

ORGANIZATIONAL AND MANAGEMENT METHODS OF ENSURING THE DEVELOPMENT OF THE ENTERPRISE IN THE INTERNATIONAL ENVIRONMENT

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METODE DE ORGANIZARE ȘI DE MANAGEMENT DE ASIGURARE A DEZVOLTĂRII ÎNTREPRINDERII ÎN MEDIUL INTERNAȚIONAL

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Abstract. The relevance of the research topic is due to the fact that the development of the enterprise on the international market in the conditions of globalization and the formation of the global economy is caused by the evolution of internationalization, the transformation of productive forces, the impact of changes in the international business environment and the deepening of relations between national economies.

The article is devoted to the study and substantiation of organizational and management methods of ensuring stable development of the enterprise in the international environment.

The results. The article describes the organizational and management methods of ensuring the development of the enterprise in the international environment.

Organizational support of strategic management is a set of structural and dynamic organizational relationships inside and outside the organization, which includes a set of specific subordinate and coordination, linear and functional, as well as other organizational connections, systems of subordination, reporting, control, etc., methods of organizational analysis, organizational design, legal norms, embodied in internal normative documents, with the help of which a market-oriented enterprise uses the opportunities provided by the environment, contributes to the achievement of development goals through the implementation of selected strategies.

It was determined that the main task of organizational support for strategic management is the formation of strategic organizational potential capable of ensuring a high level of manageability and the effectiveness of the strategic development process. The main directions of action of the mechanism of formation of organizational and management methods for ensuring the development of the enterprise in the international environment are proposed.

Based on the study of the factors of the external and internal environment, which directly or indirectly affect the organizational and management potential of the competitiveness of the enterprise, the main goal of developing and using the mechanism for forming the specified potential was formulated, which consists in ensuring the stable competitive status of the enterprise in the long term by developing and implementing effective management decisions regarding purposeful, systematic and adequate distribution and use of competitive potential and advantages.

Keywords: international market, development strategy, management process, organizational structure, enterprise development, potential.

The modern, changing external environment forces enterprises to constantly adapt to new operating conditions. Organizations engaged in foreign economic activities are extremely susceptible to such influence. The development of the company's development strategy, taking into account the influence of external factors and the international environment, is the basis of its successful functioning in the future.

Any organization overcomes significant difficulties in the process of adapting to changes in the external environment. Adaptation to new conditions of activity is impossible within the framework of outdated organizational solutions, without determining the directions of necessary transformations of organizational forms and systems and without implementing innovative organizational measures. It is necessary to take into account that organizational transformations should not hinder the strategic development of the enterprise, but on the contrary, ensure the stability of activities in new conditions.

In order to really achieve the goals of strategic management of the enterprise's foreign economic activity, in the process of forming an effective strategic management system, it is necessary to take into account that the implementation of the tasks in all areas should be carried out in their interconnection and interdependence. For organizational support of strategic changes in foreign economic activity, the strategic management system must have an appropriate support system [1].

Organizational support of strategic management is a set of structural and dynamic organizational relationships inside and outside the organization, which includes a set of specific subordinate and coordination, linear and functional, as well as other organizational connections, systems of subordination, reporting, control, etc., methods of organizational analysis, organizational design, legal norms embodied in internal regulatory documents, with the help of which a market-oriented enterprise uses (or not) the opportunities provided by the environment, contributes (or not) to the achievement of development goals through the implementation of selected strategies.

Organizational provision of strategic management makes it possible to create, improve the existing and ensure the effective functioning of individual elements of the organizational system, as well as the organizational mechanism of management of the business entity or their totality as a whole in accordance with the selected strategies in such a way that these organizational elements of the system act as elements of the strategic development [2].

In the process of implementing organizational support for strategic management, it is necessary to understand that the goals of traditional organizational systems are significantly different from strategically oriented systems. Their feature is the mandatory coincidence with the strategic goals of the enterprise, and unlike the multi-directional goals of the organization, they must be interconnected and have a management definition.

The main task of organizational support of strategic management is the formation of strategic organizational potential capable of ensuring a high level of manageability and the effectiveness of the strategic development process. The most important aspects of the organizational and management support for the strategic development of foreign economic activity are a systematic approach to the management of foreign economic activity, planning, a complex control system, and coordinated activity of all units involved in the implementation of the strategy [2].

