

ABASS K.
DZHAUD

УДК 335

**ORGANIZATIONAL AND METHODOLOGICAL BASES OF ECONOMIC INTERESTS
CONCORDANCE OF SPLIT-LEVEL SUBJECTS IN THE PROCESS OF
RESOURCE POTENTIAL MANAGEMENT OF MAIN HUB ENTERPRISES**

**ОРГАНІЗАЦІЙНО-МЕТОДИЧНІ ОСНОВИ УЗГОДЖЕННЯ ЕКОНОМІЧНИХ
ІНТЕРЕСІВ РІЗНОРІВНЕВИХ СУБ'ЄКТІВ В ПРОЦЕСІ УПРАВЛІННЯ
РЕСУРСНИМ ПОТЕНЦІАЛОМ ВУЗЛОВИХ ГАЛУЗЕВИХ ПІДПРИЄМСТВ**

postgraduate
student, Vladimir Dahl
Technological Institute
of the East-Ukrainian
National University,
Ukraine

The bases of economic interests concordance of a particular industrial enterprises of industrial knot and other subjects of management have been described in this article. Methods of estimation the balanced administrative decisions have been also considered.

В статті визначені основи узгодження економічних інтересів галузевих підприємств промислового вузла та інших суб'єктів господарювання й управління. Розглянуті методи оцінки збалансованих управлінських рішень.

Keywords: economic interests, administrative decisions equation and harmonization, enterprises and industrial hub resource potential management

Ключові слова: економічні інтереси, збалансованість та узгодженість управлінських рішень, управління ресурсним потенціалом підприємств та промислового вузла

GENERAL ISSUE ARTICULATION

The issue of provision coherence of economic entities interests have traditionally is given full attention. So, O. Kolodina defines them as a category, she mediated the link between social and economic laws. The author highlights the importance of economic interests coordination to ensure harmonious development of the economic system, the "growth point" the last shall be elected by the business sector [1, p. 17-20], the problem of interests coordination is considered at minmin entities, other levels of subjects and, consequently, their economic interests are not considered. The much deeper problem of reconciling the interests of individuals interested in making a joint decision has researched a domestic scientist V. Reshetylo, who determined the main economic subjects and their interaction in different regolini theories (the region is a quasi-state and region-quasi-corporate enterprise) identified ways to harmonize (coordinate) their economic interests at various stages of their innovation activities [2, p. 63-79].

Taking into account the above, **THE PURPOSE** of this article is to describe the theoretical and methodological basis of building the system of managerial decision making concerning the resource potential of industrial enterprises of all industrial hub in terms of achieving harmony of economic interests of all interested objects of economy and management.

RESEARCH RESULTS PRESENTATION

An actual, but not a declarative coordination of economic interests of subjects who are interested in decisions making to promote the resource potential of industrial enterprises development of a certain industrial site is possible only under condition of an appropriate organizational and methodological support creation. Such organizational maintenance should be the Board of Directors of the industrial site (BDIS), because it has to ensure maximum coordination of management activities

and taking into account the interests of interested individuals through attendance at meetings of the Council or their representatives and make joint decisions, i.e. in practice to reconcile the economic interests of all interested individuals in the process of taking management decisions on the development of resource enterprises, hubs, the CIC, the region in whole.

With the advent of BDIS the improvement of the procedure of making sound and reasonable decisions will take place by improving the integration of information and communication relations of subjects, the use of simulation scenarios situations; the schemes of development solutions and search for new methods for their study improvement. The point at issue is that what should happen to the improvement of the methodological support of consensual decision making BDIS in the areas of capacity expansion management procedures (including the establishment metamicrolevel subject of the managerial process – the actual BDIS); the application of new and improved existing methods for decision support; improved circuit diagrams of the process of managerial decision-making.

