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## **CHARACTERISTICS OF ELEMENTS OF THE SYSTEM OF MANAGEMENT OF THE ENTERPRISE RESOURCE CONSERVATION DEVELOPMENT**

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Modern world, which is constantly being globalized, has faced the problem

of resource insufficiency resulting from the constant growth of human population under the depletion of natural resources. Therefore, for the continued existence and development, modern society must adhere to the policy of rational consumption of resources and increase the efficiency of its activities.

Effective development is one of the main factors in gaining the competitive advantages by the enterprises operating under the conditions of uncertainty and environment variability. At the same time, the principle of ratio of expended effort to the result obtained is important, when each business entity aspires to obtain with minimal efforts optimal changes aimed at achieving the goal and implementing the strategy of the entire enterprise.

In production, above all, changes should relate to control systems. To organize effective production, it is necessary to introduce innovative technologies and tools, motivate all participants in the process to produce a strong common performance. One of the means for improving the efficiency and rationality of activities is the introduction of a system for managing resource conservation development of the enterprise.

The problems of managing the enterprise resource conservation development have been studied by the contemporary domestic and foreign experts, namely M.Karpunina, T.Petrushka, N.Herasimchuk, Yu.Dziadkevich, I.Vovk, S.Hutkevich, S.Yerokhin, I.Ippolitova, I.Sotnik, V.Shcherbak, O.Pohaydak, L.Kulik, D. Medouz, Y. Randers and others.

In accordance with the basic principles of the science of management, the main elements of a management system are the purpose, object and subject, principles, methods and functions of management. In addition, special attention in the study of the enterprise management system should be paid to the examination of the management mechanism and process. The system of management of the enterprise resource conservation development (RCD) is a set of interrelated elements that function in time as a whole in order to increase the efficiency of the enterprise resources use and the entire operation of the business entity in general (fig. 1).

The necessity for managing the enterprise RSD is determined by the following factors:

- globalization of the economy. Today, resources are considered not only in the context of individual countries, they are part of a single world resource. That is why Ukrainian enterprises should be involved in the formulation of an agreed strategy for improving the resource use efficiency;
- limited resources. The operation of the enterprises in Ukraine and in the world takes place under conditions of limited resources. The shortage of resources with the simultaneous growth of social needs leads to crisis phenomena in the country's economy.
- an increase in the use of resource saving technologies in Ukraine and worldwide. If an enterprise does not start to develop resource conservation, it risks losing its competitiveness;

- scientific and technological advances. Due to the scientific and technological advances, enterprises have the opportunity to move to an intensive resource conservation type of the economic growth, based on reducing the capital and material intensity of products, enhancing productivity, improving technical and economic indicators and product quality while reducing costs.

- owing to an increase in prices for resources, which is the reason for the increasing costs of the enterprise, there arises a need for saving and rational use of resources. The rising costs of resources determine the appropriateness of providing management of the enterprise resource conservation development, stimulating management decisions making in favor of implementation of the enterprise RCD management system;

- deterioration of the ecological situation in the world and state control of human impacts on the environment;

- reduction of incomes of the population, which leads to a decline in the purchasing power. Consequently, enterprises are forced to change their pricing policies by reducing the product costs. One of the ways to reduce the cost of production is resource conservation [1].

The purpose of the enterprise RCD management is to increase the efficiency of the business entity operation by reducing the resource intensity of production and human impacts on the environment by using modern advances in science and technology.

It should be noted that the enterprise RCD management should reflect the interrelationship between the overall production strategy and the enterprise RCD strategy. The goal of the strategy of the enterprise resource conservation development can be considered Optimization of expenses aimed at ensuring the security of the country, ecosystems, and society, as well as increasing the competitiveness of the enterprise.

The enterprise RCD management should be aimed at accomplishing the following tasks:

- reducing the cost of resources for production through the use of new equipment and technology;

- taking effective measures to provide the rational use of productive resources;

- replacing primary resources by secondary ones;

- introducing and using technologies for processing production and consumption waste;

- pursuing an effective innovation policy [2].

