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## **THE ESSENCE OF THE ENTERPRISE MANAGEMENT SYSTEM AND FEATURES OF ITS STRUCTURE**

**Serhii Dolynskiy, Tetiana Kostina, Volodymyr Voskolupov.** *"The essence of the enterprise management system and features of its structure". The studied topic is extremely relevant, as it is aimed at solving the key problems of modern business and contributes to the development of scientifically based approaches to the management of enterprises in the conditions of a changing economic environment.*

*This article is devoted to problematic issues related to the enterprise management system and the study of its features. It was determined that management is a purposeful and constant process of influence of the subject of management on the object of management, this process is aimed at changing the state of the object and/or subjects according to pre-thought-out and developed plans. Control functions and system functions are also considered.*

*The main problems of management during the implementation of the process of adjusting the functioning of the enterprise, which are caused by objective and subjective reasons, are characterized. These*

include constant changes in the economic situation and the obvious aggravation of competition between business entities in the market of resources, the market of finished products and sales markets.

The enterprise management system was studied. It is considered as a set of principles, techniques and mechanisms for processing and passing information, making management decisions, organizing planning, motivating, stimulating and controlling activities. It was determined that the enterprise management system is a management structure, as well as all possible external and internal relationships between its structural elements and their dynamic interaction, which enables the system to adapt to the changing conditions of the external environment and be flexible.

It is considered that the purpose of the management system is the formation of the managed work of the enterprise through the creation and implementation of a set of management influences for the successful functioning of the management object in the changing conditions of the external environment.

It was determined that the important characteristics of the management system are its structure, size and complexity. The management structure is an ordered set of permanently interconnected elements that ensure the functioning and development of the organization as a whole.

It is noted that the management process is implemented through the main functions: planning, organization, motivation and control.

**Keywords:** management, enterprise management, enterprise management system, management structure, organizational structure

**Сергій Долинський, Тетяна Костіна, Володимир Восколупов. «Сутність системи управління підприємством та особливості її структури».** Досліджена тематика є надзвичайно актуальною, оскільки вона спрямована на вирішення ключових проблем сучасного бізнесу та сприяє розвитку науково обґрунтованих підходів до управління підприємствами в умовах мінливого економічного середовища.

Ця стаття присвячена проблемним питанням що стосуються системи управління підприємством та дослідження її особливостей. Визначено, що управління є цілеспрямованим і постійним процесом впливу суб'єкта управління на об'єкт управління, цей процес спрямований на зміну стану об'єкта та / або суб'єктів по наперед продуманим і розробленим планам. Також розглянуто функції управління та функції системи.

Охарактеризовано основні проблеми менеджменту при здійсненні процесу налагодження функціонування підприємства, що викликані об'єктивними та суб'єктивними причинами. До них належать постійні зміни економічної ситуації та очевидне загострення конкуренції між суб'єктами господарювання на ринку ресурсів, ринку готової продукції та збутових ринках.

Досліджено систему управління підприємством. Її розглядають як сукупність принципів, прийомів та механізмів обробки та проходження інформації, прийняття управлінських рішень, організації планування, мотивування, стимулювання та контролю діяльності. Визначено, що система управління підприємством це структура управління, а також усі можливі зовнішні і внутрішні взаємозв'язки між її структурними елементами та їх динамічна взаємодія, що надає можливість системі адаптуватися до змінних умов зовнішнього середовища і бути гнучкою.

Розглянуто, що метою системи управління є формування керованої роботи підприємства шляхом створення і реалізації сукупності управлінських впливів для успішного функціонування об'єкта управління в мінливих умовах зовнішнього середовища.

Визначено, що важливими характеристиками системи управління є її структура, розмір і складність. Структура управління це упорядкована сукупність стійко взаємопов'язаних елементів, що забезпечують функціонування і розвиток організації як єдиного цілого.



*Зазначено, що процес управління реалізується через основні функції: планування, організації, мотивації і контролю.*

**Ключові слова:** управління, управління підприємством, система управління підприємством, структура управління, організаційна структура.

**Introduction.** In today's business environment, competition is becoming increasingly fierce. Enterprises with effective management systems can respond more quickly to market changes, make more informed decisions, and achieve their strategic goals. A well-organized management system ensures the optimal use of all types of human resources, financial, and material. This is particularly important in conditions of limited resources and the need for their rational allocation. Technological advancements require businesses to continuously update and adapt their management systems. Understanding the structure and functioning of management systems allows for the integration of cutting-edge technologies that enhance domestic efficiency and competitiveness.

**Analysis of recent research and publications.** During the study of current aspects of the enterprise management system and its structure, the works of famous domestic scientists in this field were analyzed, such as: D. Babich, O. Boltak, V. Danylko, Yu. Kabakov, Yu. Lysetsky, G. Seleznyova, I. Simenko, Ya. Velichko, and others.

