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## **MODERN ENTERPRISE MANAGEMENT DIRECTION**

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Creating an effective business management system - an important direction in the organizational activity of the enterprise. Adaptation of enterprises to changes in the environment to a large extent depends on the organizational structure of management, that is the totality of all its units (structural units) and the linkages between them.

Selection of enterprise organizational structure depends on the legal form of the company; the type of product, its nomenclature and assortment; the value of the company (production volumes, headcount, etc.); markets and supply, on which the company operates; the technology used; level organization of data support inside and outside the enterprise; degree different resource endowments.

The choice of method and form of management is dictated by the requirements of the time and made it the head of the company, on the basis of his ideas and beliefs. Many managers begin to use some management tools, when they are mostly already widely known.

The functional approach to management, in our opinion, is that the organization is represented as a set of functions assigned to the functional units. That is, it is believed that the company - it is a mechanism that has a set of functions. These functions are distributed among the divisions, where they performed the employees of the enterprise.

The main advantages of the functional structure are: the deepening of specialization; improving the quality of management decisions; the ability to manage multi-purpose and multi-disciplinary activities.

The main disadvantages of the functional structure: does not stimulate the interest of workers in the final result; exchange of information between

the various units overly complicated due to its vertical hierarchy that leads to a large overhead, unnecessarily long periods of development of administrative decisions and, as a consequence, loss of customers.

Process-oriented approach is used in many modern management theories (eg, reengineering, balanced scorecard, corporate stability theory, a model of sustainable development of the company, a universal system of performance indicators, and others.) And improving the organization of systems based on samooosenivaniya.

In today's global economy substantially increased commercial risks that can be lowered and thereby increase the competitiveness of the organization through the use of strategic management of program-target method. The essence of the program-oriented management, in our opinion, is that the achievement of specific results and objectives carried out by means of realization of target complex programs. Targeted Comprehensive Program - this guidance document targeted, time-bound implementation, resources and implementing a set of economic, industrial, institutional and other tasks aimed at achieving the objectives in the most effective ways. The program of development of the organization can not be reduced to the simple sum of activities, and is a system of interrelated measures which, focusing on the specific laws of development of the external environment, causes a synergistic effect - an increase in performance as a result of integration, the merger of the individual parts in a single system at the expense of so called systemic effect.

Using a program-oriented management is effective not only in strategic management, but in many other cases, such as when you want to speed up the solution of problems such as the introduction of new technologies, development of new products or services, re-engineering business.

The most promising enterprise management system, in our opinion, is a matrix structure, which is a modern efficient type of organizational structure of management, built on the principle of dual subordination performers. On the one hand - the immediate supervisor or line of functional service division, on the other - the project manager (target program), which is endowed with the necessary powers to carry out the control process according to the schedule, resources, and quality. The expediency of the introduction of such structures is particularly evident at the present stage of development of enterprises when their environment characterized by dynamic markets, competition and rapidly changing technology and the constant introduction of innovative projects in various fields of activity.

Currently, there are many types of organizational structures that are based on a matrix management structure.

In our opinion, it should be noted some peculiarities of the matrix management structure:

1. When using a matrix management structure is possible sharp rise in bureaucracy and the emergence of the need for additional control functions, it will not always lead to positive results, but it can lead to an increase in the number of managers in the organization.

2. The matrix structure is not organic, it was created for leveling problems now given control of the process approach in cases where the organization does not seek to significant changes in the organizational structure.

3. When the matrix structure of management system or chain of processes forming a horizontal management and organizational structure is a vertical hierarchy.

4. When a matrix management structure, in our opinion, the organization establishes a dual power structure, and, as a consequence, it is necessary to sacrifice the principle of unity of command, as the Matrix Control is a network structure, built on the principle of dual subordination performers on the one hand - the immediate supervisor of functional service which provides staff and technical assistance to the process of the head, on the other - a process supervisor. With this organization, the head of the process interacts with two groups of subordinates, with the permanent members of the process group and with other employees of the functional departments, which are subject to it for a limited range of issues. This maintains their submission directly to heads of divisions, departments, services. For those activities, which has explicit start and end, form the designs for permanent activities - processes or targeted programs. The organization processes, projects and targeted programs can coexist.

5. The matrix structure is adequate to the conditions of mature organizations with established industrial relations, low variability and low level of industrial disputes, since the absence of the principle of unity of command is in the initial stage of implementation to make confusion, lead to stress and conflict that requires team members Good interpersonal interactions and tolerance for uncertainty.

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## ВИЗНАЧЕННЯ ОСНОВНИХ НАПРЯМКІВ ІННОВАЦІЙОЇ ДІЯЛЬНОСТІ НА АТП

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Використання інноваційних розробок стає популярним та необхідним елементом успішного розвитку підприємства, в тому числі і підприємства автомобільного транспорту [1, с. 17]. А отже, існує необхідність визначити перелік можливих напрямків впровадження інновацій на АТП.

В якості можливих напрямів впровадження інновацій на АТП були прийняті: оновлення рухомого складу; підвищення якості надання послуг; поліпшення комфортабельності перевезень; удосконалення тарифної політики; покращення рівня інформаційного забезпечення клієнтів; впровадження сучасного контрольно-діагностичного обладнання; поліпшення стану ресурсного забезпечення; розширення складської інфраструктури підприємства; покращення умов праці у майстернях; збільшення кількості гаражних приміщень.

Наведені можливі напрямки, відрізняються один від одного значимістю для підвищення конкурентоспроможності підприємства. Тому виникає задача визначення їх значущості і пріоритетів для їх впровадження.

Для визначення значущості та пріоритетності цих напрямків пропонується використати експертні опитування (табл. 1). Експерти мають обрати, які з представлених напрямків на їх думку є більш дієвими та розподілити їх по місцях від 10 до 1 у порядку зниження ефективності.

На наступному етапі встановлюється ступінь узгодженості думок експертів щодо значущості напрямків впровадження інновацій в діяльності АТП. Для цього розраховуємо коефіцієнт конкордації – W;

$$W = \frac{12 \cdot S}{m^2 \cdot (n^3 - n)}$$