

Management Decision-Making Issues on Transport

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Abstract — Transport specifics of the organization of the management decision-making process, which has significant features. In this regard, transport organizations face a number of issues, which associate with the organization of a well-established scheme of management decision-making and continuous improvement of their level of efficiency.

Keywords — management decisions, transport, competitiveness, management, methods.

I. INTRODUCTION

Transport provides for base conditions of life process in modern society, at the same time, it is an important tool for achieving social, economic and foreign policy purpose.

Transport is taken part in providing the safety of the region, promotes involvement in exploitation of additional natural resources and the development of new territories, rationalization of the location of productive force and the improvement the standard of living of the population [1].

Today, transport service is directly the transportation of goods or passengers and operations, which are associated to the preparation and the conduction of the transportation process. It is tied directly to the time and place of its provision, it also does not allow any way to accumulate its for the purpose of implementation in the future on more profitable conditions.

Proceeding from the above, becomes relevant the question on the adoption of management decision at the enterprise of the transport sphere.

II. THEORY

Management decision-making is one of the priority elements of the management process in the enterprise.

This is the process of choosing of the possible alternatives to the development of events, which involves certain stage:

Given the specifics of the transport service, the above advantages include the following: increasing the "tangibility" of the service, increasing the status of the importance of service, the high customer's attention to the benefits of enterprise services, high professional level of performers, increasing the qualification of personnel, maintaining a high level of service quality, differentiated rates and discounts, modernisation of the organizational processes, search for new partners and investors, expansion of the regional (international) network, etc [5].

And you should do this, as a rule, in conditions of limited resources. In this situation, you can use a powerful tool to improve the quality of services as a quality management system. But you do not forget that in a present time there is a formation of a new type of consumer, which has a clearly

awareness of purpose and means to achieve them, analysis and evaluation of information, mental doing (modeling) [2].

Every day there is a growing need to ensure a sufficiently competent and quality management of processes, which occur in the enterprise. The increasing scale of losses, even minor, which managers were able to allow in the solution, make it possible to talk about the importance of correct and timely management decision [3].

The specificity of the choice of management decisions is largely due to the influence of many factors. Conventionally, these factors can be dividing into two groups: situational nature, which are related to the awareness of the problem, alternatives to its solution and their consequences, and behavioral nature (motives, value orientation, level of requirements, person, who is ready to take risks, develops and makes decisions) [4].

Improving efficiency of management decisions in the transport sphere is conditioned by action of economic laws of development of society and the ability to understand and to them in the practice of organizations.

Domestic transport organizations do not pay due attention to the development of a mechanism for making informed, economically feasible, management decisions.

Market conditions of management put a number of the most important conditions before the enterprise of the sphere of transport. The main one is the problem of survival and retention of their positions in a competitive environment. That is, the company needs to maintain a certain level of competitiveness, creating new and improving the competitive advantages.

defined consumer preferences. The consumer seeks to independently to regulate the purchase of various services in order to maintain their health and improve the quality of life [6].

Russian experience of market management of transport enterprises is currently recognized by many scientists and practitioners as insufficient for making effective management decisions. This is due to the insufficient acceleration of the transport market services.

In most cases, the implementation of targeted changes in the enterprise is directly or indirectly relate to changes in the external environment or changes within the enterprise. Thus, on the face the situation of generation of some changes by other changes. It is assumed that the process of implementation of

changes in the enterprise you can represented as bringing the stste of all components of the enterprise in kine with the changing situation, even in conditions of uncertainty provoked by economic and political crises [7].

Most scientists subdivide the types of management decisions taken during crises and between them, and note significant differences in decisions for different periods of the life cycle of the enterprise.

III. RESULT AND DISCUSSION

The study of specialized literatre shows that the developed theories and methodologies, which are aimed at finding solutions to individual issues in the field of management decision-making, are not systematized, are not interconnected and there are no basic theories and methodologies.

Most theories aime only at solving specific issues or systematized methods of management decision-making for narrow areas of transport organization.

Practice also shows that the market of logistics services in Russia is at the stage of formation and consolidation of the industry, significantly inferior to Western countries, both in quality and complexity of services provided by national transport and logistics companies. More than 87% of the market is formed by direct transportation, about 9,9% are forwarding by services, 2% - warehousing and distribution services. As for management logistics, it forms no more than 1,1% of the total market of transport and logical services in Russia [8].

