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ENTERPRISE MANAGEMENT: FUNCTIONAL ANALYSIS

The relevance of the functional analysis of enterprise management is since its effectiveness allows to achieve not only the goal of activity, but also several urgent socio-economic problems. However, because of constant changes in the business environment, technological and digital transformation, the list of the main functional manifestations of enterprise management, which requires a comprehensive study, is significantly expanding. During the research, it was determined that today enterprise management should be considered as a kind of art that requires managers to constantly study, master new methods and improve practical skills. The classical approach proposed by A. Fayol was used as a basis for the division of enterprise management functions. In accordance with the main management functions inherent to any enterprise, regardless of the field of activity, we assigned planning, organization, motivation, coordination, control and regulation. However, numerous factors caused by transformational changes and the development of new technologies make it possible to expand this list with specific functions of enterprise management. Marketing, financial, personnel management, production, innovation, logistics, information support, and environmental functions were included in such functions.

Keywords: efficiency, general functions, competitiveness, enterprise, specific functions, management, functional analysis.

УПРАВЛІННЯ ПІДПРИЄМСТВОМ: ФУНКЦІОНАЛЬНИЙ АНАЛІЗ

Стаття присвячена проведенню функціонального аналізу управління підприємством. Актуальність такого дослідження обумовлена тим, що ефективне управління підприємством дозволяє досягати не тільки мети його діяльності, але й вирішувати низку нагальних соціально-економічних проблем. Проте внаслідок постійних змін бізнес-середовища, технологічної та цифрової трансформації значно розширюється перелік основних функціональних проявів управління підприємством, що не тільки дозволяє їх поділити на універсальні та специфічні, але й потребує комплексного дослідження. Мета статті полягає у з'ясуванні та характеристиці основних та специфічних функцій управління підприємством, що може стати потужною базою у розробці ефективних управлінських механізмів, використання яких дозволить протистояти викликам сьогодення та забезпечити стійкий розвиток підприємства у динамічному зовнішньому середовищі. В ході дослідження визначено, що в сучасних складних умовах управління підприємством слід розглядати як своєрідне мистецтво, що вимагає від керівників постійного навчання, оволодіння новими методами й удосконалення практичних навичок. При поділі функцій управління підприємством за основу було покладено класичний підхід, запропонований А. Файолем. Відповідно до основних функцій управління, що притаманні будь-якому підприємству в незалежності від сфери діяльності, нами були віднесені планування, організування, мотивація, координація, контроль та регулювання. Але, численні фактори, що обумовлені трансформаційними змінами та розвитком нових технологій, дозволяють розширити даний перелік специфічними функціями управління підприємства, які покликані доповнювати універсальні й спрямовані на адаптацію управлінського процесу до потреб конкретного підприємства в конкретній галузі діяльності. Зокрема до таких функцій було зараховано такі як маркетингова, фінансова, управління персоналом, виробнича, інноваційна, логістична, інформаційного забезпечення, екологічна. Отже, від ефективного виконання як універсальних, так і специфічних функцій управління підприємством залежить досягнення мети діяльності та забезпечення напрямів подальшого зростання, а також його становище в сучасному економічному середовищі, що характеризується високим ступенем мінливості, суперечливості, невизначеності та ризикованості.

Ключові слова: ефективність, загальні функції, конкурентоспроможність, підприємство, специфічні функції, управління, функціональний аналіз.

JEL classification: M10, M12, P12

Formulation of the problem. Enterprises play an extremely important role in the development of the national

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economy, as they contribute to its technological and innovative progress and economic growth. Accordingly, guaranteeing the stability of both the economic system and society depends on their effective functioning. Such principles determine the need to ensure effective management of the development of the enterprise, which will allow to achieve not only the strategic goal of the enterprise, but also help to solve several urgent socio-economic problems. However, the outlined task can be solved based on the proper performance of the main and specific functions of enterprise management, the content and list of which is constantly expanding due to constant changes in the business environment, technological and digital transformation, the growing human capital and the need to ensure environmental and social responsibility, etc. Accordingly, turns out to be relevant of the scientific substantiation of the functional manifestations of the enterprise's activity, which is the basis for the effective implementation of its goals adaptation to the changing internal and external environment. Thus, the expediency of this analysis is due to the need to identify ways to optimize the operation of the enterprise, increase productivity and the efficiency of using available resources.

Analysis of recent research and publications. Determining the functions of enterprise management is one of the important aspects within economic science and management in particular. Despite the long history, which originates from the theoretical developments of representatives of the classical (administrative) school of management, this problem remains relevant due to modern challenges, namely globalization, digitalization changes, the growing importance of human capital and environmental responsibility, changes from consumer advantages. Among domestic researchers who pay attention to the analysis of functional manifestations of enterprise management, we single out Lazeba E. [7], Lysenko O. [10], Frolova T. [4], Yakymchuk T. [10]. Separate questions regarding the management of the development of the enterprise are disclosed in the scientific works of Babchynska O. [2], Yefimova O. [11], Kalyuzhnaya N. [5], Kovalenko N. [6], Sokolovska V. [2].