Precisely this improved circuit of making management decisions on the reproduction of the resource potential of certain industrial enterprises (e.g., construction) concrete (Lysychansk-Rubizhansk) industrial unit is shown in Fig. 1, according to which the starting point in making managerial decisions regarding the resource potential functioning of the node as a whole is a preliminary analysis of the performance of the resource potential of certain companies and analysis of results of social and economic development in the cities where these enterprises locate. Such analytical managerial procedure is actual at the enterprise level and the Executive committees of the councils of the respective cities and region (executives – heads of financial and economic services of the enterprises and

divisions/departments of social and economic development and investment).

In the following, analytical procedures have to begin which will be performed by BDIS experts. Data, obtained from enterprises' Executive committees, will form the informational base of BDIS management activities, at meetings (involving all interested individuals) the problems arising in the process of reproduction of the enterprises resource potential will be determined, industrial site and other more complex territories and the region as a whole and delineate simultaneously the possible directions to solve these problems. Based on the likely routes, directions to resolve the identified problems, BDIS will develop alternative scenarios of development of events that should be analyzed, and will determine the best option of an agreed management decisions, which will form the basis for the development of a specific project (documented in the form of BDIS decision).

In the following in frames of the agreed project at different levels of governance (minimicro-, minimeso- and metateso-) can be made appropriate decisions concerning all stages and levels of the hub enterprises resource potential functioning through appropriate orders and instructions for enterprises, local councils and regional council. Besides, the execution of decisions will be organized (checking the availability of resources, technical and personnel security). According to the ordinary procedure applicable to all levels of management, the control over the execution of decisions and analysis of the results obtained on the basis of which will be carried out (assuming the deviations from the

planned or estimated) to develop a set of corrective actions (decisions).

Methodological support of the eventual harmonization of the economic interests of interested individuals in the resource potential of the hud enterprises development, the methods improvement of qualitatively new system of managerial decision-making. It should be noted that the methods and techniques improvement to justify decisions that have to satisfy all participants in the managerial process should become a separate research question. In scientific literature in a wide range of methods of administrative decisions making, and evaluating their effectiveness. So, Frolova L. Alekseeva N. separate the regulatory method, method of efficiency determination for the ultimate or immediate results, integrated, systematic methods, and the method of evaluating the effectiveness of strategic decisions [3, pp. 237-238]. All these methods are only adapted to make informed decisions on microhub level, and therefore not able to cover the combined effects of objects' managerial decisions at other levels of management. Meanwhile, the methodology of the study (effectiveness evaluation) managerial decisions are made regarding hud enterprises resource potential should provide the capability to reconcile the economic interests of all interested individuals. We believe that under such conditions the most effective method of justification agreed solutions is the method of "costs-benefit" because it is suitable for assessing the economic effect of each design BDIS solution for any entity.

