению сложившейся организационной структуры. Изучена специфика финансового планирования с учетом стратегических целей компаний сектора малого бизнеса. Рассмотрены проблемы, возникающие при управлении небольшими предприятиями. Определены условия ведения бизнеса, при которых необходимо распределение обязанностей, создание управленческой группы и делегирование полномочий. Стратегическое управление является одним из ключевых условий повышения рентабельности и конкурентоспособности организации. Выявлена роль и значение менеджера как основной фигуры, способствующей устойчивому развитию, росту и эффективному функционированию малых предприятий в условиях ограниченных ресурсов и высокой конкуренции. Профессиональные компетенции и личные качества менеджера определяют успешность компании в современных условиях.

Ключевые слова: малый бизнес, менеджмент, предпринимательство, организационная структура, маркетинг

Tyunkova Darya Dmitrievna
Baikal State University

The positive role of the modern manager in small business

Annotation. The paper considers the aspects of management of small business enterprises in the conditions of regional economic development of territories. Special attention is paid to the study of the established organisational structure. The specifics of financial planning taking into account the strategic goals of companies in the small business sector are studied. The problems arising in the management of small enterprises are considered. The business conditions under which it is necessary to distribute responsibilities, create a management team and delegate authority are defined. Strategic management is one of the key conditions for increasing the profitability and competitiveness of the organisation. The role and importance of the manager as the main figure contributing to sustainable development, growth and effective functioning of small enterprises in conditions of limited resources and high competition is revealed. Professional competences and personal qualities of the manager determine the success of the company in modern conditions.

Keywords: small business, management, entrepreneurship, organisational structure, marketing

At the stage of active economic development, small business plays an important role in the social life of regions and cities, as it contributes to job creation, replenishes local budgets and stimulates entrepreneurship. In the conditions of constant changes, including fluctuations in the economy, knowledge of the specifics of small business management is of particular importance.

Accepting, a priori, that small business is an extremely diverse sphere, in which each company differs by many factors: the size of the enterprise, the number and composition of employees, form of ownership, branch of activity, volume and range of products or services, this or that organisational structure, all this significantly affects the features of management of a particular firm. In this case, the number of personnel has a predominant influence on the specifics and algorithm of positive management.

In small businesses, where the number of employees usually does not exceed 100 people and the volume of assets is relatively small, management functions in small enterprises are most often concentrated on one person or a small circle of persons, with the owner of the company often fulfils several management roles at once. However, this is not always justified, as the refusal to delegate authority can lead to a shortage of time for management activities, which ultimately has a negative impact on performance. [4]

In contrast to large organisations with their complex hierarchical management structure, in small enterprises the manager is usually required to be a ‘universal worker’. This requires flexibility, the ability to adapt quickly to change and to multitask. The manager has to combine financial management, customer interaction, quality control and even participation in production processes.

The main task of a manager in a small business is to determine, taking into account all the specific factors of a particular enterprise, the optimal management system that will allow to effectively manage not only current affairs, but also to see the prospects for the development of the company. This requires not only professional skills, but also personal qualities such as authority, flexibility, the ability to form effective teams and maintain a creative atmosphere in the collective. As a result, the work of a manager in a small business turns out to be complex and multifaceted, requiring high concentration and strategic vision, often surpassing the complexity of management in large organisations.

In small business, the simplest and most common structure is that of a personally owned firm, where the owner controls all aspects of the enterprise. Such a boss bears the full risk of entrepreneurship, while also handling financial matters, supplying necessary materials, selling goods and services, pricing and advertising. As the enterprise grows in size and sales volume, it becomes necessary to create a management team, which may include supply and sales agents, an accountant, and other specialists. However, even with such a simple organisational structure, owners often encounter difficulties, especially in the face of stiff competition.