However, the changing conditions of today, the development of technologies and globalization processes require the continuation of scientific research in this direction.

The purpose of the article is to clarify and characterize the main and specific functions of enterprise management, which can become a powerful basis for the development of effective management mechanisms, the use of which will allow to withstand the challenges of the modern business environment and ensure the sustainable development of the enterprise in a dynamic external environment.

The main results of research. In modern economic conditions, which are characterized by rapid and not always predictable changes, variability, dynamism and a high degree of risk, the management of the development of an enterprise should be considered as a kind of art, which requires from managers or the management apparatus constant training, mastering new methods and improving practical skills, on the basis of which they are able to act effectively and timely in specific economic situations.

Enterprise management is considered as a kind of systematic basis, "necessary for solving multifaceted problems arising in business management" [1], and its main task is quick response to changes, finding and implementing measures that will ensure the sustainability of the enterprise. Analysis of the market situation and needs of a potential circle of consumers, determination of changes in the behavior of the latter become the main, strategically important areas of activity, which are designed to determine the features of functioning in relation to product production, its presentation and sale on the market for the purpose of obtaining profit.

So, management is a specific function of the enterprise, which is implemented by the appropriate system structures, which are divided into managing (forms influence) and managed (feels influence and reacts to it). The specified division is objectively determined, as it reflects the complex nature of activity in any field, the constant increase in the level of mutual influence between processes, and the growth of the social importance of management activity. Therefore, there is a need to coordinate the goals and efforts of individuals, which is achieved on the basis of managing their joint activities. Accordingly, the management system is identified with a systematized set of various means and methods of influencing the management object to achieve a defined goal.

The difficult political and economic situation and the unfolding of a full-scale war on the territory of our country significantly change the vision of the system of managing the development of the enterprise. Since today the latter should be aimed not only at meeting the existing or potential needs of consumers, creating and maintaining competitive advantages and increasing the competitiveness of the enterprise, but first, at the implementation of the policy of "survival" or preserving the viability of the enterprise, as well as ensuring safe working conditions, etc.

The main goal of managing the development of the enterprise is to ensure the effective and efficient operation of the enterprise based on the achievement of the set goals. However, when detailing the main goal of the enterprise's development, it is necessary to comply with certain requirements: first, it must be realistic, achievable and implemented; secondly, its probability is determined by the relevant resources and operating conditions of the enterprise. Within the latter, there should be different goals, which are distributed depending on the priority and the deadline for achievement, namely: strategic goal (long-term), current or tactical goal (for 1-2 years), operational goal (from 1 to 3 months).

Today, the question of distinguishing the main functions of managing the development of the enterprise is extremely debatable, which is due to the use of different approaches and criteria for their evaluation. In particular, for some authors, the position of the management entity is key, for others – the organizational and technological structure. In addition, sometimes management functions are classified by management processes, by structural subdivisions of management, by areas of enterprise activity, by elements of production and economic activity, or by economic categories. In our study, we adhere to the classic approach to

the allocation of general functions of enterprise development management, developed by the famous scientists Henri Fayol and Frederick Taylor [3, p. 36], who took the structure of the management process as the basis for building their model. So, this model of enterprise development management consists of the following main functions, namely (figure 1):

1. planning - the process of setting goals, setting tasks for functioning and development, determining ways to achieve plans, forecasting future trends and directions for further development;

2. organization - creation of the organizational structure of the enterprise and the principles of interaction between individual divisions or employees, the distribution of duties, tasks, powers and responsibilities, the choice of a rational structure for the use of resources;

3. motivation or management – ensuring an effective

system of motivating employees to perform their duties at a high level, increasing their work productivity, as well as facilitating the satisfaction of the needs and interests of the company's personnel;

4. coordination - guaranteeing the coherence of actions between different units of the enterprise and its employees, which is an important basis for achieving the goals of activity;

5. control - tracking the results of the enterprise's activities regarding the implementation of plans and their correlation with the achieved results, which allows analyzing potential deviations and developing a system of corrective measures.

However, to this list, in our opinion, it is appropriate to include another function - regulation, which is aimed at adjusting activities, especially in crisis or risky situations, which will allow to achieve the desired results.

Enterprise management functions	
General	Specific
planning	marketing function
organizing	financial function
motivation	personnel management function
coordination	production function
control	innovative function
regulation	logistic function
	information support function
	ecological function

Fig. 1. Classification of enterprise management functions in modern conditions

Source: systematized by the author

Today, the classic approach to the allocation of enterprise development management functions is somewhat expanded, taking into account the transformational changes in both society and the economy. Most practitioners and scientists tend to single out two large groups of functions in enterprise management: basic (universal) and specific (see Fig. 1). In particular, the first ones are the embodiment of model A. Fayol and F. Taylor and determine the behavior of the enterprise as a specific business entity, characterized by certain types of activities and customs, as well as functioning in a defined regulatory and legislative field. Such functions are closely related in a single general process, which ensures the effectiveness of the management system as a whole. Therefore, we agree with the statement that "the negative implementation of any of the functions will have an unsatisfactory effect on the results of the enterprise as a whole" [4].

