

## **Creating the Information Environment in Managing Corporations**

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### **ABSTRACT**

*This article covers issues such as information systems in corporate governance, automated information systems, the stages of creating corporate information systems in corporate governance, information models of corporations, and components of information systems.*

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Modern information technologies and systems play a key role in the effective organization of corporate governance in the new social conditions in our country. In this regard, it is important to study the interaction of corporations and information technology, systems, as well as the factors that create the information environment of corporate governance.

In the context of the socio-organizational environment, the essence of information is communicative actions, reflecting the given and desired state of interaction of all elements of the corporation. In the management of the corporation can not perform actions without information. A single information environment is a logical step in the development of a corporation. Numerous groups of market participants have emerged across the country. Such cases arise on the basis of new forms of media and technology and the expansion of cooperation in the field of telecommunications. Thus, the main factor in improving the distribution and efficiency of their use of economic resources is the creation of a single information environment, which should be consistent with the market mechanism, create opportunities for the correct choice of strategic and tactical regimes in corporate activities.

In the information society, the first priority is to meet the needs of each of its subjects in the field of information requirements. Positive resolution of these issues will increase the efficiency of all socio-economic processes. It is necessary to create a single information environment in this area, and this environment represents a single information technology sector, which includes specialists in computing, information, telecommunications, information technology and systems, users, document management, databases. The information industry offers a free way to contact all members of the corporation and ensures a high level and quality of organization of the information industry. Information is now a much-needed product, because effective information is a decisive factor in optimizing corporate governance.<sup>1</sup>

The management system of the corporation is specific to the corporation and is based on various mechanisms. The information system is very important for the management system. The higher the level

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<sup>1</sup>Kovalev G. D. Innovative communications. M.: ЮНИТИ-ДАНА, 2000.

of management, the higher the role of information as a source and means of production, and at the same time a large part of working time and other resources are devoted to the preparation and processing of information that is suitable for analysis and decision making. Working with information is one of the most important activities of a business. The information system addresses management issues that are critical to the corporation and consumes the corporation's resources for this purpose.

Unlike management systems and information systems, automated information systems and administrative mechanisms change in the process of making organizational decisions. Administrative mechanisms include the development of automated information systems, corporate development and management systems.

Administrative mechanisms represent a small subset of business processes, which represent parameters specific to boundaries and management objectives. Administrative mechanism development projects include: strategic management, modernization of organizational structure, development of business information policy, incentive mechanisms and staff development, development of the legal framework and improvement of marketing management, automated information system (AIS), information in the information system. is a model that represents a limited list of flows and is part of an administrative mechanism.

Administrative mechanisms and ATTs are non-independent, but separable management tools.

The system of administrative restrictions and the information system are the secondary part of the management system. Ideally, corporations do not need such systems. These systems do not provide strategic and long-term advantage. Each corporation can apply personnel management boundaries or implement an automated personnel management system. However, these two conditions do not guarantee the quality of personnel management. The development of management tools plays an important role in corporate value. However, a management system that does not have such a tool does not affect the value of the corporation. The level of development of management tools has an impact on the effectiveness of the management system.

Management technology tools are an integral part of the management system. The strategy, policy, methodology and executors of a corporation can change, and these circumstances lead to changes in the management system and information system. When a corporation is managed by a new top manager, new types of management, new sources of information, new ways of working with information, decision-making and management transmission will change. However, a management tool, such as an automated information system, can provide solutions to this type of new problem, and additional adjustments can be made to the ATT if necessary.

Thus, the gap between information technology and management system requirements is widening. For some time, the rule of reciprocity between organizational transaction costs applies. Based on this, the management process generates transaction costs and these costs lead to a proportional increase in the number of management areas. The task of the organizational structure is to reduce transaction costs, but each element of the organizational structure is a controlled area. As a result, attempts to reduce transaction costs through organizational additions lead to an increase in organizational costs. At the same time, there is a limit to which the weakness of information technology affects the efficiency of management and leads to an increase in organizational and transaction costs.

Replacing the management tool leads to a change in the functions of the management system, which is very dangerous for the business. Efforts to update the information system lead to negative management processes of business restructuring. At the same time, it is very difficult to assess the scale of changes in the corporation in advance and to adjust the level of development of the corporation to the new management tool. At the same time, carrying out balanced changes in the corporate governance system is also a complex task. Therefore, it is necessary to include the development of automated information systems and administrative mechanisms in the scope of projects for the targeted development of corporate governance.

