

## **7. Економічні й організаційні аспекти розвитку підприємств, галузей і регіонів України**

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### **CONTROLLING THE DEVELOPMENT AND IMPLEMENTATION OF MANAGEMENT DECISIONS**

In modern economy, business should be quick to respond to the problems that arise during the production process. Also, of great importance is developing of solutions that provide maximum improvement of the current situation. Development of a company primarily depends on its management. One of the main aspects of administration is control of the production process and implementation of management decisions. In the course of implementation of the decision sudden changes in the atmosphere caused by external factors may happen. They may be unexpected difficulties, mistakes, failures both in the solution and in the organization of its execution. This requires quick reaction and correction of deviations to achieve the desired results.

The aim: Analysis of problems in control over decision-making and giving grounds for ways to overcome them.

Decision making - is the most important process management. An important role in this process is competence. [5] In relatively simple situations, great experience and intuition suggest the right decision, but for solving complex problems not only experience is required, as people can be wrong the control over the decisions that they make is necessary as well as analysis of compliance of the decision with the situation, predicting of its effectiveness and so on.

Each author mentions different numbers of phases and their order. U.Cherschmen identifies six stages: defining the objective, building a model, finding the solution according to the model, the test of solving by the model, the adjustment of the decision, the implementation of the decision. V. Zhuravel describes twelve steps. We will concentrate on the arrangement by M.Meskon and consider five stages of management decision. [1]

The main components of the mechanism of elaborating management solutions are:

- collecting, processing and analyzing information, identifying and clear defining of the problems (inconsistencies, contradictions, distortions), their comprehensive and prompt assessment;
- grounding the impact areas, setting specific goals and objectives, identifying real opportunities for their achievement;
- purposeful working out of alternative solutions, sifting clearly unsustainable once; defining quantitating values that characterize variations depending on the predicted response;

- Comparison of alternatives in terms and selection of the most preferred once;
- studying outcomes and the possible consequences of alternatives;
- selection of the alternative that meets the stated objectives and targets best.[2]

The course of time usually makes the situation changes. If they are significant, the situation could turn so that the criteria for the decision will become invalid. In that case, the decision is to be adopted and implemented while the information and assumptions, on which the decision is based, remain relevant and accurate. Often it's difficult because the time between making the decision and the start of activity is great. Similarly it is necessary to consider the likelihood of the decision being ahead of its time. So control is indispensable during the whole period of development and implementation of its decisions.

Types of control over implementation of solutions can be different. There are following basic types of control of management decisions:

- Preliminary control. This type of control is called preliminary because it is done at the start of work, sometimes during the development of solutions. The main tool of the preliminary control is implementation (not creation, just realization) of certain rules, procedures and policies. Because the rules are worked out for enforcement of plans to enforce them strictly is a way to ensure that the work is being performed in a given direction.

- Current control is carried out directly in the course of work. Its object is often the subordinate workers, and it is traditionally the prerogative of their immediate supervisor. Regular inspection of subordinate's work, discussing the issues and suggestions for improvement of work that arise will avoid deviation from the plans and instructions. If we allow these deviations to develop, they can change into serious difficulties for the entire organization. Current control is not performed literally simultaneously with the execution of the work itself. It is based on measuring the actual results obtained after the work aimed at achieving the desired objectives. In order to carry out current monitoring the administrative apparatus could receive the necessary feedback. Feedback is an exchange of data concerning the results of the operation. The simplest example of feedback is the chief's messages to his subordinates that their work is unsatisfactory, if he sees that they make mistakes.

- Final control consist in the following: the achieved actual results are compared with the desired once or immediately upon completion of the controlled activity, or after a predefined period of time. Although the final control is too late to respond to the problems at the time of their occurrence, however it has two important functions: 1) it provides the management with information necessary for planning if similar work is expected to be held in the future to take the mistakes in to consideration. Comparing actually received and desired results, the management has the opportunity to assess how realistic were the plans they had drawn. 2) It promotes motivation. If the management of the organization associates motivational rewards of reaching a certain level of performance, then, obviously, actually achieved performance is to be measured accurately and objectively. [3]

Solutions, regardless of the results should always end with summarizing.

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.

### *Література*

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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-