

послідовного руху до стійкого інноваційного стану під впливом синергетичного впливу зовнішніх і внутрішніх чинників, котрі визначають стійкість функціональних систем підприємства в умовах невизначеності, який характеризується якісним результатом, досягнутим залежно від швидкості та інтенсивності інноваційних процесів.

В сучасних швидкозмінних умовах господарювання розробка відповідної концепції інноваційного розвитку промислового підприємства національного господарства обов'язково повинна враховувати вплив усіх можливих факторів його внутрішнього та зовнішнього середовища, а саме:

- реалізацію комплексу заходів, здатних значно активізувати інноваційну діяльність промислових підприємств в межах окремої галузі;
- необхідність переведення промислових галузей країни на новий шлях інноваційного розвитку з урахуванням вимог науково-технічного прогресу з метою переходу до стійкого економічного зростання;
- необхідність формування належного інноваційного потенціалу України, підвищення інно-

ваційної активності підприємств та прискорення процесу переходу до новітнього розвитку національного господарства.

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MODERN VIEW OF THE SYSTEM OF COMMUNICATION SUPPORT OF PERSONNEL MANAGERIAL ACTIVITY

СУЧАСНИЙ ПОГЛЯД НА СИСТЕМУ КОМУНІКАЦІЙНОГО ЗАБЕЗПЕЧЕННЯ УПРАВЛІНСЬКОЇ ДІЯЛЬНОСТІ ПЕРСОНАЛУ

The article deals with the nature of communication based on project-oriented approach in current economic conditions. The basic criteria, according to which the effective communication system can be achieved by the company within the project-oriented approach, have been selected. The tasks have been identified within the communication processes at an enterprise in the context of a project-oriented approach.

Key words: communication, communication support, managerial activity, project-oriented approach.

У статті розглянуто характер комунікацій на основі проектно – орієнтованого підходу в сучасних умовах господарювання. Виділені основні критерії за якими досягається ефективна система комунікації на підприємстві в рамках проектно- орієнтованого підходу. Визначені завдання в межах комунікаційних

процесів на підприємстві в контексті проектно- орієнтованого підходу.

Ключові слова: комунікації, комунікаційне забезпечення, управлінська діяльність, проектно-орієнтований підхід.

В статье рассмотрены характер коммуникаций на основе проектно-ориентированного подхода в современных условиях хозяйствования. Выделены основные критерии, по которым достигается результативная система коммуникации на предприятии в рамках проектно-ориентированного подхода. Определены задачи в пределах коммуникационных процессов на предприятии в контексте проектно ориентированного подхода.

Ключевые слова: коммуникации, коммуникационное обеспечение, управленческая деятельность, проектно-ориентированный подход.

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Problem statement. The current financial and economic instability of the country and the market competition aggravation make the domestic top managers to pay attention to the priority benefits in their enterprises' activities. Every enterprise is a very complex structure with a multilevel organization of managerial activity, which requires the continuous

improvement of managerial activities, the rational use of priority resources of enterprises, the search for new management approaches.

One of the priority and significant resources at an enterprise was and is today the personnel of this enterprise. The well-built hierarchical structure of management of an enterprise is the key to a com-

pany success. Both new and improved approaches to management system are the major advantage of businesses over their competitors. Managerial activity is an exchange of information in a broad sense. It had taken a long time before the targeted dissemination of information became a modern tool of management in the company. The transmission of information at an enterprise is carried out through a system of communication, which is one of the most important components of modern society.

Analysis of recent researches and publications. Analysis of last researches and publications showed us that the works of many domestic and foreign scientists such as: Leyhif J. L., Milner B. S., Primak T. A., Pocheptsov G., Fisun A., Grigorieva N., Plotnikov N., Rezun V., Reva V., Shpak N. and others are dedicated to the issues of communication in management, the determination of the place of communications in an enterprise management system.

The current system of horizontal and vertical communication, the system of distribution of powers and responsibilities between the management levels encourage managers to implement such an effective managerial tool, as a project-oriented approach to management. The modern concept of personnel management on the basis of a project-oriented approach is that the implementation of main business ideas of an enterprise can be represented by many different projects and targeted to achieve them.

The issues of management in the context of project-oriented management are highlighted in the works of such foreign and domestic scientists as Aubakyrova G.M., Gray K., Doroschuk G.A., Kendall J., Rollins K., Kopytko O., Mazur I., Skytova G.S., Turner, John. Rodney and others.

