



УДК 338.2

**MODERN METHODS OF ADMINISTRATIVE MANAGEMENT
AT THE ENTERPRISES****СУЧАСНІ МЕТОДИ АДМІНІСТРАТИВНОГО УПРАВЛІННЯ НА ПІДПРИЄМСТВАХ****Voloshyna O.V./Волошина О.В.***c.philol.s., as.prof.**Вінницький національний аграрний університет, Вінниця, Сонячна 3, 21000**Vinnitsia National Agrarian University, Vinnitsia, Sonyachna 3, 21000*

Abstract. *The article examines modern methods of administrative management at the enterprises, which are considered as the ways of applying management actions to the staff of any enterprise. They are based on the use of such factors as power, discipline, and punishment. Generally accepted methods of administrative planning at the enterprises in modern economic conditions are identified. Special attention is paid to the complex of administrative actions at the enterprises. It is proposed to apply organizational actions, administrative and full (or partial) financial liability, and disciplinary sanctions. Negative and positive features of applying administrative management methods at the enterprises are considered. It is noted that in modern economic conditions administrative management methods are based on the compliance with the hierarchy and approved plans for task implementation. Terms for execution of stages, volumes of resources, conditions of execution are clearly regulated. The main shortcomings of administrative methods of planning are outlined, the main of which is the restriction of freedoms to choose work stages by the employees. Any non-compliance with administrative orders and instructions is characterized as a violation of the work process. It is found that the use of administrative management methods at the enterprises contributes to strengthening the power of administrative staff, its concentration, improvement of the discipline, and enhancement of responsibility. Ways for improving the methods of administrative management at the enterprises are recommended.*

Keywords: *administrative management, administrative management methods, advantages of administrative management, shortcomings of administrative management, improvement of administrative management methods.*

Introduction.

The main tasks faced by the enterprise management and co-owners in modern economic conditions are the introduction of methods aimed at improving their operation and economic state. However, it should be noted that management methods and criteria for their application in the process of economic activity at the enterprises change under the influence of economic, political and social conditions in the country. As a result, they are developed and supplemented, but, on the other hand, there can be observed a lack of them for implementation of the goals of administrative management of all production processes at the enterprises. In modern practice, enterprises reflect this by gradual transition from the process of recording the results, their analysis, and implementation of tasks and stages of production to the introduction of stages of target management, which is based on implementation of the strategic approach.

Much attention is also paid to the process of modeling economic processes at the enterprise, as it is one of the main management methods that adjusts future production and trade activities. Application of these processes provides an opportunity to describe how and in what sequence the main functions and tasks of the enterprise are performed through the use of production units. Distribution of



economic information flows, involvement in the exchange of information of employees of all structural units of enterprises provides opportunities to use current management methods and models, increase competitiveness of enterprises, and improve the management system at all levels.

Nowadays, the financial and economic system of our state is characterized by a number of new unresolved issues of a methodological nature, which are of great scientific and practical value for ensuring the processes of sustainable development of enterprises. One of the issues, which requires further detailed study, is the introduction of a model of productive interaction of the business sector of the economy, the main component of which is administrative management.

Current state of the development of countries with developed market economies is characterized by the transformation of administrative management methods to the main component of all economic processes. Administrative management methods are the method of introducing management actions concerning the personnel of enterprises, and they are mainly based on the observance of a clear chain of command, strict adherence to discipline, administrative and financial penalties. In addition, administrative management methods are aimed at such features of the performance of official duties by the staff as awareness of the need for labor discipline and desire to work in this company. These methods are characterized by the target direction of all production processes, and they are subjected to mandatory implementation of their stages.

Problems of practical application of the methods of administrative management at the enterprises are examined in detail in the works of economics scientists. Among the scientific works in this field, special attention should be paid to the research conducted by I. Ansoff, M.G. Brown, A.L. Gaponenko, P. Doyle, R. Kaplan, M. Mescon, P. Niven, A.N. Petrov, B.E. Rohchin, L.A. Trofimova, E.V. Shatrova and others.

