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ENHANCING MANAGEMENT RELIABILITY: UNDERTAKING THE RESPONSIBILITY OF BUSINESS

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The different from traditional approach of management system transition to the new organizational level is investigated in this article. This transaction consists of distributing the manager's reliability outside of the organization. That gives the opportunity to leave the one-dimensional logic of the value monitoring and find the basement for fundamental changes. Changes are made using differentiated practices of management reliability maintenance, measured in frames of defined information field borders, formed when coordinating the reliability indicators with fundamental expertise system characteristics. In the process of the evaluation the certain criteria are formed, and then used to create the algorithms for the malfunction establishment inside the organizational structure. The malfunctions consequences are evaluated, taking into consideration the negative factors influence to the value loss. The neutralization of defined consequences allows increasing the controllability of the enterprise.

Keywords: *organizational structure, unity of effects, characteristic's reproduction, criteria, losses, improvements*

In the scientific works [1, 2, 3] the investigation is made upon the business reliability increasing oriented approach. Approach basement is formed by business evaluating platform integration in defined potential enterprise management diagnostic system frames. In the mentioned system the decision is made from the stable result achievement point [4]. The mechanisms of acknowledging the signs of management system deviation from defined by the aim defining norms are used as the diagnostic instruments [5]. Similar recognition is focused on characteristics of control system reproduction, taking into consideration the parameters, which keep the values in set limits when interacting with environment.

The disadvantage is of system's adaptiveness to business environment. Having that characteristic, the management system is supporting the stable business functioning in accordance with its requirements. In this situation, the variety of scenarios connected with managers' responsibilities to business is not taken into consideration. These scenarios act as business activities restrictions during the value creation process. Thereby, preconditions for management system consideration at higher level of organization than business system are created.

Management system transition to new level of organization is focused on acceptance of the effects unity action, considering the differentiated responsibility spheres between the participating parties [6]. It allows not only to open the value production mechanisms, but also to understand the new mission of enterprise functioning, consisting of system function development. System function adjustment for the new problem decision is connected with increase of controllability in the conditions of enterprise functioning scenarios variety and taking its unique possibilities outside the organization. In case of scenario, connected with control system transition into unstable condition in the absence of stabilization measures, the losses specifying the management unreliability occurs. The measurement of such losses is calculated with the help of enterprise value. Thus, management reliability is defined taking into account factors of losses in management and the organization's abilities to select the best scenario of qualitative development from necessary quantity of existing scenarios.

The productivity of the offered mechanism is approved as a part of multifunctional operating transport enterprise. While investigating the enterprise, the decision on mechanism adaptability in the conditions of the raised information availability because of strict and defined responsibility split is formed.

1. Evaluation and Business Reliability Monitoring Problem Research

Business reliability is defined on the basis of management diagnostic instruments. With mentioned instruments help the signs of management system deviations from the established norms, defined at reproduction of system characteristic, are distinguished. In case of deviation, the measures of stabilization the enterprise functioning are developed. Thus the values of diagnosed parameters during the enterprise

interaction with external environment are in the set diapasons. This way the management system is adapting to business environment [1].

System transition into unstable condition is estimated on the cost basis, allowing defining the potential enterprise adaptability, coordinating the target results and the defined purposes, taking into consideration the generated management principles. The value increase, caused by elimination of organizational malfunction, characterizes the correctness of the decision made. Cost reduction shows the result discrepancy. In the first case it is a question of business reliability increase, in the second – about its reduction [2].

In frames of cost monitoring the stage-by-stage research of the executed improvements is demonstrated on the basis of the balanced indicators complex possibilities. Besides standard parameters sensitivity research, the cross check on equation is made. The basement of such check is formed by well-founded parities between temps of changes in set parameters system [7].

The problem of controllability mismatch, caused by increase in quantity and variety of rules, connections and structures accepted during the monitoring process, is eliminated by the methodology, measurements and value management processes perfection. That is why the value monitoring technology is replaced by value management technology [3].