In spite of numerous theoretical developments, issues of communication provision of an enterprises management in the context of a project-oriented approach have been investigated fragmentarily and require further study. The choice of the purpose of this research has been determined because of an insufficient scientific development of its individual aspects and practical significance.

Problem formulation. The main purpose of the study is to examine the nature of communication on the basis of a project-oriented approach in modern conditions of managing. The main criteria, according to which the effective communication system of an enterprise in terms of project-oriented approach is achieved, should be defined. The tasks within the system of communication provision at an enterprise in the context of project-oriented approach should be determined.

Statement of basic material. Recent changes in our economy have led to a revision of the role and significance of personnel management. In modern conditions, the majority of enterprises are inclined

to use a project-oriented approach in management. The idea of such a management is that the business activities of an enterprise can be presented as its own project, which ensures the achievement of business goals of an enterprise.

The reduction of time changes in the external environment as applied to businesses is typical in recent years – ranging from the macroeconomic conditions and to the customer requirements and internal needs of enterprises that requires constantly rebuilding their business, dynamically responding to these requirements. The enterprises and their main business activities become projects, prone to constant changes. Such enterprises become more competitive and are able to use their internal resources optimally [1].

A project-oriented management approach requires certain changes in a company associated primarily with the restructuring of the organizational structure, communication provision of managerial activity, emergence of needs in staff retraining and development, formalization of a project methodology. These processes contribute to the sustainable development of enterprises from the standpoint of the system improving project management.

The basis of project-oriented approach to management is a consideration of a project as a controlled change of the initial state of any system associated with time and money consumption. Communications are of a great importance to the success of projects and represent one of the most difficult issues in project management. Those managers are considered as efficient who are the most successful in communications. The effectiveness of communication and interaction depends on the future success of a project and project team, as well as the degree of satisfaction of project stakeholders [2].

Communication is a process of relation between the participants of management system, whose purpose is a high-quality information exchange through verbal and nonverbal methods, advanced technical infrastructure, for the purpose of effective management of an enterprise [3].

The main purpose of the communication process of project participants is to ensure understanding of information that is the subject of exchange, i.e. messages. However, the mere exchange of information does not guarantee an effective communication between the participants.

The communication system provides support for the system of connections (interactions) between the project participants, the transfer of managerial and accounting information aimed at ensuring the achievement of project objectives. Every participant should be prepared to cooperate within the framework of a project according to the hierarchical structure with his functional responsibilities. (Figure1).

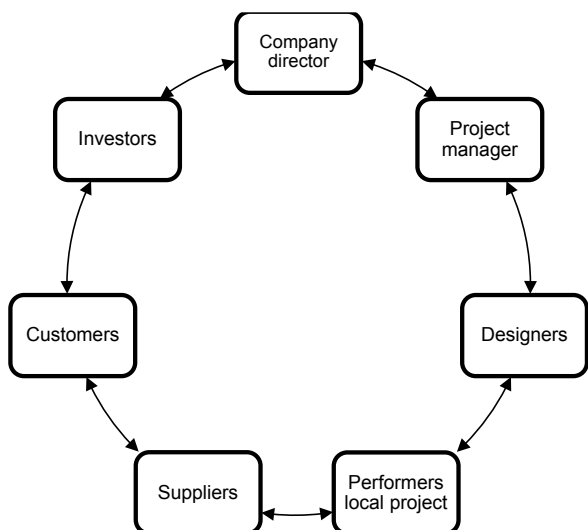


Fig. 1. Information exchange at an enterprise on the basis of a project – oriented approach

The figure shows the relationships of project stakeholders involved in the information exchange. The effective operation of communication system depends on a correct information transfer, speed of information exchange and its proper understanding.

The major consumers of project information are:

1. The company director who carries out the analysis of all the projects and makes decisions on them.
2. The project manager who allocates resources; analyzes the differences between actual performance of works and the planned ones and makes decisions about the project.

3. Designers who make alterations in project documentation.

4. Performers of a local project who inform about the progress and execution of the project works.

5. Suppliers who act if you need additional materials, equipment, etc.

6. Customers who receive information about the progress of a project.

7. Investors who have an access to the documentation of a project and receive information about the progress of the works.

The degree of implementation of the tasks set by the director of the company together with those responsible for implementation of the project depends on the quality of information exchange.

Management of information communications includes the following processes:

1. Planning of communication system – determination of the information needs of project participants (scope of information, terms and ways of delivery).

