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DEVELOPMENT MANAGEMENT: PECULIARITIES FOR MODERN UKRAINIAN ENTERPRISES

Relevance of the research topic. Modern enterprises in Ukraine are functioning in conditions of exponential technical, technological, informational changes, which lead to the intensification of economic processes

Ukrainian enterprises, which form the basis of the national economy, must change continuously to survive, be competitive and ensure their development

Today development is one of the most important aspects of enterprise functioning.

Setting the purpose and objectives of the study. Development, in a general sense, refers to the dynamic state of the system (including socio-economic); the process of transformation of the object, its transition to a new position; the level (degree) of development (maturity) of the subject and the system. In the economic context, it understands as a rule, development is associated with a positively directed transformation of the enterprise and/or its subsystems. In the definition of the category «development» the key is the concept of change. [2]. The determining role of the development aspect of the enterprise is associated with the ever-increasing competition in the market. Practice shows that the greatest success is achieved by those enterprises that provide continuous changes leading to development.

It should be noted that domestic enterprises operate in the terrible conditions of Russian aggression. It especially concerns industrial and agrarian sector of Ukrainian economy. Transformational processes in these sectors due to objective reasons, have significant inertia, occur rather slowly and require significant costs. To ensure competitiveness and, ideally, a dominant position in the market and/or production segment, businesses have to take into account the rapid, sometimes little predictable, variability of the macro environment and its parameters. That is why it is necessary to introduce a scientific approach to enterprise development management.

Presentation of the main material (research results). The presence of a significant array of factors which have affected to the enterprise, variability and multiplicity of these factors lead to the stochasticity of the macro environment [3]. These circumstances are exacerbated by poor predictability of the emergence of risks and threats, the strength and frequency of challenges, as well as the lack of visibility of possible consequences. All this leads to the creation of a unique situation in each point of development of the enterprise and, consequently, to the permanent dynamism of the defining parameters.

In addition to this effect, at the present stage, a significant impact on the development of the enterprise is caused by the intensive change of technological modes. In the management of products and production systems, with regard to the processes of formation of added value, the sectoral scenarios based on the massive

application of new technologies and methods of production and consumption, having clear signs of Industry 4.0 (Industrie 4.0) [4].

The management of enterprise development, under the conditions of objectively inevitable change of ways, is complicated by the presence of a variety of alternative directions of technological progress and the socio-economic environment as a whole. The development of an individual enterprise must be correlated with the general social trend, otherwise the enterprise will become uncompetitive according to technical-technological, production-product and other indicators, which, accordingly, will lead to backwardness and will entail serious losses, up to and including bankruptcy.

The duality of the conditions of the managerial decision on a planning aimed at achieving the desired result, leads to the need for a permanent corporate system of monitoring and evaluation of the existing position of the enterprise. The position of the enterprise can be evaluated according to various market, production and noncommercial criteria [5]. Among the main criteria are usually noted:

- sales volumes;
- sales volumes;
- assortment and nomenclature of products;
- capacity of production facilities and their efficiency;
- financial indicators;
- innovativeness and manufacturability;
- investment attractiveness;
- social responsibility and environmental corporate policy;
- digitalization of management, production and other corporate subsystems, etc.

In addition, when monitoring the position of the enterprise, it often makes sense to analyze the external (exo- and meso-) environment, taking into account the ranked importance of factors, the rating weighting of parameters, probabilistic characteristics [1].

Each of the indicators of the level of development of the enterprise, in each specific situation, can be:

- key (having a very significant impact on the level of development in a given situation);
- critical (carrying a real threat to the development of the enterprise, requiring the priority attention of the management);
- decisive (providing an opportunity to radically change the position of the enterprise, allowing to ensure a competitive advantage and, possibly, a leading position in the industry and/or territorial segment);
- secondary (influencing the development indirectly, indirectly);
- insignificant (influencing the development very insignificantly, or not related to it at all).

In any case, the consideration of the level of development is based on the definition of the initial position of the object of management. Development has as its goal the achievement by the enterprise of a new, more favorable for itself position, which is provided, among other things, by the improvement of the management mechanism. The analysis of the proposed models to ensure the development of the

enterprise allows the following to be highlighted. The goal of development (a new state of the enterprise) is achieved through the transition from the existing position (the initial state of the enterprise), at the expense of the application of available means of management and supporting elements. In this case, the enterprise relies on its existing potential (financial, personnel, production, etc.).

Enterprise progress is a fundamental issue of strategic management. As applied to development management, the task of the organization management is to assess opportunities, identify directions and ensure the accumulation of necessary funds in order to win a leading position in the competition. In addition, among the most important managerial tasks should be noted such as: ensuring progressive development; progressivity and sustainability of development; maintaining acceptable growth rates of positive indicators; effective protection of the achieved competitive position; retention and improvement of the existing profitable corporate competences.

Conclusions. Ensuring the development of enterprises is one of the most important areas of management activity, which predetermines the success of the enterprise and, ultimately, its survival. In practice, under the conditions of dynamic uncertainty of the macro environment, making a management decision often turns out to be a very difficult task. That is why it is necessary to introduce a scientific approach to enterprise development management. The most important scientific and applied issue in the management of enterprise development is the analysis of transformational alternatives and making a management decision on the choice of one or another direction of enterprise development. In this regard, it is relevant to develop an algorithmic model that describes and enables the choice of the direction of enterprise development.

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