*Methods of creating corporate information systems on the territory of the corporation.*

Corporate information systems (CIT) play an important role in the overall operation of the corporation and its management system. The creation of such CATs involves the following steps.

**Phase 1. Information research in the creation of CATs.** The information system of the corporation is necessary for its main and auxiliary activities, as well as information and communication activities. Therefore, in order to determine the structure of the information system and its activities, it is necessary to determine which areas of the corporation to automate, while defining the goals and objectives of the corporation. To this end, it is necessary to find answers to the following questions. It should indicate what the mission of the corporation is, that is, why the corporation was formed and what goals it will achieve in its activities. What are the activities of the corporation? What is the structure of the corporation, what are the functions of its divisions and how do they interact?

After answering the above questions, it will be discussed what actions the CSCs will perform, what hardware and software will be included in its structure, and how to automate the actions of corporate divisions.

These questions can be answered after conducting a corporate information survey. The purposes of this supply are as follows:

- Representation and formulation of each division of the Corporation and the issues they address.
- Express the state of affairs in each division of the corporation in a given situation and determine which of these operations and in what sequence to automate.
- Represent the technology of the corporation on the basis of the given situation, together with its divisions and related information flows, based on the mission and directions of the corporation.
- Reflect the technology of the given situation in relation to the structure of the corporation, determine the practical composition of the corporation and the number of jobs in its divisions, and express the (automated) operations performed at each partner.
- Express the main directions and algorithms of incoming, internal and outgoing documents and the technology of their processing.

The result of the research of the enterprise is its activities and information infrastructure. On the basis of the corporation, the project of KAT is developed, the requirements for software and hardware, as well as methods of production of application software are determined.

Such studies are conducted in collaboration with professional analysts and representatives of the corporation under study. This reduces the time it takes to conduct a study without compromising the quality of the research.

It is important to choose the right software tools for research. Such tools should be based on methodologies that allow for the creation of a model of corporate performance and should formally represent the information environment in which the corporation operates.

The processes that take place in the corporation in the research process allow not only to design an information system, but also to analyze the structural, organizational activities.

The research process also includes a step-by-step assessment of the effectiveness of the proposed solutions. At the same time, it is important to know what progress has been made in the implementation of new information technologies and technical solutions related to them, and when the investment will pay off.

In choosing these tools, they should be approached not only by professional financiers and economists, but also by analysts, as well as middle and senior managers of the corporation, as these employees develop solutions for the creation and implementation of projects.

**Phase 2. Architecture.** It is important to choose the architecture of the system as a result of corporate performance research. Client / server architecture is recommended for corporate systems. Such an architecture allows to create a single information environment, in which the user can access corporate information in a timely manner and without barriers. Information research allows the selection of

hardware and software research tools for the system.

**Step 3. Select MBBT.** Choosing a management system for corporate databases is important.

**Step 4. Choosing a method of automating the flow of documents.** The various forms of misunderstandings that exist in the documents are a big problem for any corporation. Therefore, the document flow automation system, which allows you to automate manual operations, allows you to perform the following actions, namely, automatic processing of documents within the corporation and tracking their movement, as well as control over the execution of document-related tasks. Such a system is one of the important components of an information system.

The following are two classes of such systems.

- **Workfolk** system.
- **Groupware** system.

The main objectives of these two classes of systems are to automate and support teamwork in a corporation. However, there are some differences in their directions and set of actions to be taken. The following table lists the key features of these two classes of systems. These two classes of systems are designed to automate team actions.

Table 1.

<b>Groupware class systems</b>	<b>Workfolk class systems</b>
<i>Staffing</i>	<i>Staffing</i>
One task to be performed, that is, to support teamwork related to one task at a given part of the time	A set of tasks that can be performed, i.e., multiple tasks in synchronous and asynchronous situations to support multiple user tasks at the same time
There is no systematization in the corporation, that is, there are no rules and regulations on who and under what conditions apply within the system.	Proper systematization mode. In this case, the performance of tasks is clearly expressed in terms of time, documents, document processing, etc.
Intended for implementation in distributed networks and small communities	Intended for implementation in a client / server environment and on a corporate scale

Thus, *Groupware* class systems are designed to automate the activities of employees in a small group, supporting the distribution of information between groups of users, that is, sharing. *Workflow* class systems are designed to automate the activities of the corporation and support the division of tasks.

*Groupware* and *Workflow* systems complement each other without competing with each other. The choice of one of them and their cooperation is determined on the basis of issues to be addressed at the corporate level.