2. Collection and allocation of information – process of regular collection and timely delivery of information to participants of a project.

3. Progress assessment and display – processing of actual results of a project, the ratio with a planned works, trend analysis, forecasting.

4. Documenting partial progress – collection, processing and storage of formal documentation for a project [4].

In turn, the planning of communication systems includes a study of needs and describes the structure of communication system. To do this we need the following information [2]:

Table 1

Tasks of organizational and communication processes of an enterprise in the context of a project-oriented approach

Subsystem ensuring the organizational and communication processes	Subject	Tasks
Organizational subsystems – management technologies	-organizational structure of management; -staff.	- preliminary assessment of managerial decisions at the stage of their development; - intermediate assessment of administrative decisions' implementation; - assessment of the results achieved; - determination of the efficiency of personnel work; - identification of the actual level of personnel competence; - identification of the needs for professional development.
Information subsystem	-communication channels; -network.	- analysis of the availability of feedback; - analysis of the availability of communication gaps; - determination of the information accuracy; - assessment of the information adequacy; - determination of the length of communication links.
Technology	- software; -hardware; -information processing system	- analysis of the sufficiency of necessary technologies; - determination of the workload of software; - determination of the level of information security; - analysis of the workload of users by technical means.
Social-psychological subsystem	- social interaction; - role in the control system; -psychological characteristics	- analysis of the social adaptability of personnel; - describing the personnel psychological portrait; - obtaining the information of socio-psychological climate in a team; - analysis of the levels of participants interaction; - assessment of the degree of dedication and motivation.

1. Hierarchical and organizational structure of a project and its responsibility matrix.
2. Information needs of project participants.
3. External information needs of a project.

Technologies or methods of information allocation between the participants of a project can be different depending on project parameters and requirements of control system. To ensure an effective communication of personnel management activities of an enterprise in the context of a project-oriented

approach, it is advisable to consider a number of tasks [Table 1] [5].

Thus, the main task of the successful implementation of communication process in the project implementation is the establishment of common and unified communication database of a project, which is shown in Fig. 2, a key objective of which is the storage, provision and dissemination of information relating to the approved plans of the project communication system, information on reporting of project implementation