New technology is based on stable to changes adapted algorithms, allowing evaluating and analysing of each concrete situation. It is reached by imposing the investment appeal estimation model to the operating enterprise model [3]. As a result, the value estimation is done on the defined well-founded specifications basis, which allows analysing the full scheme of financing, taking into consideration the general idea about enterprise functioning risk degree. In addition, the steady growth is investigated and the tempo indicators equation within the frames of the modified economy golden rule is checked.

The value management technology implementation at the concrete multifunctional acting transport enterprise model allowed revealing a number of important malfunctions [3]. At the same time the double increase in value in intermediate term perspective is observed. The increase in probability of the predefined losses testifies the business reliability increase.

Simultaneously with malfunctions neutralization the uncertainty is eliminated. As a result, the preconditions for qualitative acknowledgement around the existing problem occur. Trustworthy information presence serves as an initial material for organizational diagnostics knowledge base accumulation and carrying out the problem situations analysis [8]. On such basis well-founded substantial decisions instead of general character recommendations are developed. Such decisions are made on the basis of non manipulated tools.

During the malfunctions research, the control system borders are expanding [9]. This enables to examine the management methods in real conditions and to make them more productive in more complicated system. That is how the management system self-regulation in the adaptation to external environment process is taking place.

2. The Prevalence of One-Dimensional Logic in Business Reliability Monitoring Mechanisms

The mentioned above business reliability monitoring technology is based on the limited set of unidirectional practices, the meaning of which is enterprise value controlling process. Using this approach, the management style depends on conditions and values of environment. The substantiation of successful experience is evaluated in terms of value increase in achieving the set profit level process. Additional responses to sensitivity, equation and appeal lead to suggested recommendations reliability level increase. It is reached by implemented improvements, compared to predefined expected losses before their realization. In such situation the defining of real functioning synergy levers is not guaranteed.

The matter is that the value estimating mechanisms, intended for an estimation of internal enterprise activity, are adjusted for monitoring the results in external environment. Thus, the decision-making process is carried out within the frames of the one-dimensional logic, constructed on repeated check of typical events in one contour. In reality, there are some enclosed in each other contours, which quantity is defined by number of the effects, observed within the limits of organization rod abilities, expanding when applying the forces for the representation change. That is why the one dimensional logic character in terms of a multidimensional enclosure demands the critical reconsideration.

Procedures of the described monitoring constrain the enterprise management actions, which are, on the one hand, limited by the market unification and high technologies, and, on the other hand, managers are under the control of owners and under the pressure of the internal specifications lowered from above. The way out from the contradiction demands the evaluating mechanisms establishment, allowing considering the management activity outside the contour of profit generating. On the basis of such mechanisms, the controllability measures multidimensional interpretation in defined free space frames should be taking place.

Conditionality of new mechanisms demands refusal from the prevailing value management hypothesis. In connection with this it is necessary to reconsider the sequence of used procedures. First of all, it is necessary to define the ways of true enterprise possibilities fundamental revealing. Further it is necessary to generalize the means such possibilities transformation into real material benefits. The procedures considering formal, informal and cultural aspects of used management methodology are developed on such means basement [10].

The procedures of offered enterprise possibilities realization should be integrated around the centre, confirming their actuality. For this purpose it is necessary to synchronize structural principles of the enterprise with environment social principles by responsibility transfer to those managers, whose clients accept the developed management offers. Thereby the enterprise unique procedures are transferred from inside outside [11]. The steady enterprise functioning should be done taking into consideration the changes occurring inside the organization, and also to correspond with the condition of forces, which resist to its stability maintenance.

Together the listed features form the spectrum of fundamental changes. Monitoring of fundamental changes at distributed responsibility level allows the enterprise to keep the control within the limits of certain environment. As a result, the preconditions for construction of well organized and well trained enterprise functioning in long-term perspective are created [12].

The fundamental changes monitoring process assumes revealing of the general laws, carrying out of analogies and accumulation of the information and knowledge about the responsibility, and taking into account the executed in practice actions and the admitted errors. The revealed errors and size of the caused losses force managers to reconsider anew all managerial process from positions of management reliability maintenance.