To improve the level of competence of the market of transport and logistics services in Russia, it is necessary to change the scale of its participants: only large companies and business networks, which are formed by medium and small companies, will be able to offer the largest retail chains producers of consumer goods a sufficient level of service at anacceptable level of tariffs. [9].

An important management tool in the transport sector is linking with the regions of the Russian Federation. This linking is presented in the form of a scheme, which is shown in figure 1.

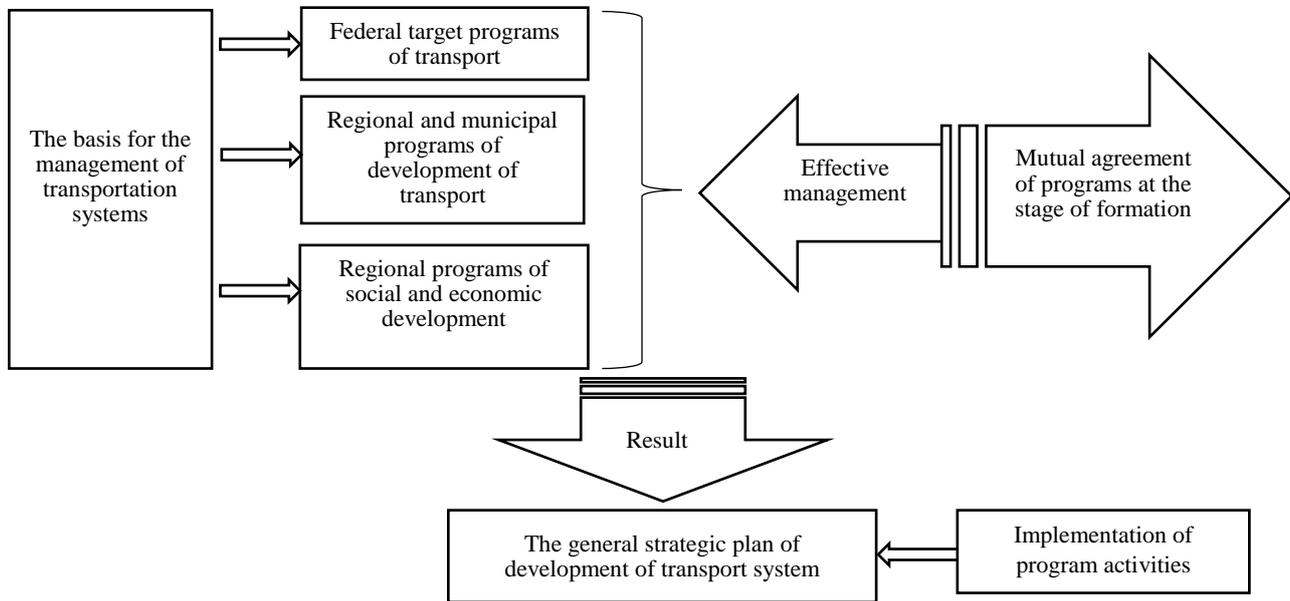


Fig 1. Management in transport

The process of management decision-making in the transport sphere will depend on which group the transport service under consideration belongs to.

All transport services are classified into three main groups:

- Servies of passanger transport;
- Servies of freight transport;
- Service of expedition transport.

When making a management decision at the enterprise, which provide passenger and freight transport service, the main factors are:

1. Compliance with requirements of transport safty by contactor.

2. Provision of timely transportation by contractor (according to schedule), taking into account the speed of transport, which the service is provided.

3. Compliance with requirements to conditions of customer service organizations.

4. Provision of complince with requirements of technological content service of transportation of goods or passengers by contractor.

5. Provision of reliable information to consumers of transportation services.

6. Safety of baggage and/or cargo without loss or damage.

For the enterprises, which provide services of transport expedition, the main criteria in management decisions making

is the type of service, which they are ready to offer to the shipper. This is due to the preference of shippers to work with one enterprise, which takes all obligations to organize a complete chain of delivery from the shipper to the consignee.