General theoretical issues of the enterprise management are studied by D.A. Aaker, P.L. Bagiev, I.Z. Berezin, A.A. Bravermann, J.H. Gordon, P. Doyle, L.M. Kapustina, R.L. Coles, I.I. Kretov, Z. McCormick, M. MacDonald, O.A. Tretiak and others.

The main text.

From the standpoint of economics as a science, an enterprise is a group of people whose activities are characterized by common goals and coordinated to achieve a goal or objectives. However, management methods rarely deal with enterprises that have only one goal. Most companies have a set of interrelated goals and tasks, and on this basis they belong to the category of enterprises with complex management methods.

All enterprises, which are characterized by complex management methods, are not only groups of people who are purposeful in their activities and have a set of interrelated goals, they are also classified for all complex enterprises by the following parameters:

- resources;
- dependence on the external environment;
- horizontal division of labor;



- vertical division of labor;
- need for management [1, p. 232; 2, p. 220; 3, p. 208; 4, p. 87; 5, p. 158].

Management is a process of planning, organizing, motivating and controlling in order to set and achieve goals and objectives of the enterprise. There are four main management approaches to management:

- approach of identification of different management schools (school of scientific management; administrative management; school of human relations and science of behavior; as well as the school of management science or quantitative methods);
- process approach, which considers management as an ongoing series of interconnected management functions;
- a systematic approach, which emphasizes that managers should consider the company as a set of interdependent elements, such as people, structure, problems and technologies that are focused on achieving different goals in a changing environment;
- situational approach, which focuses on the fact that suitability of different management methods is determined by the current situation [6, p. 72; 7, p. 224; 8, p. 209; 9, p. 227; 10, p. 25; 11, p. 16].

In the current economic conditions, a systematic approach is the most optimal one for the medium and large enterprises.

Strategic objectives of enterprise management involve the development of the mission, the most important goals and ways of their achievement that ensure their development in the unstable external environment by changing both the enterprise itself and its external environment. Strategic tasks of the enterprise management are a constant process of selection, implementation and control of its goals and strategies.

Effectiveness of strategic management tasks depends on three strategic macro-targets of enterprises, namely the growth, protection and development. Depending on the environment, the advantage of one or another installation is possible. Strategic macro-targets are determined by the level of efficiency of the enterprise operation and development, which can be represented by such types as “Crisis”, “Stability”, and “Growth”.

Strategic objectives include the following functions: strategic analysis, strategic forecasting, strategic planning, strategic organizing, strategic controlling, and motivating [12, p. 136; 13; 14, p. 87; 15, p. 412; 16, p. 65; 17, p. 79].

Each phase (function) of the strategic task also ends with a certain result:

- strategic analysis of the environment – assessment of competitiveness and condition of the enterprise;
- forecasting – a forecast of its future economic condition;
- choice of strategies, goals and objectives – strategy for the development of the enterprise, its strategic plans and programs planned and adapted to modern conditions;
- implementation of strategies, control and adjustment of economic relations, implementation of development programs, mechanisms of functioning, motivating, financing, organizational and investment projecting, controlling, regulation.

Similarly, the strategic task can be divided into three main stages:



- the preparatory stage, which serves as a basis for the information support of the choice and research;
- the main stage – the stage of research;
- final stage – the stage of implementation, adjustment and feedback.

At each stage some functions are performed:

- the first stage is characterized by the strategic analysis and forecasting of the external and internal environment of the enterprise;
- the second stage involves planning of activities;
- the third stage involves organizing of activities, its motivation, controlling and regulation.

The most important meaningful results of the strategic task are as follows:

- preparation of the enterprise strategy;
- determination of its strategic capability;
- development of the organizational structure.

The operational task of enterprise management includes a number of certain management functions, which are implemented through some elements of the management cycle including forecasting, planning, organizing, coordinating, performance stimulating, controlling and analysis [18, p. 243; 19, p. 180].