3. Management Reliability Maintenance Refusing the Privileges

Management process revision is connected with increased requirements in quality to knowledge and controllability. This approach is connected with carrying out the responsibility function outside the contour of the cumulative fundamental rights and obligations, which have generated this responsibility. Appearing in the new organized space of integrity at the higher level, the delegated power owner with allocated responsibility is functioning within the frames of coordinated relations.

Schematically in frames of one system, forming certain effect by concrete manufacture, measures of responsibility are distributed from system of lower level (see Figure 1).

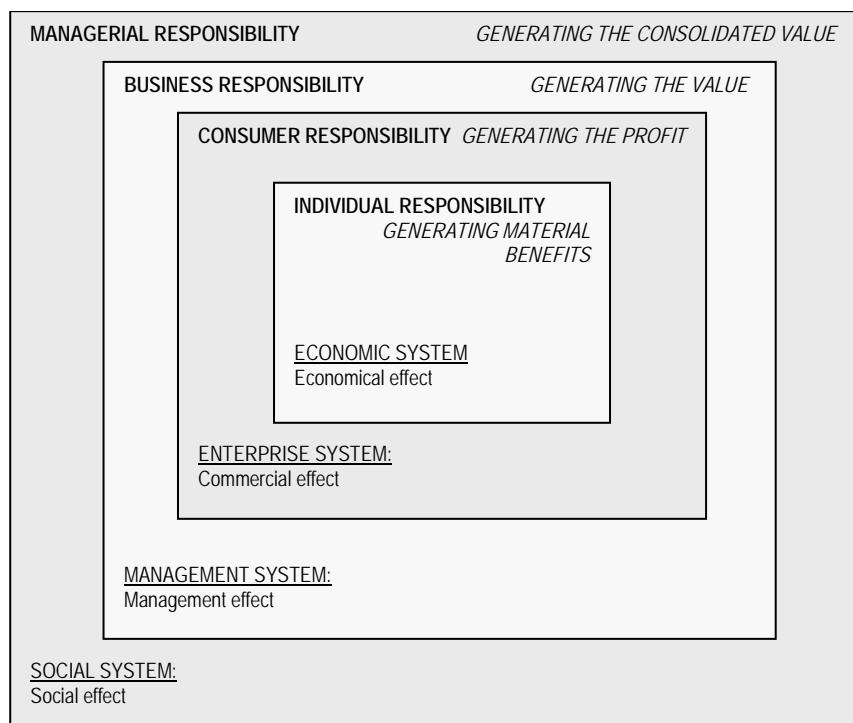


Figure 1. Reliability Distribution Spheres in Frames of Four Effects Unity

This way the economic effect of material benefits producing occurs as a part of economic system. The responsibility in front of the consumer is delegated to a contour of enterprise system. The main enterprise system aim is to generate the profit, which presence accompanies the commercial effect. In turn management system, forming managerial effect by value generating, takes the responsibility in front of business and transfers management responsibility to social system.

In conformity to the offered enclosed systems structure research, it is possible to offer a set of the criteria, characterizing reliability of research objects (see table 1).

Table 1. Enclosed System and Reliability Criteria Comparison

The level system refers to	Criteria from reliability position	Degree of distributed responsibility	Generated product
1. Economic system	Individual reliability	Individual reliability	Material benefit
2. Enterprise system	Consumer reliability	Enterprise reliability	Profit
3. Management system	Business reliability	Business reliability	Value
4. Social system	Management reliability	Management reliability	Consolidated value

At such conformity the basis of reliability criteria development are formed by different oriented practices, applied when managing various subjects of manufacturing. It leads to management style of the enterprise being estimated taking into account the conditions, generated in external environment. Thereby the enterprise independence preconditions from environmental values are established. Besides, the substantiation of successful management experience is made in terms of consolidated value increase in process of the set enterprise value level achievement at the expense of potential external improvements research.

