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TYPES OF MODERN MANAGEMENT TECHNOLOGIES AND METHODS OF MANAGING THEM AT THE ENTERPRISE

Management technologies are a set of measures of managerial influence and ways to achieve organizational goals, which include: methods and means of collecting and processing information; methods; principles, laws and rights of the organization regarding management; control systems.

Today it is difficult to identify a more important and multifaceted area of activity than management, on which largely depends the efficiency of production or provision of services. The work of enterprises in crisis economic conditions requires a radical change in management methods at all levels of the management hierarchy. In this regard, there is a need to study new approaches and forms of management as a special type of management.

The manager must be ready to perceive modern management problems through the prism of history, which allows us to understand the logic of these problems.

Management technologies have a two-tier structure: goal management technologies and process management technologies.

Objective control technologies determine a set of process control technologies. Therefore, the manager must first determine the specific target management technology, and then use the appropriate set of technological processes as a tool. Targeted management technologies are technologies based on the priority of goals over situations that guide management actions to achieve the goal: the decision should be aimed at changing the situation, rather than eliminating the consequences that hinder¹.

The structure of goal management technology includes: initiative-goal, program-goal and regulatory technologies.

Process technologies include six management technologies: performance-based management; needs and interests management; management taking into account the intensification of staff activities; management in exceptional cases;

1 Berezovsky P., Mikhalyuk N. Organization of forecasting and planning of agro-industrial complex; Tutorial. Lviv: Magnolia Plus, 2004. 443p.

management through constant inspections and instructions; management based on «artificial intelligence»².

Goal management is used in cases when: not all goals of units are justified, there is no possibility to form goals, there are no statistics of the process of achieving goals and objectives, no documentation, analysis of goals and objectives, no business meetings, necessary training goals and objectives.

Initiative-target management technology is based on the issuance of tasks without specifying the resources and methods of their implementation and is designed for initiative and professional performer. It consists in the development by the head of a single comprehensive management goal, as well as a time frame without specifying the mechanism for achieving it.

In this case, the goal may be achieved on time or earlier, or may not be achieved for any reason, and eventually the goal may be achieved beyond the deadline. Technology does not guarantee the achievement of the goal, but leaves a lot of room for subordinate decision-making³.

Targeted management of the program is one of the types of management based on the focus of activities to achieve the goals set by the program. The basis of targeted program management is the development of the target program. Regulatory and managerial technology is the issuance of tasks indicating possible ways and means of their implementation; notification of any resource constraints and approximate timing of their implementation; in strict control of movement to the goal.

Performance management is a process that involves a collaborative planning approach that emphasizes clear and measurable results. It aims to improve the implementation of plans and increase the efficiency, effectiveness and accountability of management. Needs and interests management technology is based on the priority of interpersonal relationships.

The interaction of the leader with the subordinate in the implementation of this technology can take place only if the task meets the needs and interests of both the leader and his subordinate. Needs and interests management technology appears when: there are no plans to create flexible production and management structures, employees know little about the prospects of the company, high staff turnover, managers are often rejected by employees.

2 Berezovsky P., Mikhalyuk N. Organization of forecasting and planning of agro-industrial complex; Tutorial. Lviv: Magnolia Plus, 2004. 443p.

3 Griffin R. Fundamentals of Management: A textbook for students. econ. special Ricky Griffin, Vladimir Yatsura. Lviv: Bak, 2011. 605 p.

Management technology based on systematic control and instructions is used in cases where: insufficient coordination of employees and departments, inefficient qualification requirements for the position, poorly established interaction of departments, inefficiency in the implementation of decisions, lack of operational control over the results. subordinate organizations are divided workers, most of whom are choleric and self-confident.

The technology of «management based on artificial intelligence» is based primarily on proven practices, statistics and modern economic and mathematical methods, implemented in the form of knowledge bases or databases in the context of modern information technology⁴.

The main objectives of the implementation of management technologies are the development, experimental testing and practical application of scientific approaches, principles and methods that ensure sustainable, reliable, promising and effective work (individual) team through the production of competitive goods or services.

This use of management technology can be called social psychology.

