



STUDY OF CONTEMPORARY METHODS OF ENTERPRISE MANAGEMENT

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Abstract

This article analyzes the leading approaches to modern enterprise management, principles of innovative management, and management technologies that serve to increase efficiency in today's highly competitive environment. Methods such as digital management, data-based decision-making, new ideas of management, customer-centric management, and lean management aimed at unlocking the potential of employees are highlighted as the main factors determining the stability of today's enterprises. The article presents practical conclusions on the automation of business processes, modernization of leadership strategies, and the formation of an organizational model that is quickly adaptable to changing market requirements. The scientific significance of the study is that it offers a comprehensive approach to the development strategy of enterprises, combining traditional approaches to management with modern innovative methods.

Keywords: Innovative management, strategy, CPM, benchmarking, Henri Fayol, kaizen, Toyota.



ИЗУЧЕНИЕ СОВРЕМЕННЫХ МЕТОДОВ УПРАВЛЕНИЯ ПРЕДПРИЯТИЯМИ

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Аннотация

В данной статье анализируются ведущие подходы к современному управлению предприятиями, принципы инновационного менеджмента, а также управленческие технологии, направленные на повышение эффективности в условиях жесткой конкуренции. В качестве ключевых факторов устойчивости современных предприятий рассматриваются цифровое управление, принятие решений на основе данных, новые управленческие концепции, клиентоориентированный подход и бережливое управление, ориентированное на раскрытие потенциала персонала. В статье представлены практические выводы по автоматизации бизнес-процессов, модернизации стратегий лидерства и формированию организационной модели, способной быстро адаптироваться к изменяющимся требованиям рынка. Научная значимость исследования заключается в предложении комплексного подхода к стратегии развития предприятий на основе интеграции традиционных и современных инновационных методов управления.

Ключевые слова: инновационный менеджмент, стратегия, СРМ, бенчмаркинг, Анри Файоль, кайдзен, Toyota.

In recent years, global business trends have undergone significant changes, and the nature of competition has been fundamentally transformed. Technological progress, the digitalization of production, and the emergence of new business



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models require enterprises not only to create innovative products but also to elevate management processes to a qualitatively new level. Today, success is increasingly determined by such factors as organizational flexibility, strategic thinking, the conscious use of data, in-depth analysis of target customer needs, and effective management of human potential.

Contemporary management methods are no longer limited to the mere allocation of resources or control of processes. They contribute to the sustainable development of organizations, enable the anticipation of internal and external risks, support the analysis of market trends, and facilitate the formation of competitive strategies. Global experience demonstrates that enterprises implementing advanced management approaches are capable of achieving significant results within relatively short periods of time.

This scientific study examines such modern managerial tactics and strategies as CPM, benchmarking, digital management, Kaizen, and the concept developed by Henri Fayol. The analysis is based on current trends in management theory, the practical experience of leading global corporations, transformations in marketing strategies, labor market dynamics, and the requirements of the digital economy. The primary objective of the article is to reveal the key principles of a modern management system and to develop strategic approaches that have practical significance for enterprises.

Under the conditions of rapid global business development, the priorities of corporate governance are also undergoing continuous transformation. Leading companies are designing and implementing new management strategies, the most effective of which are examined within the framework of this study.





The Critical Path Method (CPM)

The Critical Path Method (CPM) represents a technique for managing complex projects and enterprises based on analytical and critical thinking. The classical CPM was developed in the 1950s as a tool for task mapping, schedule forecasting, and identifying interdependencies among processes. Over time, however, more complex managerial challenges became evident, including the neglect of risks identified only after delays occur, difficulties in resource allocation, and low adaptability to continuous changes in the business environment.

The consequences of these challenges are well known: delayed project completion, increased costs, team tension, and, in some cases, organizational failure. Under such conditions, artificial intelligence has increasingly assumed the role of an advisor and strategic partner by providing analytical capabilities and adaptive potential that exceed human limitations.

The integration of artificial intelligence with CPM enables a flexible, data-driven approach to planning and implementing management processes. Unlike traditional CPM, which is calculated once and updated manually, modern platforms such as Microsoft Project for the Web and Jira Advanced Roadmaps use AI to recalculate the critical path in real time. This allows managers to respond promptly to delays, early task completion, and shifts in priorities.

In addition, AI-based resource management modules in tools such as Smartsheet and Jira Advanced Roadmaps model multiple resource allocation scenarios, optimize team task distribution, and reduce idle time. As a result, overall productivity increases while resource shortages are minimized. At present, the integration of AI and CPM continues to evolve rapidly, fundamentally transforming the field of project and enterprise management.



Benchmarking is a systematic management process aimed at comparing business processes, product quality, service levels, or organizational strategies with best practices and subsequently improving them. It enables enterprises to objectively measure performance outcomes, compare them with industry leaders, and develop strategies to eliminate identified performance gaps.

Moreover, benchmarking in marketing and management facilitates the identification of processes or departments that require improvement, the selection of reference organizations for comparison, the collection of quantitative and qualitative data, the analysis of differences, and the development of managerial decisions to address these gaps.

Kaizen represents a philosophy of continuous improvement of business processes, product quality, service, and management through small but consistent enhancements. Unlike radical and large-scale transformations, Kaizen focuses on systematic and incremental change. This concept was developed in Japan by Toyota and later gained widespread adoption across various industries worldwide.

The core principles of Kaizen include continuous process improvement, involvement of all employees, a focus on processes rather than individuals, data-



driven decision-making, and waste reduction through the rational use of resources. Kaizen tools such as Kaizen Events, the 5S methodology, the PDCA (Plan–Do–Check–Act) cycle, process mapping, and employee suggestion systems ensure sustainable efficiency growth. In strategic management, Kaizen enhances organizational competitiveness; in operational management, it optimizes daily processes; in quality management, it reduces defects; and in human resource management, it strengthens employee motivation and engagement.

Henri Fayol is widely recognized as a founder of modern management theory. A French mining engineer, executive, and scholar, he developed a general theory of business administration known as Fayolism, presented in his work *Administration Industrielle et Générale* (1916). Fayol identified five core functions of management: planning, organizing, commanding, coordinating, and controlling. These functions complement one another and form an integrated management system aimed at the effective resolution of organizational tasks.

Practical application of the discussed strategies is evident among leading global companies. For example, CPM is utilized by Boeing, Kaizen by Toyota, digital management approaches by Sony, and Fayol's principles by General Electric and Ford Motor Company.

Conclusion

In the contemporary corporate and technological environment, effective management depends not only on traditional experience and leadership skills but also on the ability to integrate advanced tools and strategies. Digital management, artificial intelligence, process automation, and integrated management systems significantly increase business complexity, requiring managers to demonstrate flexibility and a readiness for continuous learning.

Modern management approaches such as Kaizen, Fayol's concept, benchmarking, CPM, and innovative project management methods help prevent errors, improve decision quality, and optimize resource allocation. As a result, today's managers are able to build resilient and competitive organizations grounded in effective teamwork, technological utilization, and the continuous implementation of innovation.



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