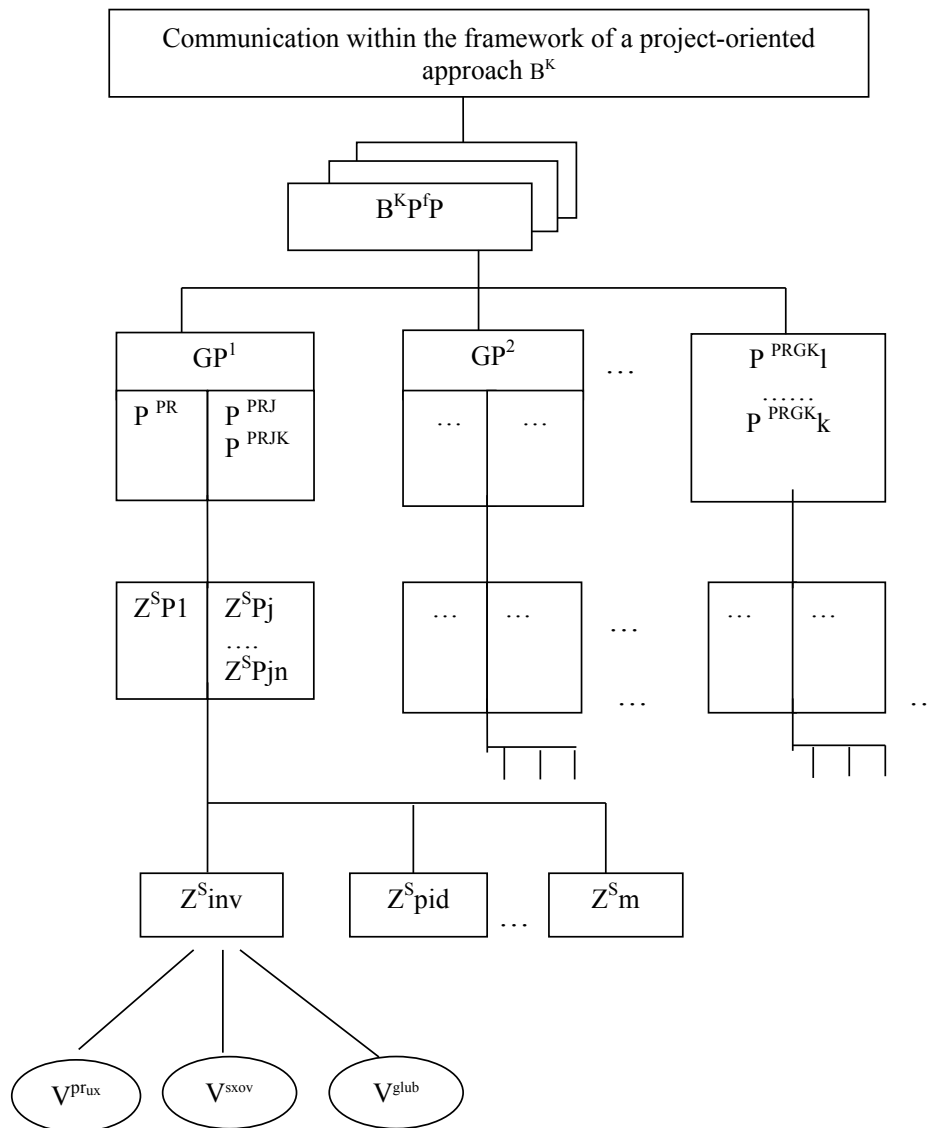


Fig. 2. The model of communication base of an enterprise in the context of a project-oriented approach [6]

P^{PRGK_1} – a project in the communications' base of an enterprise in the context of a project-oriented approach;
 B^K – the communication base of a project-oriented enterprise;
 $B^K P^f P$ – the communication base of projects' portfolio;
 $GP^{1,2}$ – groups of projects;
 P^{PR} – programs;
 P^{PRJ} – a project included in P^{PR} – programs;
 P^{PRJK} – each next project included in P^{PR} – programs;
 P^{PRGK_k} – a project in the communication base of a project-oriented enterprise;

P^{PRGK_k} – each next project, implemented in the communication base of a project-oriented enterprise;
 Z^{SP1} – all the stakeholders of a program (P1);
 Z^{SPj} – any stakeholder of a project involved in the program (P1);
 Z^{SPjn} – any stakeholder of a project involved in the program (P1);
 $Z^{S_{inv}}$ – investors' stakeholders;
 $Z^{S_{pid}}$ – stakeholders' contractors;
 Z^{S_m} – each following stakeholder of a complex project;
 V^{Pflux} – superficial values of the project stakeholders;
 V^{sxov} – hidden values of the project stakeholders;
 V^{glub} – remote values of the project stakeholders.

Table 2

The criteria of effective communication system of an enterprise on the basis of a project-oriented approach

Criterion	Feature
Organizational structure of communication space	Presence of communicative base of an enterprise. Integrity of communication system. Allocation of authority at hierarchical levels.
Communicative synergies	Relationship of communication processes of an enterprise. Coordination of internal and external information flows.
Communicative culture	Presence of communicative competences of all project participants.
Needs of communication process	Awareness of timely implementation of the activities. Rate of exchange between project participants. Control for reliable transmission of information. Presence of feedback.
Needs of information technology	Availability of accumulation, storage, processing, and transmission of information.
Quality of communication	Reliability and completeness of information

and key elements of project participants' management [6].

The system of the project communication will allow understanding clearly the objectives and purpose of creation of the communications base of a company in terms of a project-oriented approach.

When using «Tasks of organizational and communication processes at an enterprise on the basis of a project-oriented approach», taking into account the communicative base of a project-oriented enterprise in a complex of subsystems, which are presented in Table 1, we can highlight the main criteria of an effective communication system at an enterprise [Tab. 2]. [Updated 5].

The important peculiarity of a project-oriented management is the role of potential stakeholders (stakeholders), who are fully involved in decision-making. At the beginning of a project, the number of participants, the so-called stakeholders, and an acceptable level of their participation in the decision-making throughout the project cycle are set. The involvement of stakeholders in decision-making with a high degree of probability has an impact on such indicators of a program as the efficiency, the degree of susceptibility to actual public needs, the effectiveness, the transparency, the objectivity, the responsibility of all the participants. At the same time their active participation in the program does not guarantee the absolute success and goals achievement: there is a high probability of occurrence of the so-called conflict of interests, due to which the process of compromise can be time-consuming and quite long, which requires an ability to work in a team and to make joint efforts from project developers [7].

A top manager is responsible for a project and should be able to foresee all possible scenarios for the development of business activities and guide the whole process to a positive result. Mutual understanding of a project by all the stakeholders – is the task of the communication system.