Meanwhile, the primary goal of implementing management technology as a practice of effective management is to ensure the profitability of the enterprise through the rational organization of the production process (trade), including production management (trade) and technical and technological development. Management should be based on the human factor with a comprehensive understanding of its manifestations in view of the full range of dynamic interests of the individual. The main methods used in the implementation of management technologies are summarized in table. 1.

Table 1.

**The main methods used in the implementation
of management technologies**

Methods of presentation	Ingredients of use
1	2
Methods of obtaining	interviews, questionnaires, method of sample observations
Methods of analysis	system analysis, scenario creation, network plan method, system of indicators, checklist method, cost analysis
Creative methods	brainstorming, synectics, morphological method
Forecasting methods	Delphi, statistical extrapolation, analogies, cross-sectional analysis, economic models

⁴ Kuzmin O. Fundamentals of Management: Textbook. Oleg Kuzmin, Olga Melnik. Kyiv: Akademvydav, 2013. 414 p.

Continuation of Table 1

1	2
Assessment methods	output analysis, simulation product status analysis, item counting model, template, cost (utility) analysis, profitability calculation, risk analysis, risk and chance calculation.
Methods of decision making	mathematical models, rules of decision-making in case of uncertainty, table of decisions, «decision tree».
Methods of presentation	functional diagrams, partial description of flowing tables
Methods of argumentation	presentations, negotiations

The effectiveness of management technology depends primarily on the accuracy of approaches and methods. Analysis of the theory and practice of implementing management technology at various sites allows to identify the need for scientific approaches (see Table 2):

Table 2.

Scientific approaches to the implementation of management technologies

Name	Summary
1	2
Administrative	The administrative approach regulates the functions, rights, responsibilities, elements of the management system in regulations.
Reproductive	The reproductive approach is focused on the constant renewal of production to meet market needs at lower cost.
Dynamic	With a dynamic approach, the object of control is considered in dialectical development, in causal - investigative relations.
Integration	The integration approach establishes relationships between individual subsystems and elements of the management system, levels, subjects of management.
Quantitative	The essence of the quantitative approach is to use quantitative estimates using mathematical, statistical, engineering calculations, etc.
Complex	An integrated approach takes into account technical, economic, social and other aspects of management.
Marketing	The marketing approach involves the orientation of the control subsystem on the consumer
Normative	The normative approach sets standards in management
Behavioral	Behavioral approach is to help the employee realize their own capabilities.
Process	In the process approach, management is considered as a set of interrelated functions.
Systemic	In the system approach, any system is considered as a set of interconnected elements.
Situational	The situational approach assumes that the application of different management methods is determined by the specific situation.
Functional	The essence of the functional approach is that the need is seen as a set of functions that must be performed to meet it.

Based on this, the main task of implementing management technology is to organize the production of goods and services based on consumer demand based on available resources. The tasks of implementing management technology also include: the transition to the use of highly qualified staff; stimulating employees of the enterprise by creating appropriate criteria and payment system for their work; identification of necessary resources and sources of their supply; development and implementation of business development strategy; determination of specific goals of enterprise development; constant search and development of new markets; Development of a system of measures to achieve this goal; exercising control over the efficiency of the enterprise, over the implementation of tasks⁵.

These approaches should be included in the basic principles of management technology implementation. As world practice shows, the human factor plays a very important role in modern production and implementation of management technologies.

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5 Donchak LG Formation of the internal economic mechanism of the enterprise Agroinkom. - 2012. - № 10-12. - P. 77 - 81.

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SMALL ENTERPRISE AT THE END OF THE TWENTIETH CENTURY

The last decades of the twentieth century are characterized by a sharp increase in the number of small businesses in economically developed countries. As practice shows, each country uses its own set of definitions, which corresponds to its economic system and the peculiarities of business development. According to World Bank experts, there are about 50 definitions of small business. Initially, only quantitative indicators were introduced to characterize it – the number of employees; revenue (turnover); book value of assets, etc. And today they are the most common. The legislation of most countries provides for the use of several similar characteristics, depending on the field of activity of enterprises or other important factors. However, although these criteria are convenient due to their accuracy, being only absolute values, they cannot take into account all the features of small business. In this regard, qualitative characteristics are also used.