In this work the management reliability, in the meaning of enterprise organizational structure ability to keep the responsibility, taken out to external environment in long-term perspective, is investigated. Unlike the definitions considered in works [13, 14], the management responsibility, which action extends in social system according to principles of organizational structure construction, acts as characteristics of this research. Thus deterioration of organizational structure is caused by responsibility losses. The stable enterprise functioning should be accompanied by replacement of out-of-date structure elements. Four groups of the indicators, listed in Table 2, are used for the replacement fact definition.

Table 2. Management Reliability Indicators Characteristics

Main Indicators Group	Meaning	European Excellence Model Criteria	Response for the Temp	Reliability Centre
1. Reliability indicators	Organization structure's feature to keep the stable functioning of the enterprise during some time in the set risks conditions	Politics and strategy, the leading role of authorities	Capital	Investments Centre
2. Durability Indicators	Organization structure's feature to keep the stable functioning till the strength limit in frames of established system of fundamental expertise and improvements	Consumer satisfaction, employee's satisfaction, business results	Sales volume	Income Centre
3. Maintainability Indicators	Organization structure's ability to prevent and find out the reasons of malfunctions and to eliminate them by improvements and fundamental examination	Process management, personal management	Profit	Profit Centre
4. Stability Indicators	Organization structure's feature to keep serviceable and stable condition during the functioning	Resources and partners, influence to the society	Costs	Costs Centre

In the offered approach for management reliability measurement the fundamental expertise procedures are used, representing versatile estimating techniques, such as business excellence criteria evaluation in EFQM model [15], the modified golden rule of economy [3], responsibility centres technology by G. Higgins [16] and productivity estimation [17, 18].

Multidimensional character of procedures is considered in absence of prevalence of any hypotheses, which allows revealing and generalizing the means on transformation the real enterprise possibilities into activity end results. Mechanisms of the distributed responsibility provide the enterprise with the environment control at new level of acknowledgement.

4. Qualitative and Quantitative Aspects of Management Reliability Measurement

Set of organizational structure features, expressing the management motives, is necessary to represent as management system quality.

Distinctive feature of qualitative category “management reliability” is characterized by removal of responsibility outside the contour of management system. At such statement, the responsibility acts as external expression of management system quality. In other words, the responsibility, reproducing concrete feature of the moral behaviour form, has the quantitative characteristic, expressing the relation of a certain version of given feature to its other versions, with which it is interacting.

Variety versions of moral behaviour form features, expressing organizational structure elements' motives, characterize the management reliability.

In this case, the responsibility is the feature, which revealing causes the occurrence of the defining management reliability signs. At the same time, according to the functional-structural approach [19] in context with the logic meaning, the feature reproduction should proceed after perception of signs. Thereby the contradiction is taking place, consisting in the recognition of first priority of the feature status or a sign status.

The contradiction solution is demonstrated in the approach, schematically presented on Figure 2. The idea of the approach consists in differentiation of concepts between the feature, representing a quantitative measure, and a sign, used in a context of the qualitative characteristic. Further, following the law of the dialectics, connected with the quantity transition into quality, distinctive characteristic of the feature comes to light and the variety of the commensurate versions is defined for that.