Relationships between managers and employees in small businesses are often informal, which favours closer interaction and quick decision-making. However, financial management, which is most often in the hands of the owner, can suffer due to the owner's lack of specialised education and experience, often leading to mistakes and sub-optimal decisions. These mistakes can be critical as small firms operate with limited resources and a narrow range of customers, requiring them to better understand their needs and respond quickly to market changes. [2]

The lack of managerial knowledge and skills of small business owners is one of the key factors contributing to their ruin. To succeed in the marketplace, small firms must develop sound financial strategies and adapt to changing business conditions. Competition with large firms poses additional challenges to small firms, requiring the development of effective strategies to maintain competitiveness.

The most common forms of entrepreneurship characteristic of small businesses are sole proprietorship and LLC. Let us consider each of them in detail.

A limited liability company is a company established by one or more legal entities and/or individuals, the authorised capital of which is divided into shares. In this case, the founders of the company are not liable for the obligations of the company and bear the risk of losses in connection with the activities of the company within the value of their shares or stakes in the authorised capital of the company, but only until the company is declared bankrupt.

An individual entrepreneur is an individual registered in accordance with the procedure established by law who carries out entrepreneurial activities without establishing a legal entity. Individual entrepreneurship is the preferred option for those who seek to manage their business independently. The advantage of sole proprietorship is the choice of an affordable taxation system, including professional income tax (PIT), however, for successful functioning of sole proprietorship a stable income is required

The choice between an LLC and a sole proprietorship depends directly on the type of activity a person wants to carry out. This is due to the restrictions that lead to the registration of a sole proprietorship. It is also worthwhile to stop your attention on the LLC in case there are plans to expand or sell the business, opening branches, co-operation with partners. In addition, the LLC has the ability to engage in a wide range of activities without restrictions and is exempt from mandatory contributions if the company's activities are temporarily suspended or there are no employees.

It is also important to consider the financial and administrative aspects of each business form, such as tax obligations and reporting procedures. In making the decision, attention should also be paid to the income potential and constraints associated with the chosen form of business. [3]

With the increasing market mechanisms for regulating the economy, effective management of financial flows and capital becomes crucial to the success of a business.

The process of financial management in small businesses has its own specificity, which differs significantly from financial management in large enterprises. In small firms, as a rule, all financial management functions are concentrated in the hands of one person - most often the owner himself. Unlike large enterprises, where financial policy is developed on the basis of extensive strategic goals and includes marketing, pricing, investment and credit policies, small businesses usually focus on the pursuit of the break-even point and the achievement of maximum profit.

One of the peculiarities of financial management in a small business is the lack of specialised financial or economic education of the owner. This can lead to suboptimal decisions based on entrepreneurial instinct and experience rather than professional knowledge. Small firms rarely issue equity despite theoretically having the ability to do so, which limits their ability to raise additional capital. Consequently, financial management in small firms focuses on maximising owners' income and increasing the firm's net worth.

Small business owners are often faced with limited resources forcing them to focus on current tasks and intuitive management approaches. In this context, the lack of attention to marketing policy, which in large enterprises occupies an important place in strategic planning, is particularly noticeable. Small companies often do not have 'extra' funds to conduct thorough market research, study competitors and consumers or attract qualified marketing specialists. As a result, marketing strategy is reduced to selling those goods or services that bring immediate profit, based on intuition and the current situation in the market, rather than on data and forecasts. [5]

However, smaller companies have certain advantages. They work with a narrower range of customers, which allows them to better understand the needs of their customers and respond more quickly to changes in demand. Personal contact with customers and speed in decision-making are key factors that make small businesses more flexible than large corporations. However, even the best marketing strategy will not succeed if the business does not have adequate financial resources.

Raising and effectively utilising capital are some of the most important challenges in managing a small business. Small companies are mainly forced to rely on their own resources, namely profits, depreciation charges and personal savings of the owners. External sources of financing, such as government subsidies, bank loans and other types of investments, remain less accessible due to complex conditions, including strict collateral and guarantee requirements.

