

## TASKS' MATRIX OF MANAGEMENT OF SOCIAL DEVELOPMENT OF THE ENTERPRISE

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In modern conditions, a significant number of enterprises in Ukraine is characterized by the presence of a management mechanism formed and intended to operate in a stable economy, the main task of which is the transfer of obtained from above tasks and organization of work on their implementation. In other words, there are mechanisms of control not able to respond adequately to the dynamic changes of the market environment.

According to some authors, the main reasons for the lack of science-based development strategy and the application of outdated management methods are: "... the discrepancy between the legal (organizational-legal) form of the enterprise and management structure, inadequate of organizational structure of ownership" [2]. These issues are extremely important, but they do not characterize the whole complex of management problems. Analysis of works [1; 3] allowed to identify several problems, among them: the lack of managers with appropriate qualifications; lack of methods of import of new technological techniques; lack of focus on the

formation and use of intellectual capital of enterprises; an extremely low level of corporate culture. In addition to these system-wide, directly connected with social development the following issues: the lack of analysis and consideration of changes in the social environment; the mechanistic approach to management; lack of information on the status of the labour force; the emergence of scarce categories of employees; the lack of specialists in the field of strategic management.

The abovementioned issues indicate the impossibility of mechanistic transfer of the management mechanism and the control system as a whole, which were used in a stable (planned) economy, in a dynamic market. Therefore, it is necessary to determine the goals, objectives, to identify the elements of the control mechanism, the deployment sequence of the stages of the control mechanism in time and its specificity in the implementation in social management..

Quite a complete analysis of existing definitions of the management mechanism presented in [2], defined as "amount

of forms, structures, methods and means of management, united by a common goal, through which the implementation and coordination of social, group and private interests, provided the functioning and development of the enterprise as a socio-economic system.”

The operation of the control mechanism is based on the use of economic laws for the resolution of problems arising in the process of managing contradictions. An essential part of the most acute contradictions are due to the existence of a conflict of interest, a large proportion of which is connected with the realization of property. So, in the mechanism of management of social development of collective of the enterprise should be incorporated ways of finding forms of permission or removal of such contradictions.

Undoubtedly, the management mechanism should have a strategic orientation. It ensures the functioning and development of the enterprise in accordance with the overall development strategy of the enterprise. Features of functioning management mechanism at the present stage will be largely due to the influence of factors of external environment, internal capabilities. Constructive also seems to be the opinion of those authors who believe that the analysis of the impact of the above factors should be made considering the time factor. In other words, the functioning of the management mechanism of social development of the enterprise's collective will have specific features at different stages of the life cycle of the enterprise.

The most widespread in the literature were six definitions of the management

mechanism, which reveal various aspects of this phenomenon.

The organizational mechanism is represented as a set of specific mechanisms that provide effective activity in the interests of owners as of production and economic and social systems. Structural mechanism allows to determine the composition and characteristics of factors of production and production process by forming a system of objectives and setting priorities to achieve them [4].

The mechanism of organization management is necessary for the empowerment of the impact control mechanism for all aspects of the enterprise's activities (organization for strategic, tactical and operational management, as well as the mechanisms of industrial democracy). On the basis of this type of management mechanisms highlighted, the mechanism of corporate management.

Organizational-technical and organizational-administrative mechanisms are designed to ensure the rhythm, efficiency of the use of resources.

The information mechanism is aimed at using information as a specific resource that influences on the movement of factors of production and the development of the enterprise as a whole. Obviously, the management mechanism does not cover the whole management system, but is only part of it – the management mechanism can not function without an appropriate management organization.

As noted above, the management mechanism should have a strategic orientation. However, many authors do not

raise the question of social development as a strategic goal, but the strategic decisions are associated with the search and realization of new directions of development.

Under such conditions one of the main tasks of the management mechanism is the definition of strategic goals. Such strategic goals of social development of the collective are: development of social sphere, diversified development of employees of the enterprise and improvement of forms and systems of payment of employees' participation.

Based on the selected objectives, it is necessary to form an organizational variant of the strategy of social development management. However, the internal structure of the social development system of the collective appears to be a complex, multidimensional phenomenon, the realization of which functions are concentrated between a large number of functional departments of enterprises, therefore, it is advisable to form substrategies (functional strategies of the collective's social development) for the development of the social sphere, development of employees and the development of forms and systems of remuneration.

The need for action to transfer the object of management to another state is the "task of management". The necessity of implementation a control action taking into account external influences and internal capabilities, leads to the separation of the management's formulated tasks to tasks of interaction with the external environment, the management of internal resources and integrated (synthetic) tasks.

The mechanism of management of social development of the collective should provide a consistent phased implementation of actions. These stages are: the analysis of factors external and internal environment; defining the strategic goals; the choice of substrategy; setting objectives; implementing substrategy; monitoring, control, making adjustments.

Discussion of formation of task control mechanism, will provide a list of the main tasks in the matrix form in accordance with the kinds of resources and management phases. As above mentioned, each enterprise should define the tasks of management of social development taking into account the time factor, i.e. the contents of specific tasks will be different at different stages of the enterprise's life cycle. The basic list of the main tasks of the mechanism of management of social development of collective of the enterprise requires a more detailed study taking into account the operation of a particular company.

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