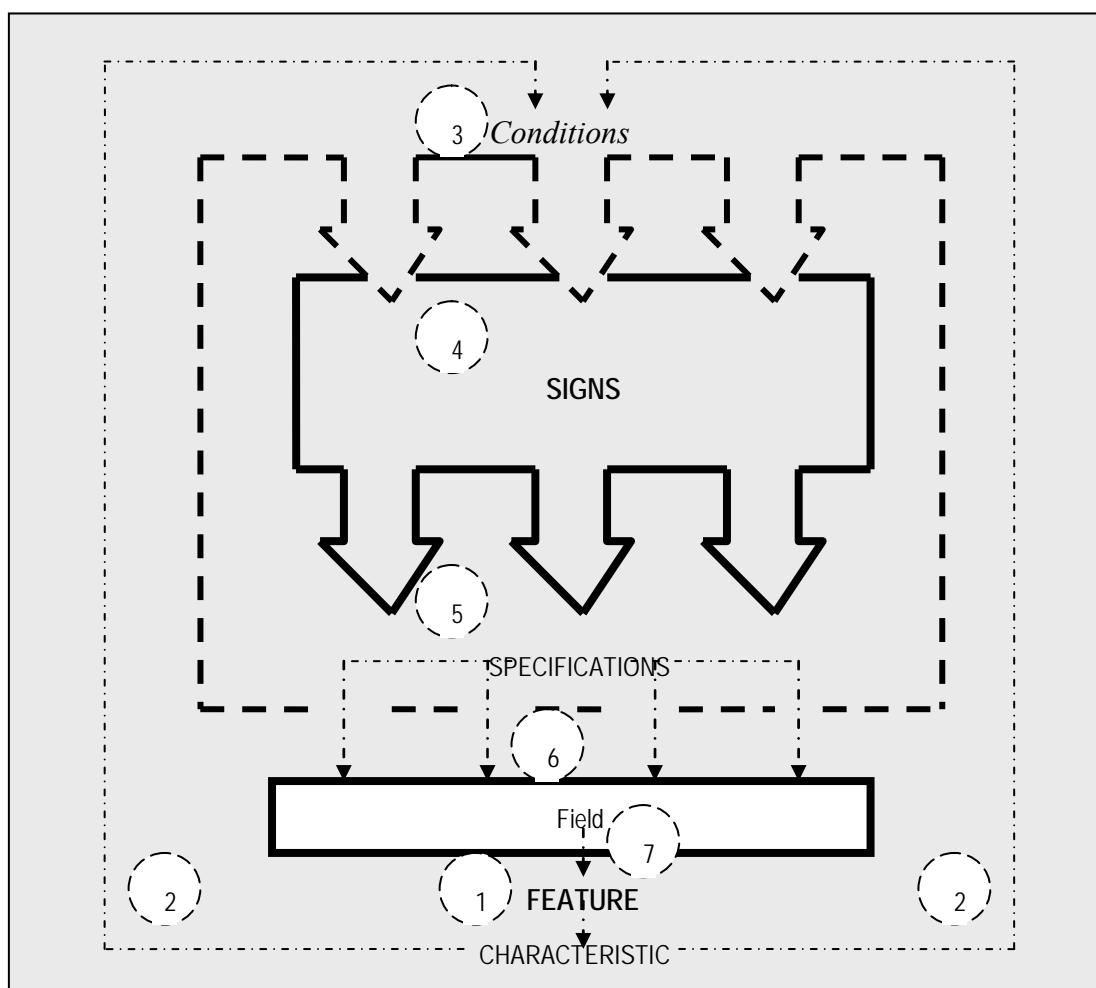


Figure 2. Feature Measurement Field Construction

Versions comparison results accumulate the knowledge, necessary for fixing the conditions of caused signs. The description of signs should be made to reveal characteristic specifications, and then in generating process to organize the feature measurement field.

In Table 3 the basic stages of feature category “Responsibility” in terms of category “Management Reliability” reproduction procedure are mirrored.

Table 3. The Procedure of Feature “Responsibility” Measurement Field Formation

№№	Common procedure step	Concrete elements of the step
1.	Feature	Responsibility
2.	Distinctive feature characteristic	Moral behaviour form
3.	Feature characteristic types	1. Freedom 2. Irresponsibility 3. Challenge 4. Values Duty 5. Obedience
4.	Feature characteristic type selection	1. Values Duty (№4)
5.	Conditions for signs	1. Propensity to risk 2. Controllability expertise 3. Continuous monitoring 4. Influences counteraction
6.	Signs description	Specific description of each sign
7.	Specifications	1. Reliability 2. Durability 3. Maintainability 4. Stability
8.	Feature measurement field	Management Reliability

Reproduction of responsibility feature, executed as part of eight steps procedure, consists of defining the information field borders, formed then measuring four indicators. Generated on the basis of general principles, methods and means of maintenance and support, management reliability indicators field presence is necessary to define the coefficient of productive responsibility, and then to check the serviceability, working capacity, functioning correctness and malfunctions search of the organizational structure, investigated in the process of its construction and operation. This way the platform for management reliability measurement is created.