Skilful development of an investment plan can be the key to raising the necessary funds. A project business plan is a key tool for investors to assess the potential and sustainability of a proposed business. It should show that the product or service has long-term demand and competitiveness, and that the project will be implemented in a timely and profitable manner. However, for small businesses, developing such a business plan is often a major challenge due to a lack of knowledge and funds to pay for professional services.

In many cases, financial planning plays a major role in ensuring the successful utilisation of both short-term and long-term resources. While large companies may focus investments on acquiring large blocks of stock or erecting new facilities, for small businesses, even investments such as buying a computer or equipment become a major event. Such investments require careful calculations to maximise returns and minimise risks. [1]

Therefore, in order to achieve sustainable success, small businesses not only need to respond flexibly to market changes and understand their customers well, but also ensure the rational use of limited financial resources. Developing sound financial and marketing strategies based on realistic calculations and planning is critical to the long-term survival and growth of small businesses in a highly competitive environment.

Thus, in conclusion, it should be emphasised that the role of the manager in a small business is crucial to its success and sustainability and future development in an environment of limited resources and fierce competition. The professional programme of a manager should combine flexibility, strategic thinking with the ability to effectively use the available situational resources. We state that it is precisely due to competent management, adaptability and the ability to respond quickly to market changes that small businesses can not only survive, but also successfully develop.

Bibliography

1. Dorofeeva O. N. Osobennosti menedzhmenta v malom biznese // Korporativnoe upravlenie i innovatsionnoe razvitie ekonomiki Severa: Vestnik Nauchno-issledovatel'skogo tsentra korporativnogo prava, upravleniia i venchurnogo investirovaniia Syktyvkarskogo gosudarstvennogo universiteta. 2005. no3. URL: https://cyberleninka.ru/article/n/osobennosti-menedzhmenta-v-malom-biznese
2. Reshet'ko N. I., Sokolov M. A. Analiz liderskikh kompetentsii i roli menedzherov v obespechenii konkurentosposobnosti biznes-protsessov kompanii //Vestnik evraziiskoi nauki. 2016. T. 8. no. 1 (32). pp. 40.
3. Tiun'kova D.D. Obshchestvo s ogranichennoi otvetstvennost'iu, individual'noe predprinimatel'stvo, samozaniatost': chemu otdat' predpochtenie v 2024 godu / "Global & Regional Research". 2024. T. 6, no 2. S. 165-170. - URL: https://grr-bgu.ru/reader/article.aspx?id=26550
4. SHved, S. S. Osobennosti menedzhmenta v malom predprinimatel'stve / S. S. SHved, A. E. Koniakhina, IU. S. Prochankina. — Tekst : neposredstvennyi // Innovatsionnaia ekonomika : materialy II Mezhdunar. nauch. konf. (g. Kazan', oktiabr' 2015 g.). — Kazan' : Buk, 2015. — S. 98-100. — URL: https://moluch.ru/conf/econ/archive/170/8836/
5. IAmanova Anna Leonidovna Menedzher v organizatsiiakh malogo i srednego biznesa // Gumanitarnye, sotsial'no-ekonomicheskie i obshchestvennye nauki. 2014. no9. URL: https://cyberleninka.ru/article/n/menedzher-v-organizatsiyah-malogo-i-srednego-biznesa

Информация об авторах

ТЮНЬКОВА ДАРЬЯ ДМИТРИЕВНА, студент, ФБГОУ ВО «Байкальский государственный университет», г. Иркутск, Россия

Научный руководитель:

ТЮНЬКОВ ВЛАДИСЛАВ ВЛАДИМИРОВИЧ, д. т. н., профессор, ФБГОУ ВО «Иркутский государственный университет путей сообщения», г. Иркутск, Россия

Information about the authors

TYUNKOVA DARYA DMITRIEVNA, student, Baikal State University, Irkutsk, Russia

Scientific supervisor:

TYUNKOV VLADISLAV VLADIMIROVICH, Doctor of Technical Sciences, Professor, Irkutsk State University of Railway Engineering, Irkutsk, Russia