

11. WAYS TO IMPROVE ENTERPRISE MANAGEMENT

N. Malashenko

National university of food technologies

Modern stage of economic development is characterized by deep changes in all spheres that affect enterprise management system (EMS). EMS must be seen as a dynamic process, because its forms, methods and functions are influenced by many factors: the scale of the enterprise, level of its profitability and competitiveness, etc.

One of the main elements of the general EMS is a choice and constant improvement of its organizational structure. This problem is important and actual at Ukrainian enterprises, as in the transitional period to market relations there is a change in the form of property as well as in the form of organization itself, its management and, respectively, authority, functions, responsibilities of its employees, management especially.

Efficiency of the activity of any enterprise depends on many parameters — degree of the development of production facilities, division and co-operation of labour, implementation of the results of scientific and technical progress, economic resources, forms of motivation and the like, but, firstly, on the degree of integration of all above-mentioned parameters. The point is, that application of one of the factors without any correlation with the other ones does not provide optimal economic development of enterprise — only integrated application of them all is required.

Management, in its direct meaning, is the influence on workers with the aim to achieve objectives of the enterprise and its employees. It is based, on the one hand, on many areas of knowledge, such as an economy and political science, sociology and psychology, engineering disciplines, statistics, and on the other hand it is based on direct generalization of experience of management of different enterprises, organizations and companies accumulated during the whole history of human activity.

After deep analysis of all these data, it is possible to say that to improve enterprise management it is necessary to:

- improve the organizational structure of management, overcome drawbacks and strengthen advantages of EMSs;
- form intellectual capital, develop programs to involve scientists of our country in the development of new technologies.

Taking into account the main objective, the organizational and economic mechanism of management of intellectual capital must include:

- formation of enterprise's intellectual capital management system and ensuring its conformation to existing external and internal environment;
- ensuring effective functioning of intellectual capital;
- recreation of intellectual capital;

- rational use of all types of intellectual capital;
- realization of the stimuli aimed at effective use and recreation of intellectual capital;
- creation of regulatory basis for intellectual capital management with the aim to justify administrative decisions;
- distribution of responsibilities between management structures.

Every organization is a relatively complex technical, economic and social system reflecting its identity and peculiarities. It is possible to describe this system through the definition of the interrelation of its sub-units. Ways of their interrelation characterise the analysed system in a definite way and make it possible to evaluate how effectively it copes with its main objective — to organize harmonical interaction between an object and its environment. An important role in this process is played by organizational structure with the help of which or through which this interaction occurs.

Taking into account the above mentioned concepts, it is possible to identify main ways to improve MES:

- improve MES organizational structure, overcome its drawbacks and enhance its advantages;
- pay special attention to human resource management;
- develop and implement new IT which allows to automate enterprise operation and control.

Науковий керівник Л.Ю. Шапран