Organizational support for the strategic development of the enterprise's foreign economic activity is a multi-level system of transformations aimed at the fulfillment of long-term tasks and goals of the enterprise in the field of foreign trade, which involve changing the organizational structure of management, the formation of new vertical and horizontal connections at the enterprise, work methods and organizational culture [3].

Based on the fact that the process of forming the organizational and management potential of enterprises is a process of identifying strategic organizational and management opportunities and resources capable of increasing the probability of achieving the strategic goals of the enterprise through the implementation of development reserves, one should first of all determine the factors that affect the process of «forming the potential of the enterprise in the organizational and management aspect» [4].

That is, the formation of organizational and management methods for ensuring the development of an enterprise in the international environment is a process of activating existing and potential organizational and management capabilities, resources and competencies that will ensure the effective use of the enterprise's competitive potential, strengthen the competitive position in strategic business areas and create new competitive advantages in the conditions destabilizing influence of the external environment.

In the economic literature, the mechanism is considered as a principle scheme of the interaction of the controlling and controlled subsystems through the practical use of levers, methods aimed at regulating certain processes or objects in the control system at all levels of functioning (Table 1) [2].

Table 1. The main directions of action of the mechanism of formation of organizational and management methods for ensuring the development of the enterprise in the international environment [2]

Ensuring the current competitive position of the enterprise in the international environment	Ensuring competitiveness in the long term
<ul style="list-style-type: none"> - increasing the efficiency of using competitive potential; - increasing the volume of orders from existing consumers; - improvement of product quality; - increasing production capacity; - steady increase in profit. 	<ul style="list-style-type: none"> - strengthening advantages and ensuring the longest possible period of maintaining competitive positions; - ensuring the viability and sustainable development of the enterprise; - improving the image of the enterprise; - formation of an effective organizational and management structure.

The geopolitical role of the region in the country's economy, the development of regional infrastructure, availability of available and cheap resources, etc. factors) and micro levels (competitiveness, competitive policy, strategic potential of competitors, the possibility of copying advantages, as well as the influence of consumers, suppliers, contact audiences, stakeholders, etc.) [3].

It is the factors of the external and internal environment that determine the nature of the structural elements of the mechanism, affect their balance, consistency and efficiency of functioning. As for scientific approaches to the formation of the overall potential of the enterprise, the most complete list was provided by O. V. Arefieva, who offers systemic, marketing, functional, innovative, regulatory, complex, reproductive, integration, dynamic, optimization, administrative, behavioral, situational and structural approaches.

O. Yu. Amosov in his research argued about the need to use a complex approach to the formation of the enterprise's potential in the organizational and managerial aspect, which has an important methodological and methodical significance for the system of management and financial management due to the synthesis into a single integrated system of individual functional elements of the specified process. In the opinion of the author, it is appropriate to

note that in order to prevent the occurrence of a crisis situation, the complex formation of the organizational and management potential of the enterprise must be carried out in conditions of stability of the economic entity.

And the mechanism of formation of the organizational and management potential of the competitiveness of the enterprise will be considered a set of system elements that exert a targeted influence of an organizational and management nature on the level of competitiveness of the enterprise through a set of coordinated measures and means necessary for their implementation, taking into account the influence of internal and external environmental factors [5].

The process of forming the organizational and management potential of the enterprise's competitiveness is one of the directions of its competitive strategy, which requires the creation or activation of organizational capabilities and managerial competencies in such a way that, as a result of their interaction, the long-term success of the enterprise in achieving strategic, tactical and operational goals is ensured. The mechanism of any complex economic process is a structured set of elements such as subject and object, the purpose of the mechanism, information and analytical support, as well as a set of principles, methods and tools.

Based on the study of external and internal environmental factors that directly or indirectly affect the organizational and management potential of the enterprise's competitiveness, the main goal of the development and use of the mechanism for the formation of the specified potential was formulated, which consists in ensuring a stable competitive status of the enterprise in the long term (maximizing the level of competitiveness) through the development and implementation of effective management solutions regarding targeted, systematic and adequate distribution and use of competitive potential and advantages [6].