Summarizing the above mentioned, the generation of category “Management reliability” is executed on the known elements connected among them in the innovative way basis.

5. Management Reliability Evaluation

Management reliability maintenance arrangements depend on the level of principal connections, enclosed between indicators of reliability and fundamental expertise system characteristics, which, in turn, are meant to find out and select the malfunctions and then to implement the organizational structure improvements. Offered arrangements measures are realized, considering the mutual influence of reliability indicators and examination characteristics.

Reliability indicators are investigated in the third section of the article. The main characteristics of fundamental expertise system are the guaranteed completeness of detection and the depth of malfunctions search [20]. Incompleteness of malfunctions detection, taking place at organizational structure construction and reconstruction stages at approbation of its condition, and also the present uncertainty when fulfilling the preventive maintenance of organizational structure working capacity, are equivalent to actual decrease in indicators of non-failure operation, durability, maintainability and stability. Insufficient specification of elaboration level of established malfunction leads to wrong results, and, as consequence, to serious losses.

In process of management reliability evaluation it is necessary to consider the important circumstance – calculated reliability indicators shouldn't be distinct from the initial data and characteristics, necessary for fundamental expertise designing. Based on that, the structure of established malfunctions and depth of their search should be set not “in general”, but in the form of concrete malfunctions lists and replaceable components of organizational structure. For example, the malfunctions investigation depth in organizational structure is influenced not only by its constructive design, set time for restoration, but also the structure of the spare resources, necessary for reconstruction (“repair”).

Considering the made remarks, management's reliability's priority is the coordination of reliability indicators and fundamental expertise system's characteristics. In Table 4 the results of matching the indicators and characteristics are listed.

Table 4. Reliability Indicators and Fundamental Expertise System Characteristics Matching Results

Expertise Characteristics	Reliability Indicator	Durability Indicator	Maintainability Indicator	Stability Indicator
Degree of locality	Politics	Strategy	Tactics	Philosophy
Condition	Propensity to risk	Controllability expertise	Continuous monitoring	Influences counteraction
Feature	Stable functioning in frames of set risks	Stable functioning till the certain limit	Prevention Malfunction search and elimination	Effective and stable functioning
Temp response	Capital	Sales volume	Profit	Cost
Temp response depth	4	3	2	1
Completeness of coverage when searching for errors of 2nd type	2	3	4	5
Reliability distribution	Investment Centre	Income Centre	Profit Centre	Cost Centre
Reliability depth	4	3	2	4

The temp response depth is mirrored by the modified golden rule of economy:

$$100\% < T_c < T_r < T_p < T_v, \quad (1)$$

where the equation of the tempo indicators characterizing the capital (T_c), sales volume (T_r), profit (T_p) and value (T_v) is checked.

For the reliability indicator the check on four indicators temp changes is required, as shown in Table 4.

Elimination of organizational malfunctions of the 2nd -sort with non system origin is realized on the basis of losses cost maximization. In this case the opposite decision in relation to search of potential improvements [21] is solved. Organizational malfunction existence is connected with value loss and is defined by performing the condition of a negative spread presence:

$$(IRR^{pr} - d_A) < 0, \quad (2)$$

where internal rate of return IRR^{pr} doesn't exceed the confirmed rate of discount d_A .

The malfunctions search algorithm is based on the value preference in front of other business indicators [22]. Decoding of the current situation, consisting in 2nd sort error, demands the analysis of the indicators, influencing the malfunction's occurrence. In relation with this, the value is expressed through indicators, helping to detail the possible losses, caused by the error presence in the organizational structure. The example of representing the dependence of total current incomes value (PV) from steady growth coefficient (SGR_t), and also own capital (E_t), investment norms (NI_t), amortization ($Dept_t$), investments (I_t), a working capital gain ($\Delta WCap_t$) and a gain from investments to basic means (ΔFA_t) looks as follows:

$$PV = \sum_{t=1}^N \frac{E_t}{NI_t} \times \frac{SGR_t}{(1 + d_A)^t} + \sum_{t=1}^N \frac{Dept_t + I_t - \Delta WCap_t - \Delta FA_t}{(1 + d_A)^t}. \quad (3)$$

In conclusion, the coverage completeness, accepted in counteraction with environmental influences, is reduced to stability indicator calculation, demanding the maximum mobilization of resources and the parameters coordination at five enclosure levels (see Table 4).

