

UDC 658.8:339.138

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**PATTERNS OF THE ENTERPRISE'S ORGANIZATIONAL
TRANSFORMATIONS UNDER INCREASING MARKET
ENVIRONMENT VOLATILITY CONDITIONS**

An enterprise, a socio-economic organization, is a dynamic entity. It's an association of individuals who, guided by certain principles and rules, engage in collective activity to achieve common goals. The organizational nature of an enterprise is a result of the orderliness among a collection of individuals, objects, and processes that form its internal environment. These elements interact, giving rise to new integrative characteristics that were not inherent to them individually. These integrative characteristics, cohesiveness, and emergent properties, are the driving forces that propel the enterprise towards development in directions that are not predetermined.

The principal factors granting economic organizations (enterprises) with a systemic character, which refers to the organization's ability to function as a unified whole, include: the presence of a common purpose for the existence of the entire constellation of organizational components; the subordination of the specific goals of each component's activities to the general purpose of its existence as a system, along with each element's awareness of its tasks and understanding of the overall goal; the execution of specific functions by each component, the composition and content of which are dictated by clearly defined tasks; the existence of hierarchical and coordination relationships between system components; and the presence of feedback between the controlling and controlled subsystems within the organization (between the management system and the object of management in the management system).

The synergistic effect, a crucial concept that emerges from organized collective activity, is the comprehensive expression of an enterprise's integrative characteristics. In its most general form, the magnitude of the synergistic effect is a key determinant, showcasing the difference between the results achieved by the joint functioning of subsystems comprising the enterprise and the sum of the results that each of these subsystems could have achieved without appropriate coordination and combined efforts.

One of the most intriguing features of an economic organization, and particularly the internal structure of an enterprise, is its dynamic nature. The diverse relationships between the components and elements of the enterprise's structure are in a constant state of flux, further complicated by the continuous emergence of quantitative, structural, and qualitative changes within its internal environment. These changes collectively steer the direction of the production system's development, underscoring the need for continuous adaptation within the enterprise.

Therefore, as key players in the process, your role in implementing organizational and structural changes is crucial. Specifically, you will be responsible for specific tasks or areas of focus. This role must meet the following essential requirements:

organizational and structural changes are a managerial process involving the justification and implementation of decisions related to altering the composition and properties of the elements within the enterprise's internal environment and the nature of their relationships;

the necessity for structural changes must be associated with overcoming internal contradictions (actual or potential) among the elements of the enterprise's internal environment. These contradictions will inevitably hurt the ability to achieve the enterprise's strategic goals;

organizational and structural changes, with their clearly defined purposeful character, always aim to ensure a quantum leap in the quality of the enterprise's condition. These changes, while typically a long-term process, hold the promise of significantly enhancing the effectiveness of the enterprise's activities, paving the way for a brighter future;

the conduct of organizational and structural changes is not a haphazard process. It is meticulously aligned with the enterprise's previously defined and consciously determined goals and strategy. This ensures that the changes are consistent with the adopted strategic and operational plans, providing a secure path to their significant revision;

various types of structural changes carried out in organizational development must be coordinated and agreed upon within the framework of a unified strategy or restructuring plan. These changes can include [specific examples such as departmental reorganization, process redesign, or technology implementation], which, in turn, is an integral part of the enterprise's planning system (predominantly at the strategic level).

The aforementioned necessitates the establishment of a particular general foundation for evaluating the appropriateness of restructuring, that

is, a set of overarching criteria for its effectiveness. In the author's opinion, the basis should be the impact of internal structural transformations on the enterprise's competitive advantages, as these systemic parameters of the enterprise fully reflect its long-term competitiveness and are closely and directly related to the specific conditions of the internal and external business environment.

The problem for which the creation of an enterprise competitiveness management system is required primarily lies in the need for the enterprise's strategic orientation in the competitive environment and ensuring the management system's adaptation to dynamic external conditions. In this case, the adaptation of the management system is manifested in the improvement (or at least no worsening) of the main criterion expressing the ultimate goal of production when conditions (internal or external) change. The strategic orientation of the enterprise's competitiveness management is ensured by developing and implementing a well-founded competition strategy. The rationale for the approach lies in its creation based on a detailed analysis of competitors' activities, consumer preferences, and the enterprise's capabilities.

УДК 005.21.52:005.334

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ФОРМУВАННЯ СТРАТЕГІЇ УПРАВЛІННЯ РИЗИКАМИ НА ПІДПРИЄМСТВІ

У світі невизначеності і постійних змін в економічному, політичному, соціокультурному середовищі, постійних технологічних інновацій управління ризиками стало невід'ємною складовою успішного та ефективного функціонування підприємств.

Попри той факт, що як окрема наука ризик-менеджмент існує трохи більше половини сторіччя, беручи свій початок зі скасування Бреттон-Вудської системи фіксованих валютних курсів у 1973 році, наука встигла пережити три еволюційних етапи і кардинально змінитися [1].