In accordance with the set goal, it is necessary to propose criteria for the formation of the organizational and management potential of the competitiveness of the enterprise, namely indicators characterizing the state of this potential and indicators of the competitiveness of the enterprise. Based on the specifics of the organizational and management potential of the enterprise's competitiveness, the subjects of the mechanism can be the owners of the enterprise, managers of various levels of management decision-making, specialists of the departments of strategic development of the enterprise, marketing, planning and other functional units within the limits of their powers and obligations, i.e. internal personnel resources, as well as external structures and institutions independent of the enterprise, which have an impact on the enterprise's position on the market (from international organizations, state legislative bodies,

The object is the level (or state) of the formation of the organizational and management potential of the enterprise's competitiveness, which must be achieved in order to obtain the necessary advantages over competitors and the desired position on the market. The basis of the mechanism should be the principles of forming the organizational and management potential of the enterprise's competitiveness, the strict observance of which will ensure the success of its implementation. In the absence of works in the scientific literature on the mechanism of ensuring competitive stability, when developing the principles of the mechanism of forming the organizational and management potential of the competitive stability of the enterprise, we will rely on the principles of forming the potential of the enterprise taking into account managerial and organizational aspects, as well as the properties of competitive stability and the principles of ensuring the related concepts.

Thus, among the principles of forming the enterprise's potential in organizational and managerial aspects, a number of economists single out scientificity, situationality, systematicity, complexity, continuity, adaptability, dynamism, controllability, balance, planning, adequacy, and the principle of feedback. As for ensuring the basic competitive position of the enterprise,

which precedes competitive stability, scientists are suggested to take into account such principles as: systematicity, integrity, structuring, balance, fairness, functional orientation, continuity of development, innovativeness, prevention, taking into account the specifics of activity, reliability of information support [7].

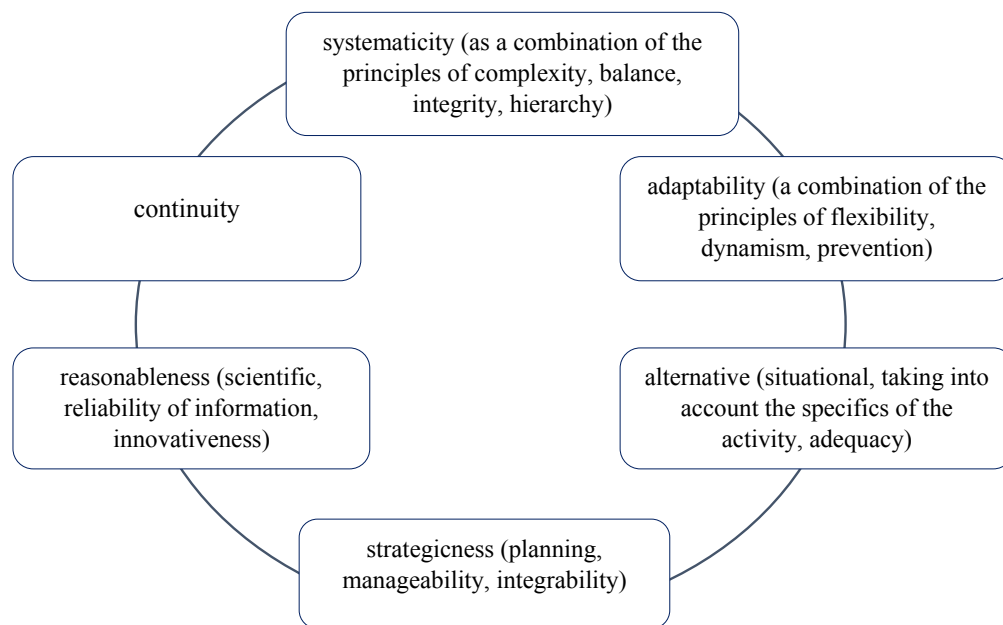


Fig. 1. Principles of forming the organizational and management potential of the enterprise's competitiveness in the international environment [2].

In turn, the listed principles are implemented on the basis of a set of tools and methods and appropriate information and analytical support. Thus, in order to achieve the main goal of developing a mechanism for forming the organizational and management potential of the enterprise's competitiveness, economic methods of analysis and evaluation, forecasting and planning, organization and management, as well as motivation and control are used, which correspond to all stages of making and implementing management decisions [2].