Responsibility disclosing in value management is build up on the research of conditions (4) and (5).

In the first case, the amount of total current value of business ($PV_{project}$) should exceed the total business investments (CPR_0):

$$PV_{project} > CPR_0. \quad (4)$$

In the second case, the investment appeal condition is checked, by fulfilling the reasonable set specifications, presented in the form of a value spread:

$$(IRR^{pr} - d_A) > 0. \quad (5)$$

The reliability depth levels, established on the entered indicators of reliability, are listed in tabl.4. For example, the meaning of the durability indicator, calculated for the income centre, is reduced to responsibility distribution at three levels, corresponding to three responsibility centres: income, profit and cost.

The investigated criteria (1), (2), (4) and (5) have become the basis not only for the reliability indicators adjustment with fundamental expertise system characteristics, but also for working out the malfunctions search algorithms.

Productivity of the algorithms, constructed on the unity of four effects action (economic, enterprise, management and social), is defined according to scientific and technical achievements effect evaluation technique [17]. Thus the scientific and technical effect, characterizing the possibility of made researches use in other developments in general cases, in frames of management reliability evaluation is expressed as the information and the knowledge obtaining, equivalent to distributed responsibility measure. The scientific and technical production evaluation productivity should be done on the basis of balanced point estimations and the expert judgments, used for reached level coefficients definition [17]. By means of such coefficients, the integral indicator base is formed, considering the degree of mutual initial parameters influence, compared before and after the developed scientific and technical production application. The productive responsibility coefficient is used as management reliability integral indicator, consisting of four key parameters features. In Table 5 the initial information for the offered indicator is listed. The indicator final value calculation is done for each new condition of organizational structure, representing commensuration of its change consequences with base results.

Table 5. The Productive Reliability Coefficient Calculation

Paramete r	Reached level coefficients			Indicator's influence's result	Parameter value		Relative increase coefficient	Evaluating coefficient			
	Scientific and technical effect factor				Reac hed	Base					
	Results applying perspective	Scale of results realization	Completeness of results								
	Indicator contribution										
	0.5	0.35	0.15	K_{B_i}	Reac hed	Base	K_{II_i}	$K_{B_i} K_{II_i}$			
1. Reliability	0.8	0.4	0.6	0.64							
2. Durability	0.5	0.4	0.4	0.45							
3. Maintaina bility	0.8	0.3	0.6	0.61							
4.Stability	1	0.3	1	0.79							
Productive reliability coefficient (Summary)											

Results of productive responsibility calculations have shown, that if the value of integrated indicator (K_{PO}) exceeds 2.50 when fulfilling the conditions (1), (2), (4) and (5), the offered organizational structure changes are justified:

$$K_{PO} > 2.5. \quad (6)$$

This way, the offered management reliability's evaluation approach is based on value management procedure [3] in combination with productive responsibility measurement mechanisms. When implementing mentioned complex application, the decisions leading to neutralizations of investigated malfunctions are made, simultaneously the uncertainty is eliminated. As a result, around an existing problem the qualitative acknowledgement is provided. Trustworthy information presence is an initial material for knowledge base accumulation for fundamental expertise system, and also enables the full organizational structure analysis of the enterprise. As a result, well-founded substantial decisions are developed instead of general character recommendations. Such decisions are accepted on the basis of not manipulated tools, which, occurring in reality, become recognized in more difficult system. Thereby the responsibility distribution takes place outside of the organization in order to adapt to external environment, in order to be able to control it.

6. Management Reliability Concept Approbation on the Transport Enterprise Example

The offered management reliability evaluation technology is approved, taking as an example the multifunctional transport enterprise. The enterprise is engaged in passenger transports on local and international lines, has own repair base.

