

Секція: Проблеми і перспективи розвитку менеджменту та бізнес-
адміністрування: теорія і практика

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ABOUT SOME FACTORS OF ENTERPRISES` COMPETITIVENESS

The most noticeable today in Ukraine is the growing intensity of competition in the markets of consumer goods. This fact is due to the progressive imbalance between the proposal, which has a significant potential for growth in the form of unused productive capacities of enterprises, and solvent demand, which depends on real incomes of consumers. The success of an enterprise in the market largely depends on how well it solves the problem of ensuring the adequacy of the chosen ways of achieving the objectives, on the one hand, and the availability of resources and market situation - on the other. This is a task belongs to a range of problems of strategic marketing management, or rather one of them - strategic marketing planning.

It is at the planning stage that a common line of competitive behavior must be defined - a strategy to which all subsequent steps to the goal will be subordinated. From the rightly chosen competitive strategy to a large extent depends on ensuring long-term commercial success of the enterprise.

At the same time, the practical application in modern conditions of known models of the choice of a competitive strategy of an enterprise is not sufficiently effective in connection with the low technological level of their practical use. This necessitates the appropriate theoretical and applied developments, adapted for use in the conditions of the Ukrainian economy.

The problems of competitiveness of enterprise products, including the issue of assessing the competitive position and the choice of an adequate competitive strategy of the enterprise, are devoted to the work of many domestic and foreign scientists: I. Ansoff[2], G.L. Azoyeva, G.L. Bagiev, P. Golubkova, I.M. Gerchikova, V.N. Grinyova, Y.B. Ivanov, J. Lamben, F. Kotler, V.S. Ponomarenko, M. Porter, O.I. Pushkaryva, R.A. Fatkhutdinova, G. Churchill. At the same time, certain theoretical and practical assessments of the competitiveness of the company's products deserve more careful consideration and require further development and refinement in order to adapt to the current transformational economy of Ukraine. Further development of theoretical and methodological issues of the reasonableness of the competitiveness of products, assessment of the competitive advantage of the enterprise and the attractiveness of the market in which it operates is necessary.

In modern conditions, the conflict in an enterprise is no longer associated with only negative phenomena and processes, but its idealization is also imperceptible. The approach to shaping the role and place of conflict is more pragmatic: a conflict is definitely an integral part of any organization, a conflict should be managed [1, 2].

The conflict, being both a process and a specific state in which the organization or structural element is located, has its causes and sources of birth. Conflict management should eliminate the causes of conflicts or at least reduce the possibility of conflicts from identified sources.

Identifying the causes of the conflict is one of the first tasks in building a conflict management scheme in general or in a particular conflict in particular. It is clear that there are many reasons for conflicts. However, if you concentrate on some of the reasons, namely: interdependence of tasks; controversial tasks; incorrect allocation of resources; ineffective system of motivation; inaccessible goals, etc. - one very important conclusion can be made: all these reasons are directly or indirectly related to the management system of the organization, which, under the conditions of existence of these reasons, could not find effective methods of managing the enterprise. After all, the managers themselves manage the organization and implement the processes of planning, organizing, motivating, controlling and

regulating. Of course, the conflicts generated by these reasons, and the very existence of these reasons, weaken the internal environment of the enterprise, and thus weaken its competitiveness.

The prerequisites for the emergence of conflicts in the enterprise management process in general, caused by the ineffectiveness of this management, may be [3]:

1. The planning process involves the formation of goals, objectives, strategies, tactics, policies, etc.

2. Organizing is probably the function of management, which is most involved in establishing conflict preconditions in the activities of the enterprise.

3. The most indicative of conflict in its essence is the function of motivation.

4. Of course, control as a management function also generates conflicts, although not so obvious.

5. The last management function - regulation - depends on the previous four, and its implementation will directly depend on the results of planning, organizing, motivating and, most of all, controlling.

Consequently, the management system, the management of the organization and the results of management of this system are the source of many conflicts that arise in the organization. Undoubtedly, under such conditions there is no need to talk about increasing competitiveness. In this context, the conflict management process is designed to improve the enterprise management system.

References:

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