

## MANAGEMENT COMPETITIVENESS OF ENTERPRISE : THEORETICAL ASPECT

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### Abstract

The basic aspects of management the competitiveness of enterprise are examined in the article. The existent going is studied near a management the competitiveness of enterprise, offered authorial with the use as an instrument of the balanced system of indexes.

### Introduction

With passing of Ukraine to the market economy of one of central tasks in an economy there is an increase of global competitiveness of country, the obligatory condition of which is a height of competitiveness directly industries, regions and enterprises. A competition is one of basic descriptions of market and, than sharper competition between enterprises, the higher quality of commodity and rendered services for a consumer, that tells at general level of development of country.

The competitiveness of enterprise must be guided, but not to be the casual successful for an enterprise coincidence of possibilities of external environment and strong parties of internal environment of enterprise. Because at that rate, taking into account dynamic quality of external environment and possible internal inflexibility (the lack of ability of enterprise is operative to react on the changes of external factors of influence) of enterprise, competitive enterprise yesterday, can already today be at the market an outsider.

### The aim of the research

To study the existent going near a management the competitiveness of enterprise and work out control system, adaptive to the market economy and taking into account specific of different industries.

### Materials and methods

The basic aspects of problems of competitiveness were studied by foreign scientists and practices: I.Ansoff, V.Karloff, F.Kotler, B.Oleen, A. Tompson, A.J.Streakland, E. Heakshler etc. Exactly works of foreign scientists underlay theories of management the competitiveness of domestic economists. It is related to that in the countries of the former USSR of competition however an economic concept existed, that explained by the feature of command-administrative economy.

The features of forming and development of competition relations among the enterprises of all industries were studied by domestic scientists: L.Abalkin, L.Balabanova, A.Gradov, T.Zagornaya, V.Leontiev, A.Udanov, A. Fathutdinov so on.

Thus, from existence of great number of separate approaches both to the concept "competitiveness" and to the management the competitiveness of enterprise, organization of control system and perfection of her instruments is needed.

We'll define basic key concepts, necessary for the further study of the system to the management a competitiveness.

### Results and discussion

So, under a competition it is necessary to understand the process of co-operation of producers and suppliers, using the competitive edges for realization of products, and also, rivalry between separate producers or suppliers of commodity (services) for the choice of customer [1, p. 10]. For the enterprise of sphere of trade and services a competition is a process of co-operation of all chainlet from a production to eventual realization of commodity and rivalry directly of trade enterprises (service businesses) inter se for a choice a consumer exactly of his enterprise.

A competitiveness is interpreted traditionally, as "ability to sustain competition" [2, p. 7]. It is a capacity of enterprise for the effective functioning at the market with providing of timely reaction on the change of tastes and necessities of consumers now to time as compared to enterprises-competitors, operating at this market [3, p. 208]. Id est, actually it is such state of enterprise at which the results of his activity and resource base allow effectively to carry out economic processes in future.

Modern interpretation of concept of competitiveness as a multivariable economic process of realization of competition relations the major condition of his realization supposes is a management the competitiveness of enterprise [4, p. 1].

Fathutdinov A. [5, p. 34] marcets that "constituents of word "management" in a concept "competition" are: being, development, maintenance, use, development, dying off of competitive edge". Under a management the competitiveness of enterprise научнообоснованный and purposeful process of influence the разноуровневыми subjects of management an enterprise is understood on competition relations, providing the effective decision of tasks of forming, maintenance and development of competitive edge [4, p. 2]. A management the competitiveness of enterprise is an aggregate of administrative actions, sent to research of activity of active and potential competitors, their strengths and weaknesses, and also development of competition strategies, providing forming and maintenance of competitive edges [5, p. 42].

Thus, the primary purpose of effective management the competitiveness of enterprise is a receipt and withholding of competitive edge. A competitive edge is determined as a level of the effective use had by available at disposal of firm of all types of resources [6, p. 34]. We consider such determination not quite correct, because the effective use of resources is optional must provide a competitive edge. Competitive edge as a relative category always must be determined as comparative description, but not establishment of the got results of enterprise.