The authorities made the management style change, implemented management representation changes, rearranged developed priorities about global and locality in favour of the last. Reorganization process has been reduced to revealing of some organizational malfunctions, their neutralization and the formulation of the measures, following from fundamental expertise results of the enterprise's organizational structure. The enterprise value evaluation of its activities was estimated during all described events, as well as the level of the distributed responsibility was defined.

In Table 6 the results of management reliability evaluation conditions, characterizing three stages of enterprise development, are resulted.

Table 6. Transport Enterprise Management Condition Evaluation

Indicators	Step 1 (management style change)	Step 2 (malfunction elimination)	Step 3 (improvements implementation)
1. Business value in 5 years, Euro	947836	1487206	1838258
2. Temp Indicators Condition: $T_c < T_r < T_p < T_v$	3.0%<6.3%<6.4%<7.4%	6.4%<10.6%<13.6%<15.6%	8.5%<13.1%<18.1%<21.4%
3. Main Condition of Management Reliability $PV_{project} > CPR_0$	1.34	1.74	2.11
4. Investment Appeal Condition $(IRR^{pr} - d_A) > 0$	0.26%	2.06%	5,04%
5. Productive Reliability Condition $K_{PO} > 2.5$	2.505	3.52	4.13

Considering the obtained results, all the steps can be characterized as successful.

However the first stage, despite management reliability performance condition and equation of tempo indicators, from productive responsibility position doesn't bring the investment appeal effect in management. At the described stage all made investments are commensurable with the resulted incomes, and productive responsibility coefficient value lightly exceeds the boundary norm, that testifies the organizational structure inefficiency.

For the second stage the value increase for 57 % appears, caused by the revealed organizational malfunctions of not system origin (see Table 7). It is observed at three conditions performance, resulted in Table 6.

During the third stage, the implemented improvements allowed to increase the value comparing with second stage by 24 %. Improvements have been caused by 7.3 % increase of sales volume and 2 % increase in rate of return.

Table 7. Organizational Malfunctions of Not System Origin

Form of Organizational Pathology	Malfunction Measurement (value loss, Euro)	Complex Approach Measuring the Malfunctions without Considering the Value Spread and Distributed Responsibility Condition (value loss, Euro)	Complex Approach Measuring the Malfunctions Considering the Value Spread and Distributed Responsibility Condition (value loss, Euro)
1. Imperfect CRM program	126154		
2. Short-term oriented relationships with suppliers	24376		
3. Ineffective management style	82686		
4. Low managers' qualifications	66896		
5. Stable process interference	49060		
Value spread	0.26%	2.06%	
Productive reliability coefficient	2.50	3.52	
Management reliability (probability of predicted losses)	0.39		0.57

The increase in probability of the predicted losses raises the management reliability, as these losses are eliminated further, promoting the additional value generation.

Thus, the investment appeal scheme application in value evaluation technology of the operating enterprise and distributed responsibility consideration lead to management reliability. Such increase is reached by improvement of business information quality, deviation of effective from value point variants, option of justified set specifications presence. After organizational malfunctions elimination the decision-making process took place in real functioning conditions and earned the status of non-manipulated, that allowed to move to the higher level of management reliability control.

7. Conclusions

During the technology approbation, connected with management reliability evaluation, the preconditions for special environment, allowing general transformation of management style creation, have been revealed. Environment feature consists in responsibility removal outside the organization contour in order to provide the compatibility of environment with managers' clear, rethought and ready for practical use actions. Technology realization in practice is expressed in reliable management construction. It is promoted by a preliminary spirit and preparation for new thinking, as well as a strengthening role of a scientific component in decision-making, based on the trustworthy information, received by means of justified techniques.

The reason of their validity is caused by knowledge base existence, created and used for techniques understanding, even for those, which can't be described numerically, and also in absence of the means, authorizing the data manipulation. Thereby the conditions for normal enterprise functioning are provided, allowing it to move in continuous qualitative improvements direction, reacting to changing requirements of interested business participants.

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