Thus, the enterprise RCD management results in increasing the output while reducing the cost of material resources, lowering the cost of production, boosting profit of enterprises in the industry, increasing investment in the introduction of resource conservation technologies, and improving the environmental situation. Resource conservation significantly affects the efficiency of production, which manifests itself in reducing the resource intensity of products with the growth of

enterprise profits in the long run [3].

The object of the enterprise RCD management is the enterprise resources, resource-saving technologies and the process of managing the resources of the enterprise.

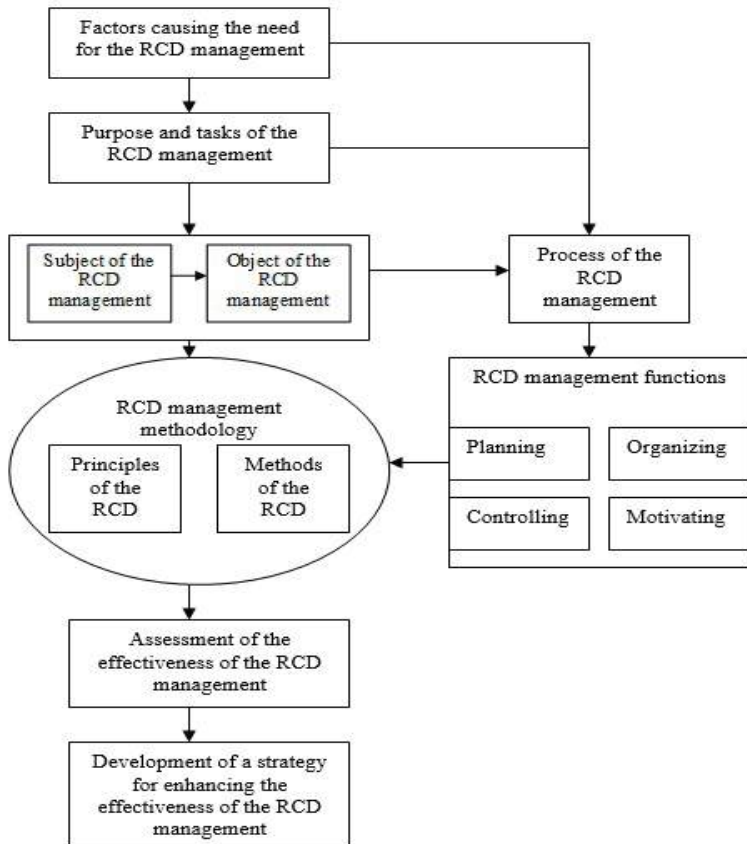


Fig. 1 – Elements of the system of management of the enterprise RCD

The subjects of the enterprise RCD management are a certain number of people belonging to the coordinated system of enterprise management and involved in making and implementing management decisions in the field of personnel management, production, innovation, financial, information activities.

The enterprise RCD management subjects include:

- owners of the enterprise;
- senior management of the enterprise;

- managers of consulting firms recruited to the enterprise for the development and implementation of resource conservation strategies;
- state and departmental administrative structures and bodies whose powers are determined by the relevant normative documents;
- the staff of the enterprise.

The methodological basis for the RCD management is the conceptual framework of modern economic and managerial theory, in particular the key provisions of resource logistics, modern management paradigm, as well as the basic principles and applied tools developed in the framework of modern managerial approaches [4, p. 44]. The methodology of the enterprise RCD management is a description of actions characterizing the ways and means of achieving the above goals.

The principles of resource conservation management are the following:

- the principle of purposefulness - the resource conservation development of the enterprise should correspond to the goals of the corporate, industrial and competitive strategy;
- the principle of scientific substantiation of the choice of the RCD management methods, which contribute to improving the efficiency of management systems;
- the principle of integration which means that all managerial decisions are interrelated and each of them has an impact on the final result of the enterprise RCD management;
- the principle of systemicity which takes into account the existing interconnections in the management system, and makes it possible to take into account all factors and develop a sequence of actions aimed at achieving the goals;
- the principle of continuity implies the need for the enterprise permanent RCD management;
- the principle of consistency which means that the enterprise maintains a certain sequence of operations with its elements in the process of managing the RCD;
- the principle of unity implies that any management decision is to comply with the logic, principles and methods of managing the enterprise RCD;
- the principle of being multivariate implies the availability of alternative options for the accomplishment of tasks;
- the principle of flexibility is the ability to adapt to internal and external changes by adjusting the directions of activities.