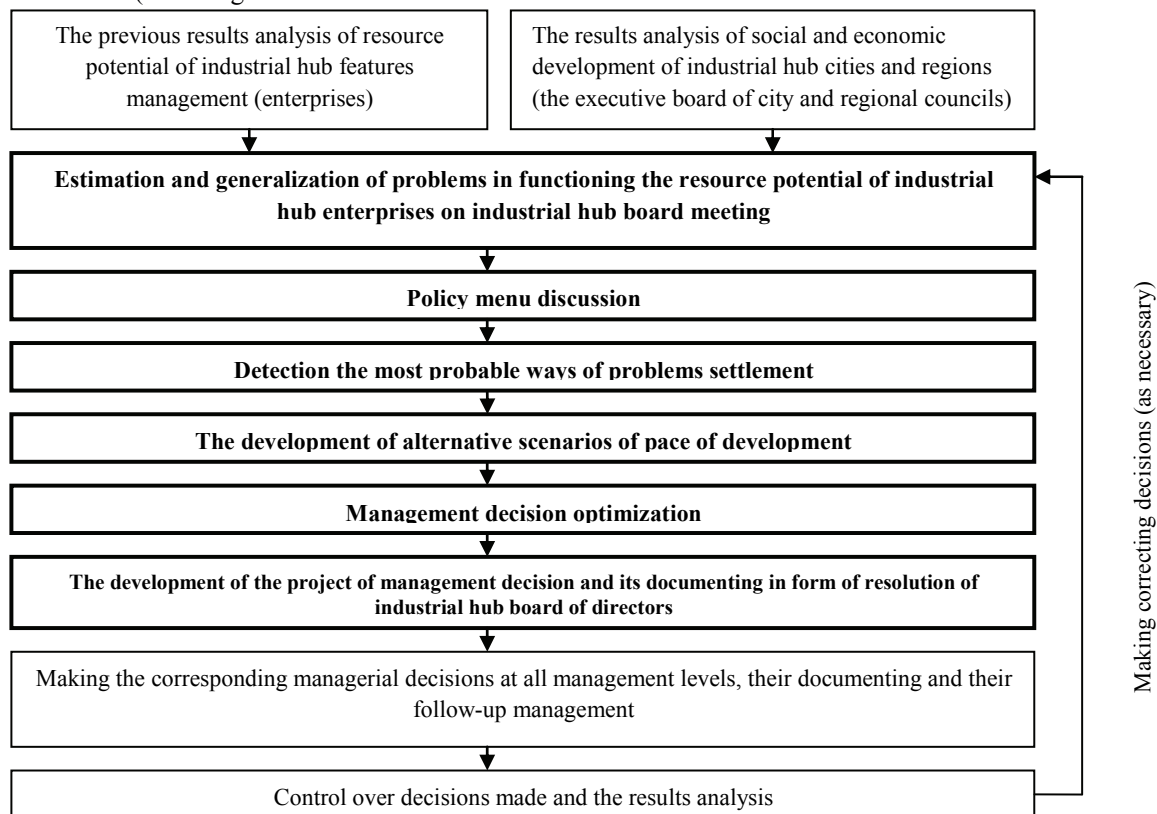


Fig. 1. Advanced schematic diagram of managerial decision-making on enterprises reproduction resource potential of a specific industrial site (shown in bold) and additional managerial procedures to reconcile the economic interests of all interested individuals

We believe that under such conditions the most effective method of justification agreed solutions is the method of "costs-benefit" because it is suitable for assessing the economic effect of each design BDIS solution for any entity.

Applying shown in Fig. 2 general scheme of the "costs-benefit" to solve the adoption of a certain sound and coherent decisions regarding the industrial enterprises resource potential management of studied Lisichansk-Rubezhnoye industrial hub, first of all it is

necessary: 1) to develop indicators-characteristics of management decisions; 2) to determine the indicators acceptability; 3) to identify and analyze the benefits and costs (losses) for each decision option for the subjects of each level of management and control for all interested individuals; and 4) comparing the options calculated on the criteria to choose the best management decisions or if the alternative is missing, to determine the feasibility of adopting uncontested.

