

Monitoring must be modern and flexible, focused on solving problems set by the organization, and relevant to them. Continuity of control should be provided by a specially designed system for monitoring the fulfillment (implementation) of works and achieving solutions. For more efficient control sufficiently large number of activities and decisions it is appropriate to use network and band schedules, Gantt charts, matrix schedules, etc. .. [4]

Having considered this issue, we can conclude that one of the main factors of economic growth includes the correct implementation of management's decisions. The main drawback of the decision making system is lack of information and inadequate control over the implementation of decisions.

To solve the problem it is necessary: 1) develop a system of analysis and control of work being performed. 2) to improve the effectiveness of decisions that are made to control at various stages of implementation of decisions. It is also necessary to improve information exchange between managers and subordinates for quick informing them about the outcomes of fulfillment of the decisions.

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## **A NEW CONCEPT OF STRATEGIC MANAGEMENT OF INDUSTRIAL ENTERPRISES IN MARKET ECONOMY**

**Formulation of the problem.** Dramatic changes in the environment that have occurred in Ukraine stimulate the use of new methods of enterprise management planning and analysis of developing creative systems of interacting with suppliers, customers and competitors. Enterprises - manufactures faced in Ukrainian market not only domestic competitors, but also competitors from other countries that are affected by the globalization of business. Opposition to products pressure of such competitors is only possible by using similar methods. Thus, it is necessary to develop and implement a strategy of its own activities in a competitive environment.

**Analysis of research.** Global economic science and practice have accumulated profound experience in strategic management. The general principles and recommen-

dations for conducting business in a complex and uncertain environment as well as tools for making strategic decisions have been developed. Strategic management stands for methodological tool that allows the company to more fully use their potential and successfully overcome the possible crisis.

**Unsolved parts of the problem.** Particularly important is the application of modern management methodology of strategy formation for industrial enterprises, for light industry in particular. For over 20 years of economic reforms, this industry has undergone significant changes and is now in critical condition. First of all it concerns the form of ownership (97.8% of the ownership change), the structure of financial resources, production volumes, features range. Retrospective analysis of the industry shows that within 20 years the light industry has covered a difficult way from a diversified complex, which included 25 sectors, 500 companies with more than 500 thousand jobs, to reduce the share of light industry in total industrial production to 1.6%.

The situation in the field requires the introduction of new management technologies into management practices, and the development of new strategies. It is strategic management that represents the management technology which is able to provide new trends of enterprise development.

**The objectives of the investigation.** To analyze the evolution of strategic management of industrial enterprises and identify the components of enterprise strategy.

**Investigation results.** Reaction to changes in the conditions of the companies' activities that relied on increased production is a new management system that combines the well-known tactical and operational management and a new element - strategic management, with its inherent general and specific features relevant organizational structures, technologies, etc., that create better conditions for business survival in the market environment. Methodological requirements for understanding the strategy of industrial enterprises demand to consider it in the context of the concept of general management. As is known, the core of general management is the need for a clear formulation of objectives of the enterprise and the ability to transform ideas into action through knowledge and energy of workers at all its levels. Previous research has enabled the authors to conclude that for the venture in a difficult external environment to follow a particular purpose and still be flexible, its management system should ensure:

- 1) not only the formation of a common goal, but also the identification common trends of development;
- 2) proper selection of strategies;
- 3) accurate selection of trends and appropriate allocation of resources;
- 4) search for combinations of possibilities provided by the external environment and internal potential;
- 5) the effective use of resources available to the company, shifting them into profitable areas of activity;
- 6) management of external relations.

The leading role in this process is assigned to the strategy formation of industrial enterprise, which is completely dependent on the considered features and situations in which an industrial enterprise. We can, therefore, state that there are as many indi-

vidual strategies, as many businesses exist. However, analysis of trends in modern management paradigms allowed to define new approaches to strategy formation and offer methodological tools to complete this process, which can be used by different companies.

The investigation suggests that the current paradigm of new scientific and technological revolution (STR) is in formation, which will be one of the first STR in the XXI century and drastically affect the look of world civilization. [1] It should be noted that the new STR is global; it is developing simultaneously in many directions and concerns such aspects of industry control:

1. Upgrade of production processes;
2. changes in relationships between people in the production process;
3. changes in organizational structures;
4. reorganization of relations between organizations and the environment.