To date, there is no universal management method, including the enterprise RCD management. The efficiency of the enterprise RCD management depends on the correct choice of management methods. The essence of the RCD is realized through the enterprise RCD management methods.

While managing the RCD, it is advisable for the enterprise to use the method of system analysis, target tree, mathematical programming, quantification, forecasting, graphical method, analysis and synthesis, induction and deduction, as well as the methods for managing the functional subsystems of the enterprise, which are part of the organizational structure of the enterprise. Quality control, functional and cost

analysis, factor analysis, cost accounting, operations research, programming are among the most common methods for managing the functional systems used in the enterprise RCD management.

The fulfillment of the general management functions of the enterprise RCD makes a cycle of influence of the managing subsystem (subject of management) on the managed subsystem (object of management) or the process of the enterprise RCD management. Planning and motivating the RCD of the enterprise, as well as organizing and controlling are carried out through direct communication between the subject and the object of the enterprise RCD management. And the assessment, analysis and monitoring of resource conservation are carried out through feedback, namely, by determining the actual indicators of resource conservation, the efficiency of the enterprise RCD and the use of resources; comparison of actual indicators of resource conservation with the normative ones; analysis of detected deviations; identifying the reasons for unsatisfactory state of resource conservation at the enterprise. The process of the RCD management is implemented through its organization. Specific functions of the RCD management disclose the contents of the RCD management process and should ensure the achievement of the enterprise RCD goals [5].

Planning of the enterprise RCD involves formulating a strategy for achieving the set goals and objectives, developing programs, and making plans for the implementation of individual RCD management measures, aimed at achieving the goal of the enterprise RCD management. The organization ensures practical implementation of the adopted plans and programs. To this end, it is necessary to document the adoption of the plan in the form of an order, provide staff familiarization with it, and bring specific tasks to their doers. In the framework of this function, the issues of distribution, creation of conditions for the implementation of the planned schedule of individual events are addressed. Motivation combines material interests with moral regulators of the subjects of the enterprise RCD management. Monitoring in the process of the RCD management ensures supervision and verification of compliance of the achieved RCD level with the requirements, and involves the development of standards in the form of a certain system of quantitative indicators that allow the timely response to changes in the implementation of individual measures and make necessary adjustments to management decisions [4].

Realization of the general and specific functions of the enterprise RCD management is impossible without fulfilling support functions contributing to their implementation. This group of functions includes methodological support, information and technical support, organizational support, staffing and ensuring coherence in the management system of the enterprise RCD [5].

When developing a strategy for the implementation and improvement of the enterprise RCD, it is necessary to select from the whole set of the problems that most closely reflect the link between business strategy and effective policy of resource management and resource conservation.

Thus, the enterprise RCD management system built on the above principles can only be effective if one considers and ensures the unity of the goal, functioning of all components, and the process of internal and external policy of the enterprise, the system of motivation that is capable of getting all doers interested in increasing the efficiency of the enterprise RCD, the use of modern technical and technological basis of management capable of providing the RCD of the enterprise.

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## **SCIENTIFIC AND THEORETICAL BASES OF ELABORATION OF MECHANISM OF DEVELOPMENT OF INDUSTRIAL ENTERPRISE**

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The necessity of taking into account of the modern state of productive sphere, terms of market her progress trends is required to the revision of principles of forming of strategy of development of industrial enterprises. The table of contents of existent principles of strategic development must be specified taking into account the educed features of functioning of industries of industry on the modern stage, and also forms of their display. Generalization of existent principles of strategic development and analysis of market tendencies of industrial enterprises allowed to define basic principles of forming of strategy of development of industrial enterprises,