The strategic task is the concept of enterprise management, which is constantly gaining popularity in our country. This is partly due to the informatization of society, acceleration of scientific and technological progress and dynamism of the external environment. In addition, partly due to other general factors (political, economic, demographic, and cultural) that affect the activities of enterprises. The range of goals and objectives of managers in today's market conditions, which are characterized by free competition, is inevitably expanding, increasing requirements for the quality and efficiency of the enterprise management, so there is a problem of choosing an approach to managing and building a management system that meets modern challenges and is relevant to domestic economists.

At the stage of implementation of the strategic task, mistakes and shortcomings made during its planning are revealed and new problems arise. Thus, incorrectly selected methods and approaches or reckless imitation of foreign experience in the process of the strategic task development can lead to its further failure. Strategic tasks are often formulated by some people, for example, external consultants, while their implementation is carried out by others, e.g. employees of the enterprise who do not share or do not understand the goals of strategic management. Lack of the staff's interest in the strategy is usually caused by the lack of a motivation mechanism, since quantitative indicators of the activity efficiency (without application of qualitative ones) reflecting the contribution of each worker in achieving the established tasks are basically fixed at the enterprises. Quite often there is a problem of distribution of areas of responsibility and authority specified in job descriptions, when the functions of employees' positions in one organizational unit partially coincide or, on the contrary, there appear "white spots" for which no one is responsible, and work related to these areas is perceived by staff as redundant [20, p. 19; 21, p. 83; 22, p. 120].

Therefore, to solve these problems it is necessary to apply management methods, will meet modern economic conditions, at the enterprises.



In the modern scientific literature there can be found many methods of enterprise management, and the main ones are administrative management methods. Let's consider the methods of the enterprise administrative management in terms of effective management of their activities.

Today, administrative methods are the ways of carrying out management actions that affect the staff of enterprises and are based on power, discipline and penalties.

In the economic literature there are basic methods of administrative action, namely:

- organizational actions;
- administrative actions;
- financial liability and penalties;
- disciplinary liability and penalties;
- administrative liability and penalties.

Organizational actions are based on the preparation and approval of internal normative documents regulating activities of the enterprise personnel.

They include the statute of the enterprise, collective agreement, rules of labor regulations, organizational management structure, personnel arrangements, regulations concerning the departments, job descriptions, workplace organization. These documents (except for the statute of the enterprise) can be made out in the form of standards of the enterprise and they are necessarily brought into effect by the order of the head. They are obligatory for all employees, and their non-observance leads to application of disciplinary penalties [20, p. 21; 21, p. 90; 22, p. 121].

If there is an appropriate level of organizational control at the enterprise, then there is a high level of labor discipline, significantly reduced need for the application of penalties. The enterprises that have not brought administrative management to standards and regulations require constant operational management of their activities. In addition, implementation of organizational actions largely depends on the mentality of employees, their desire to work according to the rules approved by the administration. Therefore, the use of organizational action is effective with the parallel use of socio-psychological methods and corporate culture.

Administrative actions are aimed at achieving the set management goals, compliance with internal regulations or support of the enterprise management system through direct administrative regulation.

They include target planning; labor rationing; work performance coordination; performance control; orders; decrees; guidelines and instructions that are aimed at the operational regulation of the management process in a short time and for a limited number of employees [23, p. 26; 24, p. 41].

Financial liability and penalties of employees are expressed in their duty to compensate the damage caused by them.

They include liability for the delay of the work record book arising from the fault of the administration, voluntary compensation for the damage to the enterprise, deductions from wages, full financial liability, and collective financial liability.

Disciplinary liability and penalties are applied in cases of violation of labor legislation, when there is a disciplinary violation, which means non-performance of duties by the employee.



They include reprimand, severe reprimand, demotion, dismissal.

Administrative liability and penalties are applied in cases of administrative offenses regulated by current legislation. The fact of application of administrative responsibility does not lead to a criminal record and dismissal.

They include warnings, fines, and corrective work.