In the globalized world economy, its reorientation to market of consumers and the rapid development of services of particular relevance will determine the trends observed in industrial production. First of all, it is a rejection of mass production, which was formed in the late XIX - early XX century influenced by F. Taylor's [2] A. Faiola's [3] theories with active participation of such prominent figures as H. Ford (Jr.) [4] and A. Sloane [5]. Instead of mass production a new type of production - "lean production" ("careful" production) is coming. This new type of production fundamentally changes the very purpose of the production process. Here the traditional task of producing a large number of similar products that meet the requirements of technical documentation, among which the customer should select the most suitable for him, is replaced by the task of manufacturing a product that is required by each individual customer, and in the quantities needed, and it is then, when it is necessary. In other words it is a kind of return to a skilled craftsman who produced a desired product specifically for a particular customer. But it is the return of modern technical and technological level, when craftsman becomes a professional and with modern technological facilities and modern equipment provides individually-oriented products. And "artisan" himself isn't single, he works in a team, usually in a large firm.

It should be noted that the term "lean production" is translated differently by experts. But it is clear that the basic principles of this production are:

1. teamwork;
2. constant exchange of information;
3. efficient use and interchange of all resources;
4. continuous innovative improvement.

At the first glance it may seem that the problem is solved with the widespread introduction of the so-called system of "just in time". However, studies show that it is not limited to the organization of production according to the system "just in time". More important is rethinking of logic and technology, which will inevitably lead to changes in the organization's culture.

The new paradigm requires much less investment to achieve an equivalent or even better effect than mass production. Moreover, it is a clear resource saving direc-

tion. This is especially true for the evaluation of further development of industrial production.

The sphere of industrial relations is also undergoing some changes. There is a rejection of the command-administrative structure of relations supervisor - subordinate and the transition to a system of cooperation: "We are together doing one thing." Moreover, specialists in social oriented management note that such change in management relations is due not to rethinking the role of staff in the performance, but to boost pressure of firm competitive market on manufacturer as consumer of qualified human resource, which is becoming simply unbearable for more and more industrial enterprises. Under these conditions, industrial companies simply cannot afford inefficient use of human potential. Again, the slogan: "Specialists decide everything is becoming more urgent." In a situation when the market position is best characterized by the words: "variability under highly competitive conditions" when unprecedented dynamism is required from the organization.

Organizational management structures of industrial enterprises are also currently experiencing notable changes. Many scholars have agreed on the importance of organizational structures in business. But still, for practical managers it is not entirely clear how these structures correlate with the demands of providing high quality products and services. This coming "enlightenment" requires primarily to determine what role the size of enterprises plays. On the one hand, there was always a tendency to strengthen the business because large organizations have more resources, more opportunities to influence others. But small businesses in practice proved to be much more flexible. They do not use bureaucratic technologies and complex decision-making procedures. Combining the advantages of each company's size with its specific activity would allow the creation of "eternal" organizations. The combination of customer orientation involving personnel led to the creation of project management style. Some scholars even talk about "design lifestyle."

It should be noted that the project is always focused on a specific customer and exists as long as there are consumers. Project Manager is a person appointed by senior management of the enterprise, because that person is accountable only to senior management. Hierarchical levels of the organization seem to be vanishing and a clear vertical hierarchical management structure that emerged at the beginning of this century as a result of the process of separation of administrative work is being adapted into a flexible matrix organization. In the middle of the project a project "team" is formed on a competitive basis. This team develops all processes needed to meet the demands of the consumer. Subject to the requirements of the consumer the system of project quality is worked out which is then certified. For the consumer availability of quality system in the project is often a prerequisite for the transaction, as it guarantees stability and timely deliveries of products along with reasonable prices.

It should be emphasized that the most effective means of achieving this result is to improve quality management. It is not just the quality of the product, but also the quality of all processes in general, which include the quality of interaction of the company with the environment, quality of operation and management and the quality of the staff's life. The quality of the processes in the company plays an important role

in restructuring the system of running industry. The quality of the processes, organization, life is a motivator of higher level as compared with a profit.

Changing the conditions of a modern industrial enterprise is characterized by the following features:

1. consumer dictates what, when and in what form he wants to get and at what price;
2. competition in the market because of its globalization is toughening;
3. needs of consumers and the market situation is very changeable.

