**V. A. Vlasenko**

**associate professor of the Management Department, Ph.D. in Economics**

**Higher Educational Institution of Ukoopspilkа «Poltava University of Economics and Trade»**

**PRINCIPLED APPROACH TO THE FORMATION OF THE BASIC ELEMENTS OF ENTERPRISE DEVELOPMENT MANAGEMENT SYSTEM IN THE CONDITIONS OF TRANSFORMATIONAL CHANGES**

Transformational changes that accompany the activities of socio-economic systems of various forms of ownership and spheres of management, lead to the need to develop a holistic management system for their development, adapted to the new conditions of the market environment. In addition, the activities of modern managers should be aimed not only at ensuring the stable operation of the facilities they manage, but also at their further development. That is why the development of applied recommendations for improving the existing management system of enterprise development, harmonization of internal processes in functional subsystems, rationalization of management mechanisms in terms of individual components remains an extremely important scientific problem.

The problem of forming an effective system and process of enterprise development management is especially acute in the conditions of intensification of international and intersectional competition in markets, high prices for energy and raw materials, limited domestic investment resources. In such conditions, the role of managers in providing conditions for the development of enterprises managed by them increases significantly.

Leading scientists have devoted their attention to the processes of formation of enterprise development management system, among which are the following: R. Acoff, I. Adizes, N. V. Afanas’ev, A. A. Belyaev, K. Boulding, A. Chandler, J. Forrester, J. Gharajedaghi, E. N. Goncharenko, A. Kasych, M. O. Kizim, E. M. Korotkov, A. V. Kozachenko, M. L. Linders, L. G. Melnik, Yu. S. Pogorelov, V. S. Ponomarenko, O. V. Raievneva, R. Ricupero, W. Rostow, L. M. Taranyuk, O. M. Tridid, N. V. Vashchenko, V. A. Verba, V. A. Zabrodskiy and others [1-5].

The main purpose of the study is to substantiate the peculiarities of the formation of the basic elements of enterprise development management system in the conditions of market transformations.

The instability of social development and the profound transformation of the economic system of our country caused the restructuring of the entire economic mechanism of enterprises, which is manifested in the change of proportions between the elements, the formation of new and the destruction of old industrial relations, the reassessment of traditional development benchmarks. Successful functioning of the enterprise becomes impossible without a perfectly formed of enterprise development management system.

Scientists rightly point out that the system for management of development at the enterprise is a part of the general management system, which by means of planning, organization, management and control of the processes of development and implementation of innovations ensures the purposefulness and organization of the activity of the personnel for increasing its production potential, increasing its level of use and, as a result, obtaining qualitatively new business results [1, p. 87].

The enterprise development management system is intended to provide capacity building of the organization and increase the level of its use. The object is the transformation process and the processes of its provision [2, p. 301].

The system for management of development at the enterprise has its own structure, i.e. it includes certain elements: 1) the program of analysis of the state of production organization; 2) organization of production preparation; 3) organization of production processes; 4) organization of production infrastructure (Fig. 1).

Figure 1. The basic elements of enterprise development management system

\* Source: Author compiled from data [3, p. 97-98]

According to Fig. 1, it is advisable to dwell on each element in more detail.

1. The program of analysis of the state of production organization. This program helps employees of the enterprise to develop a plan for improving the organization of production. The analysis program contains indicators that reflect the level and efficiency of the production organization and a list of issues that allow you to describe the enterprise as an object of the organization. The first part of the analysis program includes indicators that reflect the effectiveness (efficiency) of production organization; indicators characterizing the degree of implementation of the principles of production organization; indicators of the state of organization of production on subsystems. The second part of the program provides a list of questions through which you can find out and describe the state of production organization.

2. Organization of production preparation. This helps to characterize the system of organization of production preparation adopted at the enterprise, to note its positive sides and shortcomings, to show the degree of centralization of preparatory works. Describe the level of standardization work in the production preparation process. To carry out the analysis of the level of planning of production preparation, availability of standards, provisions that determine the planning procedure. It is necessary to analyze the economic mechanism of the production preparation system, the order of material and moral stimulation of the participants in the creation of new equipment [4, p. 286].

3. Organization of production processes. Characterizes the presence of production lines, sections of group processing, visual-closed shops and sections, gives them characteristics and shows how the negative sides of production are overcome. This helps to analyze the system of technical and organizational maintenance of production, to note its advantages and disadvantages, to characterize the state of rhythm and stability of production.

4. Organization of production infrastructure. This makes is possible to characterize the degree of concentration and centralization of auxiliary and maintenance work. Conduct an analysis of the state of transport and warehousing, organization of equipment repair, tool production and maintenance, production information services. Evaluate the use of advanced forms and methods of work and scientific organization of work in the production infrastructure units [5, p. 171-172].

The author believes that the enterprise development management system should include priorities for long-term social and technical and economic development, preservation and development of investment and research and production potential, implementation of targeted programs and projects, including enterprise restructuring programs.

From the point of view of system methodology the main components of the process of formation of enterprise development management system are diagnostic, process and maintenance. The first, the diagnostic component is a continuous collection of system data. It captures the attention of the whole system as a whole, its subsystems and system processes. The second is action (or intervention) – this component contains all the activities that are being developed to improve organizational functioning. Finally, the process maintenance component includes activities that support and manage the process itself.

We emphasize that the success of the enterprise development management system depends on many different factors, of which the most important is that all the changes that have been made should be for the benefit of the organization. Also, it should be noted that in the process of managing the development of the enterprise two complex problems are solved: elimination of imbalances in deviations from the planned behavior of the enterprise and creating contradictions as a source of its further development.

It should be noted that the process of forming an enterprise development management system includes:

1) determining the composition of the functions that the system should implement;

2) the choice of methods and means of implementation of management functions;

3) determining the composition of bodies (temporary and permanent) that will implement the functions of development management and their relationships;

4) determining the structure of management actions in the implementation of development management functions;

5) allocation of authority and responsibility for the implementation of these management actions;

6) determination of responsibility for managing of management actions and form of control over these activities.

In our opinion, the general management system of enterprise development, in addition to the subject and objects of management, should include elements of the management process (basic management functions – planning, organization, motivation and control, as well as interconnected elements – communication and management decisions) and management mechanisms (organizational, economic, technical, legal, informational, etc.). This will contribute to the formation of an effective system of organizational development at the enterprise, which in the conditions of permanent crisis and intensification of competition in the markets will allow forming adaptive mechanisms for managing transformational changes.

The solution to all these measures should be based on a consciously chosen approach to managing the development of the organization. It is obvious that, depending on the approach taken, the structure and organizational mechanisms of management will be different. If, for example, management is supposed to be carried out on the basis of the participative principle, then it means that collegial bodies involved in decision-making should be created in the governance structure. Target management involves other planning, leadership, and control technologies than non-target, and hence other organizational mechanisms.

Thus, an effective process for management of development at the enterprise is a deliberate, systematic impact of the management subsystem on the managed one through the basic management functions. At the same time, the implementation of an effective system for management of development at the enterprise is of great importance. However, it is necessary to apply a principled approach of during formation the system for management of development at the enterprise. The issues of practical implementation of the system for management of development at the specific enterprise level are required further research in this direction.

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