**The objective of this article** is to thoroughly explore the concept of enterprise management systems and the distinct features of their structure.

**Presentation of the main results.** The operation of modern enterprises in conditions of intense competition requires the optimization of management decisions regarding principles and mechanisms of planning and forecasting, as well as providing businesses with various forms of incentives for the effective use of all resources. The effectiveness of any business structure depends on an optimized enterprise structure and the creation of a resource management system.

Management is a purposeful, ongoing process where the management subject influences the management object, aiming to change the state of the object and/or subjects (including themselves) according to pre-conceived and developed plans. This concept is also viewed as the activity of directing an objective process towards a subjectively chosen goal. The foundation of any management always includes expediency [7].

When studying and analyzing any system, including a management system, it is essential to clearly distinguish its two main characteristics function and goal.

The function of a system is a characteristic that defines the change of system states, the set of all possible system states, determined by the number of its elements, their diversity, and interconnections.

The management function is a specific type of management activity, concrete forms of managerial influence on the system's activities, which determine and define the content of business relationships.

The goal of a system is a specific (desired, externally set, or internally established) state of its outputs (results), that is, a certain value or set of values of the system's function.

The goal of the production process (or service provision process) at an enterprise is the optimal production of a specified range of products (or services) with the most rational use of limited technological resources and progressive methods of production organization [4].

The main management issues in establishing the enterprise's operations are caused by objective and subjective reasons. These include constant changes in the economic situation and the evident intensification of competition among economic entities in the resource market, finished goods market, and sales markets. Fundamental knowledge about the



enterprise management system enables timely and appropriate management decisions that help achieve the company's primary goals.

In a market economy, management includes a set of management mechanisms aimed at formulating and implementing a complex of measures that ensure the necessary conditions for the effective operation, viability, and continuous functioning of the enterprise.

Technical, organizational, and economic measures are designed to synchronize and coordinate the work of all structural elements of a business organization at all levels to achieve the goal.

The enterprise management system is viewed as a set of principles, techniques, and mechanisms for processing and passing information, making management decisions, organizing planning, motivating, stimulating, and controlling activities.

In modern conditions, the enterprise management system is a management structure that includes all possible external and internal connections between its structural elements and their dynamic interaction, enabling the system to adapt to changing external conditions and remain flexible.

The basis of the enterprise management system includes:

- description of business processes and activities carried out in the implementation of the enterprise's policy;
- definition of the sequence, interrelationship, and interaction between business processes;
- creation of methods for implementing processes within the enterprise;
- selection of necessary resources and their description;
- determination of criteria for evaluating and monitoring process efficiency [3].

At the same time, it is worth noting the social aspect of the enterprise management system. This system can be seen as an

organized set of interactions between individuals and groups that form a cohesive whole. Since management is primarily focused on personnel, the professional, socio-psychological, and spiritual aspects of people's activities shape the social orientation of the enterprise management system.

The goal of the management system is to establish controlled operations of the enterprise by creating and implementing a set of management influences for the successful functioning of the managed object in changing external conditions. The management subject consists of structurally defined associations of people and leaders at the personal level who carry out management activities and have the authority to do so. The management object comprises individuals or groups of people targeted by the organized, systematic, and planned actions of the management subject.

The management system can be viewed as a combination of two subsystems: the managed and the managing. An effective management system is built on the following principles:

- hierarchy distribution of management functions vertically;
- complexity consideration of all interactions, influences, and connections between system elements;
- economy the principle that the system should expend the least resources while achieving maximum efficiency;
- timeliness making management decisions promptly and in accordance with changes and trends in the external environment;
- optimality – the balance of management functions within the system should be harmonious, coordinated, and without duplication;
- scientific basis – measures should be developed based on scientifically substantiated facts, utilizing modern scientific achievements;
- autonomy – each element of the management system should be ensured rational autonomy in its work;

- transparency and clarity – adherence to the conceptual unity of system elements;
- flexibility (adaptability) – the system's ability to adapt to changing operating conditions;
- continuity – focusing the enterprise's operations on long-term and uninterrupted functioning [7].

The principles of building an enterprise management system must be applied in interaction with each other and depending on the operating conditions. Important characteristics of the management system include its structure, size, and complexity.

The management structure is an organized set of stable, interconnected elements that ensure the functioning and development of the organization as a whole. The organizational structure of the management apparatus is a form of labor division in managing the organization.

Each division and staffing unit in the enterprise is created to perform a specific set of management functions or tasks, endowed with certain rights to distribute resources, and responsible for the execution of the functions assigned to the division.