As optimal determination of concept "Competitive edge" suggest to examine those descriptions and properties of products, enterprises which create for a firm certain advantage before the competitors [6, p. 34]. Distinguish such basic going near a management a competitiveness [1, p. 14]:

- system - consists in consideration of objects as multicomponent systems, presenting the aggregate of associate and interactive elements, bringing in the deposit and influencing on the result of functioning and use of object;
- complex - at application of this approach the technical, ecological, economic, organizational, social, psychological aspects of management and their intercommunication must be taken into account;
- global - realized through development of new information technologies, that allowed considerably to simplify international integration and co-operation;
- marketing - foresees an orientation on the consumer of managing subsystem at the decision of any tasks;
- exclusive - consists in acquisition of management of absolute title a subject on the use at own discretion by an innovation in any area of activity or competitive edge;
- processed - examines management (planning, organization of processes, account and control, motivation and adjusting) functions as associate;
- structural - in relation to the problem of management a competitiveness consists in determination of meaningfulness of priorities among the factors of competitiveness with the purpose of establishment of rationality of correlation and increase of validity of allocation of resources;
- situational - concentrated on that application of different methods of management is determined by a concrete situation;
- conducts - the purpose of such approach is an increase of efficiency of organization due to the increase of efficiency of human capitals.

Thus, every enterprise on the basis of influence of factors of external and internal environment on the certain moment of time, depending on the put strategic aims, features of industries, personality priorities of leader and proprietor of enterprise chooses optimal on your own approach individually and independently.

Also distinguish an innovative competition which requires a few other approaches. So, Bielosubehko V. examines such going near a management [7, p. 217]:

- - the first approach is related to providing of symbiosis of conservative and independent endogenous innovations. In the conditions of innovative competition conservative innovations are the obligatory condition of presence at the market and withholding of market positions.
- - the second approach is based on development of non-obvious competitive edges which can not be "copied" by competitors and accordingly does not require defence;
- - the third approach is based on development of doctrine of innovative development and market advancement.

Id est in an innovative competition exactly innovative activity of enterprise is the fundamental factor of achievement and maintenance of competitiveness and receipt of competitive edges.

A competitiveness of organization is relative description which expresses the degree of difference of development of this organization from competitors on the degree of satisfying with the commodities of necessities of people. The competitiveness of organization characterizes possibilities and dynamics of her adaptation to the terms of market competition [1, p. 43]. It be possible to say, what a management the competitiveness of enterprise must be sent to the search such distinctive description and properties of products and enterprise, which would become base during realization of choice a consumer.

Actually, a management the competitiveness of enterprise is taken to providing of optimal correlation of quality, price and services of customers [8, p. 7]. It is three basic factors, influencing at choice, and choice of products which will satisfy certain necessities enterprise which will do service to the consumer.

We will mark that next to a concept a competitiveness of enterprise is competitiveness of products.

In principle it is possible to establish that the competitiveness of products and competitiveness of enterprise of producer of products is correlated inter se as part and unit, as a competition of enterprises at the market assumes an air of competition of products [8, p. 1].

A competition - it, foremost, the fight of enterprises, satisfying a the same necessity, for a consumer, therefore his role increased considerably, and a decision value has his preferences in market conditions. N. Taranovskaya [9, p. 9] marks: "by virtue of it, basic signs of consumer in modern relations a "producer is a consumer" followings: transmitter of new world view feeling of involvement); creator of value (transformation from isolated to involved in business processes); source of innovations (consumer as part of the fundamentally new system of competences is client компонента)". These tendencies brought in a certain sharpness in a competition and some changed principles of management a competitiveness.

As a system, a management the competitiveness of enterprise includes two basic elements is a subject and object managements which co-operate through the mechanism of management, and because it is the open system, then accordingly has an entrance and output.