Conclusions. Summing up, it can be argued that the activity of an enterprise on the basis of

a project-oriented approach is a modern step in enterprise management. A project-oriented management is a management approach where individual business ideas are treated as separate projects within a uniform business program. Communications permeate all the activities of an enterprise. Without communication it is impossible to realize the activities of a business program, because at the very beginning of the business activities there is a need for coordination of all project participants, internal staff of an enterprise and all external stakeholders. Using four subsystems as a complex, namely organizational, technological, information and socio-psychological subsystem and considering the main criteria, according to which the effective system of communication in the company is achieved, will make it possible to improve the quality of personnel managerial activity of an enterprise in the context of a project-oriented approach.

The experience of foreign and domestic scientists within the administrative activity showed that a project-oriented approach is aimed at a team interaction. The quality of this interaction depends on an effective communication to ensure internal and external stakeholders. Each participant should receive full high-quality information at every stage of business activities, such as information about business project, i.e. all the data should be collected from raw data to the results obtained in the course of all business activities. It is very important to use communication tools, which include advanced information technology. It depends on the quality of collection, processing, and preservation of project information.

Despite the importance of communication in management, interconnection between the communication system and management on the basis of a project-oriented approach, further in-depth study of the communication support of personnel managerial activity of an enterprise can be the basis for further research.

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ТЕНДЕНЦІЇ РОЗВИТКУ ТА СТАН КОНКУРЕНЦІЇ НА АГРОПРОДОВОЛЬЧОМУ РИНКУ УКРАЇНИ

THE STATE AND TENDENCIES OF COMPETITION IN THE AGRO-FOOD MARKET OF UKRAINE

У статті досліджено стан конкуренції на агропродовольчому ринку України. Визначено галузі національного господарства, що формують склад учасників агропродовольчого ринку. Виявлено частки найбільших суб'єктів господарювання на ринку агропродовольства. Проаналізовано динаміку змін часток агропродовольчого ринку найбільших суб'єктів господарювання. Визначено основні тенденції розвитку конкурентних відносин на ринку агропродовольства.

Ключові слова: конкуренція, конкурентні відносини, монополія, олігополія, галузь, ринок, ринкова частка, концентрація.

В статье исследовано состояние конкуренции на агропродовольственном рынке Украины. Определены отрасли национального хозяйства, которые формируют состав участников агропродовольственного рынка. Выявлены доли самых крупных

субъектов хозяйственной деятельности на рынке агропродовольствия. Проанализирована динамика изменений долей агропродовольственного рынка самых крупных субъектов хозяйственной деятельности. Определены основные тенденции развития конкурентных отношений на рынке агропродовольствия.

Ключевые слова: конкуренция, конкурентные отношения, монополия, олигополия, отрасль, рынок, доля рынка, концентрация.

The state of competition on the agro-food market were investigated. The industries of national economy, which are the participants of agro-food market, were explored. The market shares of the biggest enterprises of the agro-food market were revealed. The main tendencies of competitive relations on the agro-food market were identified.

Key words: competition, competition activity, monopoly, oligopoly, industry, market, market share, concentration.

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аспірант відділу секторальних прогнозів та кон'юнктури ринків
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Постановка проблеми. Агропродовольчий ринок України включає в себе продукцію галузей реального сектору національної економіки. Наявність обмежень конкурентних відносин між виробниками агропродовольства позначається на ринковій результативності та впливає на добробут суспільства. Аналіз конкурентних відносин на ринку агропродовольства надасть можливість виявити сегменти ринку, на яких існують обмеження конкуренції, що створюють несприятливі структурні передумови конкуренції.

Аналіз останніх досліджень і публікацій. Наукові праці, в яких досліджуються процеси конкуренції,

її сучасні форми та методи, галузеві ринки, їх організація та структура належать таким зарубіжним ученим, як: Дж. Робінсон [1], Э. Чемберлін [2], М. Портер [3], Луїс М.Б. Кабраль [4], Ф. Шерер, Д. Росс [5].

Вагомий внесок у дослідження галузевих ринків здійснили такі вітчизняні науковці, як: В. Точилін, Т. Осташко, О. Пустовойт [6], В. Лагутін [7], А. Ігнатюк [8], А. Герасименко [9] та ін.

Постановка завдання. Метою дослідження є визначення тенденцій та аналіз стану конкуренції на агропродовольчому ринку України.

Виклад основного матеріалу дослідження. Агропродовольчий ринок – це складна система