The organizational structure regulates the distribution of tasks among divisions, depending on their competence in solving specific problems, and coordinates the overall interaction of these elements.

Within organizational structures, the entire management process takes place, along with the flow of information involving managers at all levels [8].

The size of the system is characterized by the number of its elements and the connections between them, while complexity is defined by the diversity, heterogeneity of the properties of the elements, and the peculiarities of the connections between them.

Any management process has the following distinctive features:

- the necessity to create and operate a complete (self-sufficient) system;
- a targeted influence on the system, resulting in achieving orderliness of

relationships and connections capable of performing the assigned tasks;

- the presence of a subject and object of management as direct participants in the management process;
- information as the main link between management participants;
- the presence of a hierarchy in the management structure (elements, subsystems, systems, regions, etc.);
- the use of various forms of subordination of the management object to the management subject, within which different techniques, forms, methods, and means of management are employed [1].

The management process is implemented through the main functions: planning, organizing, motivating, and controlling.

1. Planning. This function involves defining the goals of the enterprise (organization), the means, and the most effective methods for achieving them. An important element of this function is the forecasts of possible development directions and strategic plans. At this stage, the enterprise must determine what real results it can achieve, assess its strengths and weaknesses, as well as the state of the external environment (economic conditions in the country, legal conditions, positions of trade unions, actions of competing organizations, consumer preferences, public opinions, technological developments, etc.).

2. Organization. This management function forms the structure of the organization and provides it with everything necessary (personnel, means of production, financial resources, materials, etc.). At this stage, conditions are created for achieving the organization's goals. Proper organization of the work of personnel allows for more effective results.

3. Motivation. This is the process of encouraging people to engage in activities to achieve the organization's goals. In fulfilling this function, a manager provides material and moral incentives for employees and creates the most favorable conditions for their

abilities and professional growth. With good motivation, the staff performs their duties in accordance with the organization's goals and plans. The motivation process involves creating opportunities for employees to satisfy their needs while performing their duties properly. Before motivating staff for more efficient work, a manager must identify the real needs of their employees.

4. Control. This management function involves evaluating and analyzing the effectiveness of the organization's performance. Through control, the level of goal achievement by the enterprise is assessed, and necessary adjustments to planned actions are made. The control process includes setting standards, measuring achieved results, comparing these results with planned ones, and, if necessary, revising initial goals. Control unites all management functions, allowing the organization to maintain proper operational settings and timely correct incorrect decisions.

The enterprise management system can be broadly presented as a set of principles and mechanisms for decision-making, information processing, planning, and a system of motivation and material incentives, representing the real implementation of managerial relationships. The enterprise

management system is based on three main components:

- information support for decision-making and implementation processes;
- a set of typical business procedures for solving assigned tasks;
- a personnel motivation system [2].

The enterprise management system is a complex aggregation of processes and phenomena, which can be improved with varying degrees of detail.

Its real economic, organizational, and psychological effectiveness depends on the methodology and timing of implementation, as well as the intuition and professional training of the manager.

Considering a broader set of elements within the enterprise management system, four subsystems can be identified: methodology, structure, process, and management techniques (Fig. 1.) [5].

Management methodology includes goals, tasks, principles, laws and regularities, functions, and management methods.

The management process involves the communication system, management technology (development and implementation of management decisions), and information support [5].