Having considered the methods of the enterprise administrative management, their positive and negative traits can be distinguished. Positive aspects of administrative management methods include improvement of the management level (statute of the enterprise, job descriptions, internal regulations, collective agreement), improvement of management efficiency (orders, directives, verbal instructions at all levels of government, application of the control system), balance between administrative methods of punishment and encouragement (reduction of staff turnover, analysis of the reasons for dismissal, development and measures to eliminate them, administrative encouragement of employees for the results achieved).

Negative aspects of administrative management methods include ineffective organizational effect on employees (lack of free access to the enterprise's statute, approval of formal collective agreements, confrontation with trade unions, approval of outdated regulations concerning the units), ineffective management actions (inconsistency or vagueness of orders, proper performance monitoring system at the enterprises), imbalance between administrative methods of punishment and encouragement (increased staff turnover, lack of analysis of the reasons for dismissal, and indifference to dismissal of employees).

So, the main advantages and disadvantages of administrative management methods at the enterprises in modern economic environment can be identified.

The advantages of administrative management methods at the enterprises include their effectiveness in simple situations, establishment of strict discipline, proper performance of official duties.

Among the shortcomings of administrative management methods there should be mentioned lack of creative attitude to work, concentration of power, obligation to have documents of all decisions, which in its turn increases the term of their implementation.

Thus, administrative management methods are aimed at achieving the objectives, but they do not encourage initiative.

Modern conditions of operation of enterprises and their external environment are constantly changing, which leads to the need to improve the enterprise management methods. So, one of the most important problems of the modern economy is the development of effective management methods of enterprises, personnel, support of their sustainable development in a complex dynamic and volatile environment, which in its turn is important for the state, since efficient enterprises ensure the growth of economic indicators of the state as a whole.

Thus, the administrative management methods at the enterprises have the following characteristics: reflect the level of subordination; indicate a strictly defined algorithm for performing tasks, their terms, resources, conditions, and limitations; restrict the freedom of choice of the performer; non-compliance with administrative orders is considered a violation of labor discipline.



Therefore, administrative management methods encourage the management to seek new opportunities and pay great attention to deviations in the activities of enterprises. One of the most common mistakes is unoriginality and stereotyping of leadership methods, which result in the so-called effect of accumulation of errors, or the effect of habituation. Long-term use of the same method, even if has appeared to be useful at first, gradually leads to the fact that the managed object adapts to it and does not realize the need for changes and improvement. Therefore, management system is considered to be effective only if it is constantly evolving and improving based on the use of the experience gained.

It should be noted that administrative management methods are based on the relationship of concentration of power, discipline, and responsibility.

The main advantages of administrative management methods include strict discipline of production and management staff; ongoing execution of the production and management process.

As for the shortcomings, it should be noted that administrative methods do not promote the development of creative potential of the individual, lead to the concentration of power, require mandatory documentation for all production and trade processes at the enterprises, which in its turn negatively affects the terms of their implementation.

During the financial and economic crisis and disruption of the economic system accompanied by significant losses and lack of funds, enterprises need to modernize the system of administrative management using non-economic methods.

Therefore, to improve the system of administrative management at the enterprises, it is recommended to take the following measures:

- formation of the personnel reserve;
- social activities;
- motivation.

The process of the personnel reserve formation is an effective method of training future professionals. Timely identification of candidates capable to hold executive positions is the most important factor of the enterprise success under conditions of competition.

Organization of work with the personnel reserve consists of several stages, including the development of methods for improvement of work with the personnel reserve, introduction of modern methods and tools for the work with the reserve to increase the efficiency of enterprises, reduction of staff turnover and related financial costs, promotion of employees, advanced training.

Social measures aimed at improving administrative management should consist of the availability of the group of young employees who have been trained to hold the executive positions, who are ready to ensure gradual replacement of vacant positions of middle and senior managers, acceleration of training of young workers, reduction of staff turnover to the optimum level, increase of motivation of young employees for further professional development within the enterprise.

For the rational use of the personnel reserve, timely provision of enterprises with staff, growth of personnel efficiency, it is necessary to clearly define the main areas of work with staff.