Below is the document flow automation in the corporation *Workflow* system. Which of the practical capabilities of these systems is important and how to choose the appropriate software solutions is highlighted as follows:

- ✓ Ability to ensure a high level of production and scale within the corporation.
- ✓ Ability to integrate the component of an open information system, ie MBBT with electronic document management system, communication programs, etc..
- ✓ Flexibility, i.e. the ability to customize and reset the system depending on the document processing technology adopted by the corporation.
- ✓ Ease of use, learning and maintenance.
- ✓ Ability to work in a localized style of language.

**Step 5. Selection of software tools for document management.** With the advent of EDMS - an electronic document management system, the flow of paper documents has been drastically reduced, and the difficulties created by searching, processing and storing data have been partially reduced. Electronic documents provide extraordinary advantages in creating, sharing, searching, distributing and storing information.

EDMS - system allows you to enter, save and search all types of electronic documents in text and graphic form. MBBT, *Workflow* system and EDMS systems are information flow management tools. The second table below shows their relationship to each other and their brief characteristics.

Table 2.

	<b>Purpose</b>	<b>Note</b>
<b>MBBT</b>	Enter, store and search for systematized information in electronic form	15% of information to be processed
<b>Document management system</b>	Enter, store and search for unsystematized information in electronic form	It accounts for 85% of the information circulating in the corporation, including paper-based information in electronic form.
<i>workflow systems</i>	Management, direction and regulation of document flow within the corporate system.	Systems can be integrated with MBBTs and document management systems.

MBBT technology, *Workflow* system and electronic document management, as well as a combination of software products that implement these technologies provide a complete solution to the problem of automation of document management in corporations of voluntary activities.

**Step 6. Selection of custom application software tools.** Each corporation has a feature that represents the direction of its activities when expressing its activities. The selection of custom software depends largely on these features. For example, while it is important for industrial corporations to have a system for automating technological processes, information systems that provide financial analysis, planning and forecasting are important for commercial corporations. For all types of corporations it is necessary to have the following standard additions to the content of their information systems: text editors, spreadsheets, communication programs, etc. It is possible to combine without this complexity.

**Step 7. Encourage decision making.** This situation allows modeling of business strategies and rules and provides intellectual access to unstructured information. These types of systems are based on artificial intelligence technologies. There are two directions in the development of artificial intelligence technologies.

1. Rule-based conclusion technology.
2. Precedent-based conclusion technology.

All previous expert systems modeled the processes based on the solutions provided by the expert and based on it were deductive processes. Such models were the basis for the creation of first generation expert systems.

Modeling such directions in problem solving has led to precedent-based manufacturing technologies, followed by the creation of applicable software products.

The precedent is the utilization of a problem or situation in that situation or in a given problem-solving, in which the actions to be taken are specified. The precedent-based direction is based on the following principles:

- Get complete information on the current problem.
- Comparing this information with the precedent pieces stored in the database to identify the same type of situation.

- Select a precedent from the database of precedents that is closest to the current problem.
- If necessary, adapt the selected solution to the current problem.
- Check the accuracy of each new solution.
- Include accurate information about the new precedent in the precedent database.

Thus, a precedent-based conclusion suggests a method of constructing expert systems, and this method gives its conclusion about a given problem or situation as a result of a search for similar precedents stored in a precedent database.

The effectiveness of precedent-based conclusions is as follows:

- ✓ Experience is the main source of knowledge on a given issue.
- ✓ Solutions do not have an antique look for a given situation and can be used in other cases.
- ✓ The goal is not the right solution that is guaranteed, but the best of the possible solutions.

The feedback generated in the storage of solutions to new problems shows that precedent methods are “self-learning” technologies, and therefore the performance characteristics of each database of precedents are continuously improved over time and with increasing experience.

Expert systems offer several possible options of solutions and show you the ability to choose the best of them.

Modern information systems at the corporate level define a combination of different information technologies. The coordinated combination of information technology and related software and hardware is an important factor in achieving efficiency in the activities of the corporation and its management system<sup>2</sup>. Proper organization of information management is essential to ensure the corporation’s present and future success. This is done through KATs, and KATs are the backbone of a corporation’s information environment and a tool for business flexibility in complex, ever-changing environments.

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<sup>2</sup>Гольдштейн Г. Я. Стратегический инновационный менеджмент – системный фактор глобальной конкуренции // Труды конференции «Системный анализ в проектировании и управлении». СПб.: Изд-во СПб ГТУ, 2001.