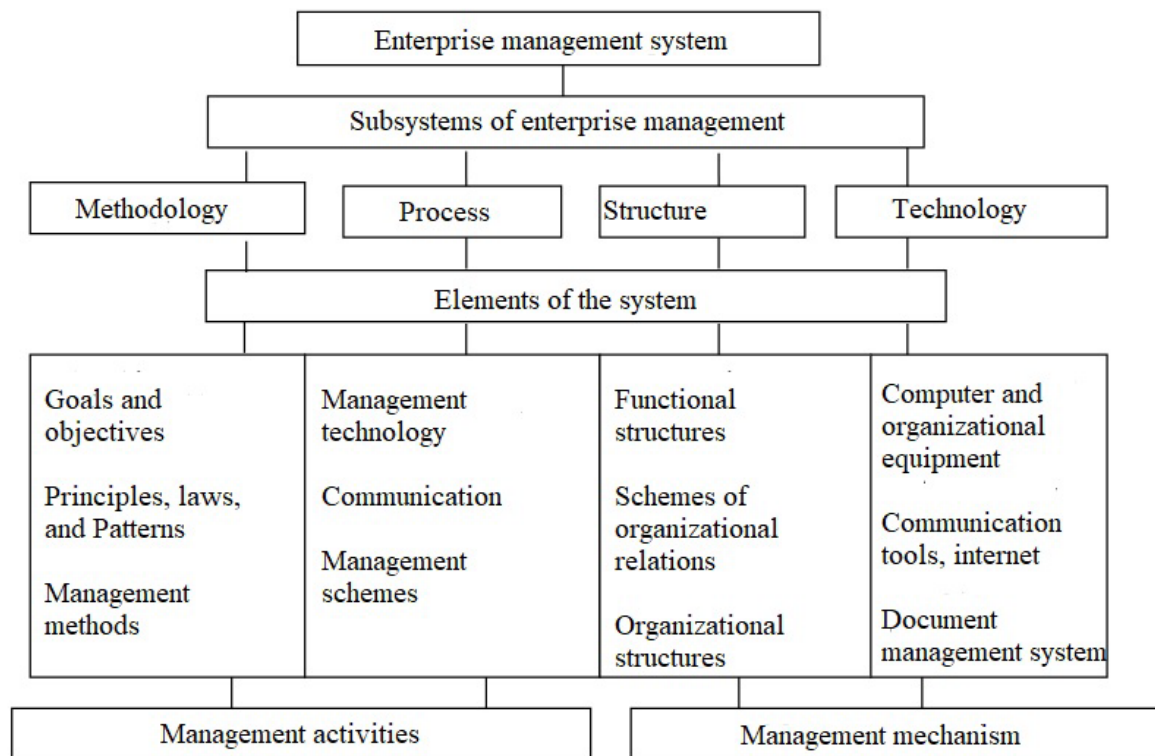


Figure 1 – Components of the enterprise management system

The management structure includes the functional and organizational structures, the scheme of organizational relationships, specific interaction schemes of higher management bodies, and the personnel structure.

Management techniques include computer and organizational technology, communication networks (internal or external, Internet), and the document circulation system.

In turn, the methodology and management process form managerial activities, while the structure and management techniques form the management mechanism. The state of the elements of the enterprise management system directly impacts its overall efficiency.

The components of the enterprise management system manifest through certain characteristics (Table 1.) [6].

Table 1 - Components of the enterprise management system and their characteristics

| Components of the management system | Characteristics of the management system components   |
|-------------------------------------|---|
| 1                                   | 2   |
| Management personnel                | <ul style="list-style-type: none"> <li>— required number of managers;</li> <li>— relevant qualification levels of managers;</li> <li>— alignment of professional training with the positions held;</li> <li>— rapid adaptation of staff to changes;</li> <li>— creative approach to task execution;</li> <li>— willingness to take calculated risks.</li> </ul> |
| Management methods                  | <ul style="list-style-type: none"> <li>— level of influence managers have on employee interests;</li> <li>— alignment with the goals and objectives of the organization;</li> <li>— impact on final outcomes of activities.</li> </ul>  |

End of table 1

| 1                                    | 2  |
|--------------------------------------|--|
| Structural and functional support    | <ul style="list-style-type: none"> <li>— composition of management functions and their optimal distribution;</li> <li>— separation of management functions within each department;</li> <li>— degree of rigidity and flexibility in function distribution;</li> <li>— effectiveness of interfunctional connections.</li> </ul> |
| Information support                  | <ul style="list-style-type: none"> <li>— availability, accuracy, and completeness of necessary information;</li> <li>— timeliness of information receipt;</li> <li>— relevance of information to the issues at hand.</li> </ul>  |
| Management technology and techniques | <ul style="list-style-type: none"> <li>— degree of provision with organizational and computer equipment;</li> <li>— availability of technical documentation for management;</li> <li>— level of computerization in management activities.</li> </ul>   |

Source: base on [6].

The comprehensive interaction of all the defined components ensures the efficient and productive functioning of the enterprise management system.

**Conclusions.** Thus, the study of the enterprise management system and its structure allows for the development of effective management solutions that contribute to the sustainable development of enterprises in the conditions of the modern economy. This research has practical value for managers and management professionals in helping them adapt to change and ensure the long-term success of their enterprises.

The enterprise management system is a management structure, as well as all possible external and internal relationships between its structural elements and their dynamic interaction, which enables the system to adapt to the changing conditions of the external environment and be flexible.

Summarizing the structure of the enterprise management system, its main four

subsystems can be distinguished. It includes methodology, structure, process and management techniques.

The management system of the enterprise and the features of its structure are key factors in the successful functioning and development of the enterprise in the conditions of the modern economy. In the conditions of fierce competition, rapid technological changes and globalization, an effective management system allows enterprises to remain competitive, adaptive and flexible. It is important to ensure the integration of all management functions planning, organization, motivation and control, as well as the use of modern management methods and technologies. The human factor, information support, structure and technical support play an important role in achieving the company's goals. Thus, the optimization of management processes and structures is a necessary condition for ensuring sustainable and effective development of the enterprise.

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