Among the reasons determining the allocation of specific functions of enterprise management, we single out the following:

1. systematization of management activities, which helps ensure a clear structure and transparent distribution

of production tasks;

2. flexibility and adaptability of management, which allows you to quickly adapt to rapid changes in equipment and technology, market conditions or regulatory factors, which together can affect the level of sustainability and competitiveness of the enterprise;

3. increasing the efficiency of management, which is achieved on the basis of the division of the management process, which becomes more targeted and effective;

4. optimization of resources, which is due to a more thorough and effective distribution of them and ultimately helps to reduce costs, increase productivity and improve resource management;

5. improvement of the process of coordination and control, as managers of different levels are clearly aware of their duties and areas of responsibility.

Specific management functions are designed to complement universal functions and are aimed at adapting the management process to the needs of a specific enterprise in a specific field of activity, which allows adapting management processes to the unique conditions in which the enterprise operates. Accordingly, such functions are unique

for each type of activity, and their main common feature is related to the fact that they all help to ensure the efficient operation of the enterprise regardless of available resources, industry specifics or properties of the competitive environment. That is, the specific functions of enterprise management, on the one hand, "indicate the direction of influence on any sphere of production activity" [6, p. 72], and, on the other hand, due to the existing production processes of the enterprise itself.

Analyzing various specific functions of enterprise management, we believe that in modern conditions they can be grouped into the following components:

1. marketing function aimed at market research, development of marketing strategies, brand creation, promotion of products or services, as well as demand formation. Such a function is extremely important for maintaining competitive advantages and ensuring compliance of products with the needs of consumers, and in today's conditions, the importance of such activities is constantly growing;

2. the financial function primarily involves the management of financial resources, planning and control of financial flows, attraction of investments, risk management and ensuring financial stability. Effective financial management allows the enterprise to maintain liquidity and fulfill its obligations;

3. the function of personnel management includes, among other things, recruitment, training and development of personnel, management of labor relations, performance evaluation and motivation of employees. thus, such direction involves the establishment of a relationship between a manager and a subordinate, with the order to "direct management actions to the modern formation of human characteristics and to his multi-vector development" [9]. Proper performance of this function allows you to form a qualified, highly interested and loyal team capable of ensuring productivity and achieving set goals;

4. production function responsible for planning, organization and control of production processes, product quality management, effective use of resources and optimization of production. This function is important for enterprises engaged in the production of goods, as it directly affects the cost price and competitiveness of products;

5. innovative function, the importance of which is constantly growing, as it is related to the search for new ideas, management of innovative projects, introduction of new technologies and products. The innovative function allows the enterprise to develop, adapt to changes and gain competitive advantages in the market, especially in conditions of active digital transformation of society;

6. logistics function, which is aimed at optimizing the processes of supply, storage, transportation and distribution of products. Logistics ensures rational use of

resources, cost minimization and quick delivery of products to the final consumer;

7. the function of information support, which ensures the collection, processing and transfer of information for decision-making, ensuring data protection and integrating information technologies into business processes. Management information as information that "serves the processes of production, distribution, exchange and consumption of material and immaterial goods of the business entity and ensures the implementation of measures of an organizational, economic and social nature" [8, p. 69]. Effective information provision for managers to make informed decisions and reduce risks;

8. an ecological function focused on compliance with ecological standards, minimization of the impact on the environment, waste disposal, conservation of resources and a responsible attitude towards nature. It is important for enterprises striving for sustainable development and social responsibility.

We believe that the specific functions of enterprise management are interconnected and designed to complement each other. To ensure overall efficiency and achieve the strategic goals of the enterprise, it is worth paying considerable attention to the coordination of the outlined functions. Thus, the specific functions of enterprise management allow for greater adaptation of the management process to the specifics of enterprise activity, which takes into account the specifics of the market, internal resources, goals, and other factors. Their effective use ensures high productivity, competitiveness and sustainable development of the enterprise.

Conclusions. The conducted analysis allows us to state the importance of enterprise management functions in its functioning, since their effective implementation affects the provision of coordinated execution of business processes, improvement of labor productivity and the ability to adapt to changes in political, economic, social and other conditions that determine the peculiarities of enterprise activity. We consider it expedient to divide the main functions of enterprise management into two large groups, namely general and specific, which allows us to ensure the systematization and structuring of management activities, the flexibility and adaptability of the management process, and to simplify the process of coordination and control.

Thus, the proper performance of both universal and specific functions of managing the development of the enterprise depends on the achievement of the goal of the activity and the provision of directions for further growth, as well as its position in the modern economic environment, which is characterized by a high degree of variability, contradiction, uncertainty and risk.

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