Forwarder, creating a new product (service), forms a certain interrelated chain of interaction of exporters, carriers, providers of related services.

Providing such services, enterprises should use integrated approaches to management decision-making.

Also, a lot of important and topical question in the region of management decision-making is the enterprise engaged in multimodal transportation.

When planning this type of transportation, a certain variant of its organization should be developed, which would ensure the compliance with the terms of contracts in full with minimal transport costs.

Multimodal transport management is shown in figure 2.

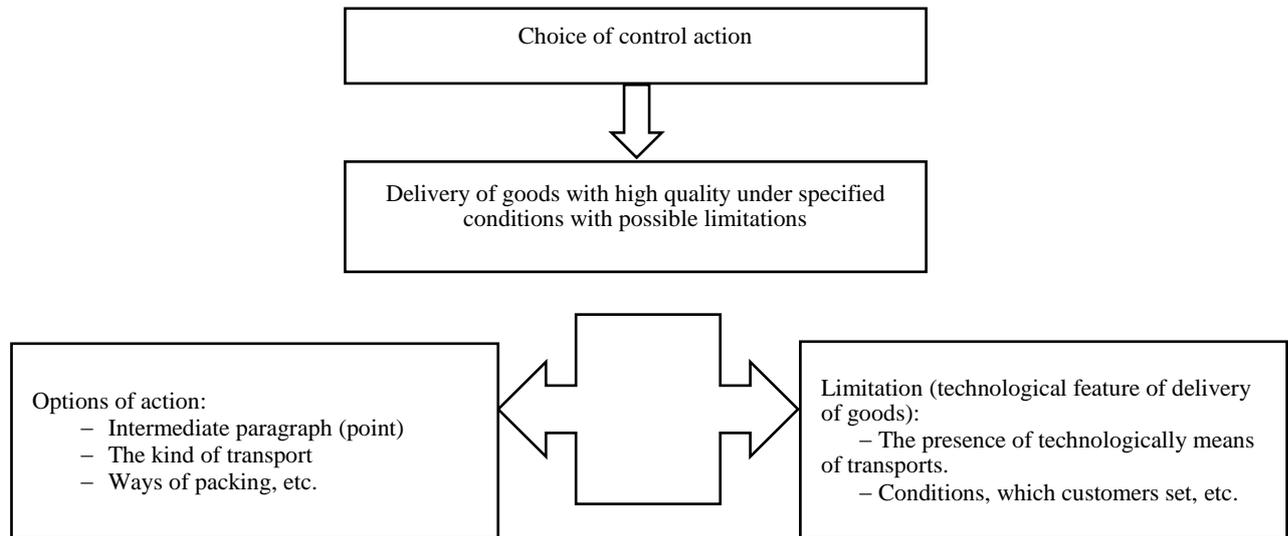


Fig 2. Multimodal transport management

Management decision-making in multimodal transport is common on the basis of a well-known method, it was developed by T. Saati. There is a need to use relationship scales and further pairwise comparison of criteria and alternatives in order of importance to identify global priorities.

This method consists of the following stage:

- the formation of the purpose;
- the construction of a hierarchy of criteria;

This technology of management decision-making in the system of transportation is represented as the system, which is characterized by sequence and purposefulness of action, which in turn allow you to reduce the real purpose of management to quantitative criteria.

Allso the method allows:

1. The argued and from an objective point of view to choose option of management decisions in the organization of transportations. Reduce the risk.
2. Improve the quality of service.
3. To increase the competitiveness enterprise.
4. Raise additional profit.

- the construction of matrices of pair comparisons;
- calculation of global priorities of criteria;
- the construction of matrices of pair comparisons of alternatives;
- the choice of global priorities of alternatives
- the consistency of matrix;
- The choice of the dominant priorities.

IV. CONCLUSION

For improvement, the methods of accept of management decision-making in system of transport in certain circumstances and with possible limitation, that it is possible to provide the following direction:

1. For realization management in transport systems to attract the off budget means.
2. When choosing the way of implementation of investment projects, use modern financial instruments.
3. To put into practice the conclusion of long-term contracts.
4. Develop a feedback mechanism to the consumer.
5. Optimal allocation of resources for work.

6. Use of flexible pricing policy.

7. Innovations in the management of transportation systems.

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