

## FEATURES OF MANAGEMENT DEVELOPMENT IN KAZAKHSTAN

In a modern market economy, the role of management is significant, since the meaning of management is to obtain the final result of the enterprise's activities at significant costs and with the greatest return at all stages of process management.

Modern management trends, on the one hand, are characterized by factors of internationalization and smoothing of countries in economic policy, and these are often heard that economic activity and management are becoming international, losing national specificity. On the other hand, the features of the economic crisis and the features of doing business are aimed at imprinting the nature of interaction between economic entities; these features are especially pronounced when representatives of different national cultures appear. [1]

National characteristics of management are important for the following reasons:

1. Globalization and internationalization of business. Entry of national players into international markets. Partnership and interaction of the organization with foreign companies, as a result of which problems may arise in the area of mutual understanding of cultures and traditions.

2. Transfer of experience of foreign companies - market leaders with localization and adaptation to national business conditions.

3. The involvement of foreign management in the management of domestic companies causes the emergence of a certain cultural interaction, and there is an exchange of knowledge about how it is customary to manage the activities of people in the country.

Currently, different countries have different national management models. Moreover, the differences lie largely not in the methods used to conduct business relations, but in their variability. Studying the specific features of management models provides a good opportunity to understand the basics of the formation of the Kazakhstan management model.

Let's begin our consideration of the specific features of Kazakhstani management with the attitude of business to consumers. Based on the expert opinion of most analysts in the field of consumer markets, the priority importance of the consumer and his needs is only now beginning to prevail in the Kazakh business model. More recently, relations had a serious bias towards the seller - a company that puts its product or service on the market. This was observed starting the first steps of Kazakh business during the period of liberalization and the beginning of the launch of market mechanisms in Kazakhstan. These features clearly manifest themselves in the form of priority of indicators for maximizing business profitability over other criteria. Many companies saw their task only in selling goods and services.

This was expressed in the management of pricing and consumer properties of the product, when the price for the same product and service was often not supported by adequate content. That is, the ratio of price and quality of goods/services has varied greatly. Consumers of the product were left to find the optimal offers each time at their own peril and risk by trial and error. The next characteristic feature of management was the use of marketing tools in the promotion of goods and services, that either did not correspond to the selected target audience, or information about the consumer properties of products was often clearly propaganda in nature, especially if these were products or services of domestic origin. Managers and owners were not ready to bear responsibility to the consumer for the quality of their goods and services.

In Kazakhstan management, the goal of maximizing profits is of predominant importance. This is manifested in the fact that the rise in prices is not accompanied by an improvement in quality, information about the consumer properties of products is false, aggressive and intrusive advertising, and there are significant volumes of counterfeit products on the market. In the social dimension, the features of Kazakhstani management are that the organizational environment is in the stage of formation, as well as a high degree of centralization of power among the leader of the organization.

Kazakhstani management in general has positive qualities and is based on the education and creativity of our entrepreneurs, their resistance to stress and patriotism. At the same time, negative manifestations of management include weak staff interest in the final results, relatively low wages and delays, violation of labor legislation, and an imperfect personnel management system. Consumers and employees are in a deliberately disadvantageous position in relation to the entrepreneur (manager). As Robert Tannenbaum said, “Managers who have been in their job for thirty years do not necessarily have thirty years of experience. Rather, it is a one-year experience repeated thirty times.” Having experience, managers must develop, incorporate new ideas, and reach new heights. Having read the publications of businessmen and experts in the field of management, we can say that management as such exists in Kazakhstan - it is unique, educated, creative, stress-resistant, operating in a rapidly changing environment. Of course, there are also plenty of disadvantages. The key thing in business is personnel, and in this regard, Kazakh management lacks effective human resource management.

In order for management in our country to become the most effective, it is necessary to use Kazakhstani realities and experience in business education, develop domestic cases, promote professional management, and train specialists at the highest level. Particular importance in the training of managers is given to the introduction of innovative teaching methods - business games, trainings, etc.

Thus, a specific feature of Kazakhstani management should be reliance on the hard work of the employee, a focus on diligence and punctuality. These inherent qualities in the people must be encouraged in every possible way. By cultivating these qualities, in the process of establishing a national management system, we can make a gradual transition from rigid management decisions to flexible ones. Today, toughness is a necessary but forced measure. The strategic perspective of our management is a movement towards management that is softer in form, but also more effective in content.

#### Literature

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### МОДЕЛЬ СИСТЕМНОГО УПРАВЛЕНИЯ ИННОВАЦИОННЫМ РАЗВИТИЕМ ПРЕДПРИЯТИЯ

На сегодняшний день важным направлением развития экономики Казахстана является активизация инновационной деятельности регионов, объемов производства, прежде всего наукоемкой продукции, насыщение рынка современными конкурентоспособными товарами, повышение научно-технического потенциала, создание экспортоориентированных и импортозамещающих производств, укрепление материально-технической базы всех отраслей хозяйственного комплекса.

В этой связи актуальной является разработка механизмов эффективного управления инновационным потенциалом предприятия. Устойчивое развитие таких сложных открытых социально-экономических систем, как регион, в современных условиях невозможно без