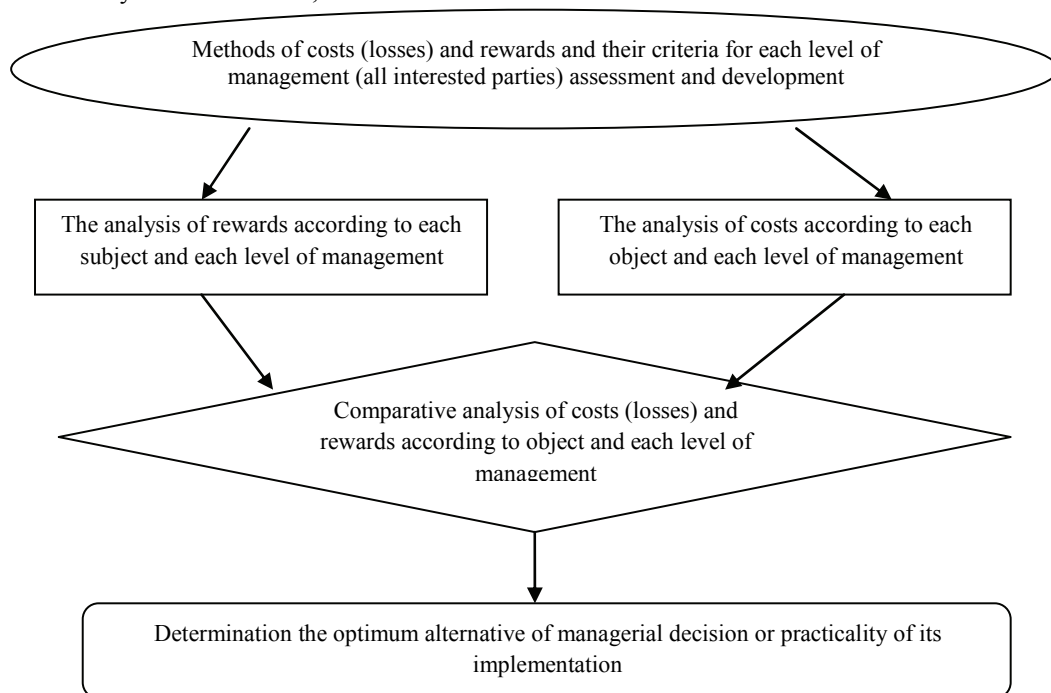


Fig. 2. General application of the method of "cost-benefits" justification for the concerted management decisions

According to the method "cost-benefit", the most objective measures-characteristics of administrative decisions efficiency of all forms of micro-level objects (enterprises as minimicrosubjects, industrial hubs like metamicrosubjects) is the difference between the received in the result of decisions implementation with the help of benefits (growth of sales, growth of financial results, etc) and costs and possible losses (increase in expenses outpacing the growth of products/services, loss part of the financial result and etc.) that, in general, directly affects the level of their resource potentials. In our opinion, the eligibility criteria of a certain management decisions as agreed is a positive value for the calculated difference and a corresponding increase in the level of resource potential.

At the mesolevel (region level) as indicators-characteristics of efficiency of administrative decisions should include indices of production growth (sales) of products in industry scale and volume of the gross regional product. The values which exceed these indexes will provide evidence of a particular judgement effectiveness. If they meet the eligibility criteria at all levels of management and management and all interested individuals, a decision must be recognized as a coherent and appropriate, therefore, can be implemented.

FURTHER RESEARCH in this direction can be associated with the methods and techniques improvement to justify decisions on managing the operation and development of resource potentials of hud branch enterprises from the standpoint of satisfying the economic interests of all participants in the management process, therefore to admit by them is not only effective, but also consistent.

References

1. Kolodina O. Ju. *Institutsionalnoe vozdeystvie na ekonomicheskie interesy predprinimatelstva kak klyuchevoy faktor sovremennoy rossiyskoy ekonomiki*. Specialnost: 08.00.01 – Ekonomicheskaya teoriya. Avtoreferat dissertatsii na soiskanie uchenoy stepeni kandidata ekonomicheskikh nauk. Tambov. - 2013. – 23 s.
2. Reshetilo V.P. *Sinergiya stanovleniya i razvitiya regionalnykh ekonomicheskikh sistem: [monografiya]*/ V.P. Reshetilo; Harkovskaya natsionalnaya akademiya gorodskogo hozyaystva. – Harkov: 2009. – 218 s.
3. Frolova L.V., Alekseeva N.I. *Udoskonalennja mehanizmu realizaciyi upravlinskykh rishen na pidpryyemstvi* / L.V. Frolova, N.I. Alekseeva // *Yevropeyskiy vektor ekonomichnogo rozvytku*. - 2013. - № 2 (15). – S. 234-242.