**Conclusions.** Thus, the strategy of industrial enterprises in a particular aspect is determined by the interaction and confrontation between different forces associated with competitive activities of the enterprise. These aspects can be determined using the strategic management basic rhombus. Basic rhombus includes four primary components of an industrial enterprise: the distribution of activities in time space, allocation and reallocation of strategic resources, the creation or use of human resources, the use environment. Time in strategic management emphasizes the dynamic properties of the strategy and its dependence on the irreversibility of time. Resources indicate that certain types of business strategy can be realized only when it is able to make proper use of available resources. The strategy of industrial enterprises is feasible only in the case when it can properly utilize available resources. The strategy of industrial enterprise must contain a component to determine the level of security in enterprise by adequate resources and to shift resources from areas with low opportunities to areas with high potential.

The third components of the strategic rhombus are people. It is not only the availability and use of human resources in the formation and implementation of strategy. Availability of human resources is only one part of strategic management. Another very important part is considering, understanding and use of peoples individual characteristics, such as flexibility in carrying out their powers, concentration, ability to focus on key factors, observation and support of particular order.

The fourth component - the environment - primarily determines the strategic position of the industrial enterprise and its changes. A key aspect of the environment is its constant instability and mobility that the company must constantly monitor and use in decision making. Weaknesses and strengths of the company, opportunities and threats to the environment are all relative terms, defined by situations and the ability to use them.

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## **СТАН І ТЕНДЕНЦІЇ ЄВРОПЕЙСЬКОГО РИНКУ КРУГЛИХ ЛІСОМАТЕРІАЛІВ В УМОВАХ ВИХОДУ З ЕКОНОМІЧНОЇ КРИЗИ**

Міжнародна торгівля товарами лісосировинного походження формується під впливом економічних, політичних та соціальних тенденцій. Урбанізація населення, розвиток будівництва, а також здатність лісів виконувати важливі рекреаційні та екологічні функції формують потреби в продукції лісової галузі [1].

За останні роки Україна активно займає позиції на європейському ринку лісоматеріалів. В умовах виходу із економічної кризи перед підприємствами лісового сектору економіки України стоїть завдання пошуку ефективних шляхів зміцнення своїх позицій на цьому ринку.

*Метою дослідження є аналіз європейського ринку круглих лісоматеріалів, встановлення основних тенденцій та визначення місця України на ньому. Цей аналіз є актуальним з точки зору формування стратегії поведінки українських підприємств для підвищення ефективності міжнародної торгівлі.*

Згідно з останніми статистичними даними FAO, поданими у “Глобальній оцінці лісових ресурсів 2010 року”, Україна за площею лісів є на восьмому місці серед країн Європи, а її лісистість становить близько 17% [2]. Найбільша частина лісів Європи припадає на Російську Федерацію (РФ), яка має найбільші лісові масиви у світі. Площа її лісів складає майже 810 млн. га, а лісистість – 49%. До країн із найвищою лісистістю належать Фінляндія (73%) і Швеція (69%).

Для з'ясування стану і основних тенденцій європейського ринку круглих лісоматеріалів, а також встановлення місця на ньому України, нами проаналізовано обсяги заготівлі круглого лісу країнами Європи, у яких вони були найбільшими, порівняно з рештою країн (рис. 1). Аналіз засвідчує, що найвищі обсяги заготівлі промислових круглих лісоматеріалів були в РФ у 2007 і 2010 роках (відповідно 162 млн.м<sup>3</sup> та 132 млн.м<sup>3</sup>). Удвічі менше круглої деревини заготовляли Швеція та Німеччина (обсяги заготівлі у 2010 році становили 64,3 млн.м<sup>3</sup> та 45,4 млн.м<sup>3</sup> відповідно). Обсяги заготівлі круглих лісоматеріалів Україною протягом досліджуваного періоду були значно нижчими, зокрема 7,54 млн.м<sup>3</sup> у 2010 році. Слід відзначити, що в період 2007-2009 років в усіх перелічених країнах спостерігалася тенденція на зниження обсягів заготівлі, обумовлена світовою фінансовою кризою. Проте у 2010 році обсяги заготівлі зросли практично до рівня 2008 року.