Information and analytical support for the formation of the organizational and management potential of the competitiveness of the enterprise is a set of measures that ensures the receipt of timely and reliable external and internal information, sufficient for comprehensive diagnostics and assessment of the state of this potential and competitiveness of the enterprise, as well as support in making management decisions, taking into account the interaction with the external environment. In addition, during the implementation of the mechanism, in order to achieve the main goal, the subjects must perform a number of functions related to the timely implementation of information and analytical support, the implementation of the control and monitoring function both for the state of the object and for its environment, timely response to changes in the competitive environment,

Organizational and management analysis is a research activity aimed at studying the system of enterprise goals, the strategy for achieving them, the organizational structure of management, the specifics of management processes and organizational culture. The content of the organizational and management analysis of the enterprise is revealed in the table. 2 [3].

Table 2. Components of organizational and management analysis [3]

Directions of analysis	Content
Analysis of the system of enterprise goals and strategies for achieving them	Identification and analysis of the organization's mission, goals and limitations for their achievement
Analysis of organizational culture	Research of existing organizational and structural units and their interrelationships
Analysis of management processes	Identification, modeling and analysis of processes
Analysis of information structure	Analysis and structuring of information circulating in the enterprise
Analysis of organizational culture	Research of internal company symbols, stories and traditions

As a result of the organizational and management analysis, the model of business processes and their management, as well as the corresponding information technology model, is established at the enterprise. The analysis determines the problematic and bottlenecks of the enterprise from the point of view of its management organization, its organizational and managerial potential, and also forms the goals of organizational restructuring and approaches to it.

Identification and analysis of the organization's goals system and the strategy for their achievement include: analysis of the organization's mission - the clarity of its formulation, the correspondence of its strategy to the organization's goals, its awareness by the staff, its correspondence to the organization's development prospects; analysis of the company's goals based on the construction of a hierarchical „tree of goals”, which should be accompanied by the formation of scenarios for the development of the company depending on various options for changing the external and internal environment; analysis of the system of responsibility for achieving goals and performing actions aimed at achieving them; at the same time, the matrix of the distribution of responsibility is analyzed, which makes it possible to reveal the completeness of the correspondence of goals, measures and executors [3]. In the framework of modeling and analysis of management processes, management processes and information communication.

Based on the study of the organizational structure and management processes, a model of information circulating in the enterprise is formed. The analysis of the information space of the enterprise makes it possible to reveal the effectiveness of the system of information exchange and support of management processes, to find weak points in the information provision.

Based on the analysis of the management system, problem areas and bottlenecks are identified and the organizational and management potential of the enterprise is assessed. After that, the main approaches, methods and means of organizational design are determined in accordance with the goals of restructuring and the results of the analysis. The result of the organizational and management analysis is the development of a set of requirements for redesigning the organizational structure and management system [6].

Therefore, the formation of organizational and management support for strategic management is a necessary condition for successfully ensuring the high efficiency of the enterprise in the long term [1].

The conducted study of the transformation of the international market, which is taking place under the conditions of the strengthening of competitive processes in the world economic system, and its globalization, allows us to draw the following conclusions. Modern global transformations in the international environment definitely lead to changes in the work of enterprises and provide them with new opportunities for development. At a broad societal level,

they are presented as the result of forces such as the development of new technology or changes in understanding and knowledge that create new opportunities and challenges. These forces are constantly opening up new opportunities for entrepreneurs. Enterprise mobility requires the ability to sense and use new business opportunities faster than competitors. However, acquiring these capabilities, such as continuous delivery and scalability in software products, business models and portfolios,

International enterprises are the most important element of the development of the world economy, international trade and international economic relations. Today, they act as direct participants in the entire spectrum of world economic relations, as „locomotives” of the world economy, and their rapid growth in recent decades reflects the intensification of international competition, the deepening of the international division of labor, and the urgent need for the formation of a new philosophy of business management [10].

Global business parameters are formed in a hypercompetitive environment, where information resources become a key factor in achieving efficiency and long-term competitiveness in global commodity and financial markets. The formation of the international business environment takes place on the scale of intensive investment and innovation processes, where the motives of all subjects of the global economy are common.

The distribution and redistribution of added value becomes relevant as a result of changes in the technological component of the reproductive process within large corporations or countries. The influence of the technological environment determines, today, the functioning of international business. The motive of international business ceases to be profit, but the creation and implementation of a commercial innovation.

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