There are factors of competitiveness on the entrance of the system, on an output are competitive edges [10, p. 36]. We suggest on included in control system by a competitiveness to examine all resource base of enterprise, his potential, and also competences, related to realization of basic activity of enterprise. Id est all, that gets an enterprise for realization of the economic activity. We will mark that on an entrance also there is information directly about the object of management as a feed-back, id est information about present competitive edges or competition weaknesses of enterprise.

This information acts to the management subjects which a few categories are : guidance of enterprise and appropriate departments of enterprise, involved in the process of economic activity; directly specialists of enterprise and performers invited outside for the estimation of competitiveness, exposure and achievement of competitive edges.

A management object in the system of competitiveness is a mechanism of forming of competitiveness of products, produced by an enterprise [10, p. 36]. To the object of management it is necessary to take business processes, realized on a concrete enterprise directly, which form a competitiveness and create competitive edges, and also economic relations, arising up between the participants of competition.

Thus, through influence of management subjects on an object an enterprise must get a high competitiveness due to obvious competition advantages at the market.

The primary purpose of management a competitiveness is providing of the effective functioning of all processes of economic activity, that must result in complete satisfaction of consumers, and as a result is providing of steady competition position at the market and receipt of income in a long-term period.

Providing of height of competitive edge assumes functioning of control system by the competitiveness of products of enterprise, in which it is possible to distinguish four subsystems, : having a special purpose is a management the factors of competitiveness; providing is a management the controlled terms; macroenvironment is an account in the process of acceptance of administrative decisions of influence of out-of-control terms; functional is a management the sources of forming of competitiveness [10, p. 36].

Having a special purpose subsystem methods of estimation of competitiveness and exposure of competitive edges and weaknesses are the basis of. Methods of estimation of competitiveness there is a far, at the same time as one of possible directions suggest to use the balanced system of indexes.

One of terms of achievement high level of business efficiency is management balanced, concentrating of attention simultaneously on different directions of activity [11, p. 55]. Id est, the methods of BSC on the principles absolutely befit for an effective management a competitiveness, which will be based on the got results of BSC.

So, BSC is intended for an answer for four most important questions for an enterprise [10, p. 57]:

- - as an enterprise is estimated by clients;
- - what business processes can provide exceptional competitive edges to the enterprise;
- - how it is possible to attain the further improvement of position of enterprise;
- - as shareholders estimate an enterprise.

Four aspects of BSC to a full degree allow to estimate the external and internal competitive edges of enterprise : a client constituent reflects the degree of satisfaction products or done service to the consumer; making "internal business processes" enables to educe internal competitive edges (advantage on expenses, duration of operating cycle and other factors, unrelated with a value for a consumer); a financial constituent shows actual effectiveness of activity of enterprise; making "development and teaching" shows potential of personnel and his competences, enabling to score a competition advantage in the future.

The feature of the use of BSC with the purpose of estimation of competitiveness is determination of the normalized estimation as relation of actual index to the maximal value which is determined by comparison to competitors, providing a relative total score the same. The final amount of the normalized self-weighted estimations allows to define the level of competitiveness, and estimations on separate constituents to educe competitive edges and weak parties. The got results give basis for the acceptance of administrative decisions in relation to the competitiveness of enterprise.

### Conclusions

Presently is confessedly, that a competition is inalienable property of market, efficiency of functioning of which the higher, than more active competition and than better than condition for her display. Development of competition relations serves as the necessary condition of effective influence of market mechanisms on providing of strong economic growth, both in a country on the whole and in her regions [1, p. 2]. But a competitiveness must not be the casual state of enterprise, she must be necessarily guided. The primary purpose of management a competitiveness is achievement of exceptional competitive edges. As an instrument for more effective management a competitiveness suggest to use the balanced system of indexes, only as minimum and maximal values on the indexes chosen for an analysis it is necessary to use the indexes of competitors, to provide comparison and relativity of data.

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