Recruitment should be carried out only when the companies have to fill the vacancies. However, there may be situations with the delays in hiring appropriate staff due to the urgent need to fill the vacancies. As a result there will be situations of employing staff that does not quite meet the requirements.

Motivation is aimed at encouraging employees to perform their duties. Under the lack of staff motivation, the interest in achieving maximum results decreases. Therefore, it is necessary to encourage the initiative of employees and ensure financial their benefits.

So, these measures on the improvement of administrative planning at the enterprises will finally have a positive impact on the management activities.

Conclusions and suggestions.

Administrative management methods are active, since the impact on the enterprises' activities is performed on their basis. These methods are focused either on direct compulsion of employees to a certain behavior or providing the possibility of such compulsion.

Conditions for the application of these methods include giving preference for definite ways of solving problems and the need for strict discipline. Therefore, in practice, administrative methods are implemented in the form of specific tasks for employees, and the management has the opportunity to unilaterally prohibit or establish a certain procedure for the implementation of work processes.

The process of improving administrative management through the formation of human resources, social measures and motivation will ultimately have an economic effect, namely, costs reduction for the search, recruitment, adaptation of middle and senior managers, reduction of financial risks associated with the appointment of untrained employees for executive positions, decrease in recruitment and training costs.

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Анотація: У статті досліджено методи адміністративного управління в сучасних економічних умовах. Доведено, що методи адміністративного управління являються способом застосування відповідних управлінських дій на працівників підприємств та організацій. Методи адміністративного управління реалізуються на основі застосування функцій влади, дотримання дисципліни та адміністративних стягнень. Зазначено, що методи управління разом із критеріями їх застосування у процесі господарської діяльності підприємств змінюються під впливом політичних, економічних та соціальних умов в



державі. Охарактеризовано підприємство з точки зору економіки як науки. Підприємство визначено як група людей, діяльність яких характеризується спільними завданнями, та координується для досягнення поставленої мети або цілей. Розглянуто управління як процес планування, організації, мотивації і контролю для того, щоб сформулювати і досягти мету та завдання підприємства. Досліджено чотири основні підходи управління підприємством. Наведено основні стратегічні завдання процесу управління підприємством. Перелічено основні завдання управління підприємством, а саме заходи спрямовані на розробку місії, методів та способів її досягнення. Перелічені фактори, що забезпечують розвиток підприємства в нестабільному зовнішньому середовищі. Запропоновано етапи зміни зовнішнього і внутрішнього середовища підприємства. Наведено загальноприйняті методи адміністративного планування на підприємствах, що застосовуються в сучасних економічних умовах. Перераховано етапи запровадження адміністративного управління на підприємстві. Рекомендовано до застосування на підприємстві дії організаційного спрямування, адміністративної відповідальності, матеріальної відповідальності, адміністративних стягнень. Наведено основні позитивні та негативні риси впровадження адміністративних методів управління на підприємстві. Доведено, що застосування адміністративних методів управління на підприємстві реалізовується за умов дотримання вертикалі влади. Обґрунтовані фактори, що сприяють виконанню затверджених планів виробничих процесів. Основними факторами виконання планів виробничих процесів є терміни виконання етапів, затвердження обсягів ресурсів та умов виконання. Відмічено основні недоліки застосування адміністративних методів планування на підприємстві. Увага приділена основному недоліку, до якого відноситься обмеження свободи вибору робочих етапів самими працівниками. Також, невиконання адміністративних наказів трактується як порушення робочого процесу, що підлягає адміністративним стягненням. Доведено, що застосування методів адміністративного управління на підприємстві підвищує посилення влади керівників всіх ланок, концентрації влади, посиленню відповідальності та підвищенню дисципліни. Запропоновано етапи удосконалення методів адміністративного управління на підприємстві, що необхідні в сучасних економічних умовах.

Ключові слова: адміністративне управління, методи адміністративного управління, переваги адміністративного управління, недоліки адміністративного управління, удосконалення методів адміністративного управління.

Стаття отримана: 31.01.2021 г.

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