

UDC 658.8

INNOVATIVE APPROACH TO THE ORGANIZATION OF THE ADMINISTRATION ON THE ENTERPRISE

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Шарко О.Р. Інноваційний підхід до організації адміністрування на підприємстві.

У статті розглянуто поняття адміністрування, виявлено його відмінність від таких понять як «управління» та «менеджмент», визначено його основну роль в управлінській діяльності. Розглянуто алгоритм впровадження адміністрування на сучасних підприємствах. Сформовані основні аспекти інноваційного підходу до організації адміністрування на підприємстві.

Ключові слова: інноваційний підхід, адміністрування, менеджмент, управління, принципи управління, адміністративні функції

Шарко Е.Р. Инновационный подход к организации администрирования на предприятии.

В статье рассмотрено понятие администрирования, выявлено его отличие от таких понятий как «управление» и «менеджмент», определена его основная роль в управленческой деятельности. Рассмотрен алгоритм внедрения администрирования на современных предприятиях. Сформированы основные аспекты инновационного подхода к организации администрирования на предприятии.

Ключевые слова: инновационный подход, администрирование, менеджмент, управление, принципы управления, административные функции

Sharko O.R. Innovative approach to the organization of the administration in the enterprise.

In the article the concept of administration revealed its contrast to such concepts as "direction" and "management", defined its primary role in management. The algorithm implementation administration into modern enterprises was considered. The main innovative aspects of the approach to the organization of the administration of the company were formed.

Keywords: innovative approach, administration, management, direction, principles of management, administrative functions

Administration the management activity as a scientific area originated was appeared in the begin of XX century. The first publications of basic principles of administration were the works written by A. Fayol, M. Weber, F. Taylor – among the general management concepts we can see the foundation of the administration as an important component of the management activities.

Management, direction and administration are related genus concept. The relation between the concepts can be represented thus: $D > M > A$ that the administration is part of the enterprise' management. Allocation of administration to the separate management area occurred in the end of XX century (P. Drucker "Modern management: principles and rules", 1992 [1]) and in domestic science in 2000 (it was first published work of A.V. Raichenko "Administrative management" [2]).

Modern Ukrainian scientific school of administrative management represented by such higher educational Institutions of Ukraine as Kyiv International University, NTU "Kharkovsky Polytechnic Institute", East-Ukrainian National University named by Dahl, National University "Lviv Polytechnic" and other universities where is the specialty 8.18010018 "Administrative management". Thus the existence of different scientific schools only confirms the development of new innovative approaches to the organization of the administration because the existing approaches are stereotyped and were created by classical school administration.

Analysis of recent researches and publications

In various scientific studies the understanding of the essence of "administration" is divided into four approaches [3]:

- group 1 of scientists consider the administration is solely the management and regulation of the government;
- group 2 define the administration as one of the additional functions of general management;
- group 3 identify the administration with work organization of the administrative personnel;
- group 4 guess the administration is function and responsibility of major management level (top-manager).

The concept of administrative management was criticized by both practitioners and theorists in the absence of flexibility, mobility and other characteristics that are needed for the efficient

operation of a modern enterprise. The current approach to administration determining the value of the personnel factor not aimed the solution the problem of effective motivation that prevents the maximum efficiency achievement by enterprise. The first source which describes the preconditions of the formation the new (innovative) approach to administration – functional administration – can be considered a textbook "Theory and practice of business administration" [4].

Thus the complex aspects of modern administration have not been formed sufficiently yet and require methodological and project solutions which determines the aim of this article.

The aim of this article is formation of the main innovative aspects of the approach to the organization of the administration in the enterprise.

The main part

According to the author the administration is ensuring a high level of managerial activity, reaching its maximum effect and during the force-circumstance – manifestation of a high level of self-organization of each employee. Thus it is necessary to highlight the main administrative functions of the enterprise:

- the regulation of activities (content);
- the executive (administrative action);
- the accumulation and synthesis of information (ensuring);
- the transmission of information (coordinate);
- the planning (control).

If all these functions are provided in the enterprise we can assume that the administration is fully on this business subject.

Even all administrative functions can be distinguished among direction activity they needed a tool that would determine how effectively they are implemented and the level of administration in a particular enterprise.

In the article it is considered the each function administration separately. First of all, it should be noted that the administration process begins with the selection of the primary and the major process of activity on the enterprise (the main activity), then the auxiliary processes are allocated, and at the end – optional processes. Thus, the main task of the administration is to ensure the basic production process. Graphically this process can be represented as shown on fig. 1.

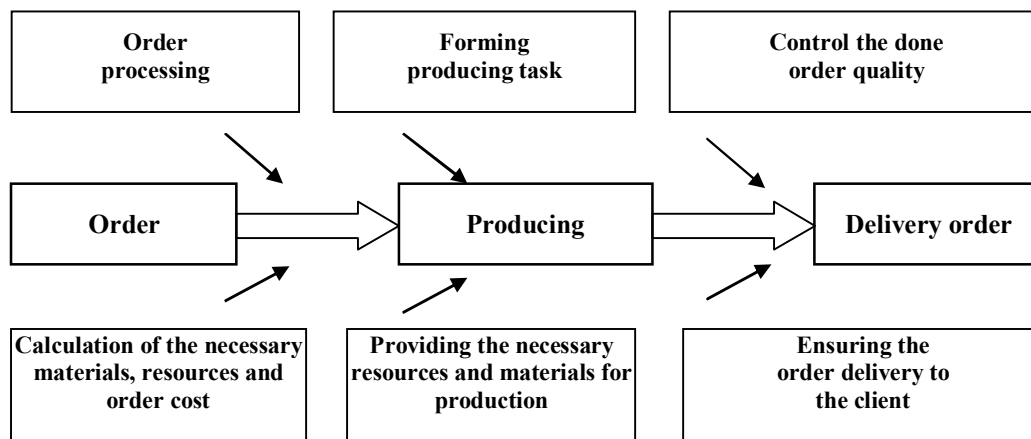


Fig. 1. The main and auxiliary processes of the enterprise activity (manufacture of furniture by order)

On the basis of processes combination it is needed to define all the necessary functional departments and clearly identify all functions and its interaction with each other. It is the function of regulation the activity.

The main task of the regulation on the enterprise is to ensure the effective implementation of the basic functions by the distribution of rights and obligations, responsibility centers and load balancing between the executors. Effective tool for administration the functional capacity of the enterprise is the functional matrix.

The basis for the construction of a functional matrix is the primary activity of the enterprise. The administrator must select all needed the main process activities options on the enterprise and distribute for

functional departments. Perform any function involves the following steps [5]:

- work planning;
- work execution;
- control the work execution;
- coordination with all participants;
- approval of final results.

Thus each function needs to sequence the execution of certain works. Functional matrix is a graphical representation of the execution of all work on the enterprise (an example is drawn in table 1).

The following conventions were used in table 1:

- "P" – work planning;
- "E" – work execution;
- "C" – control the work execution;

"Co" – coordination with all participants; "N" – not involved.
 "A" – approval of final results;

Table 1. Functional matrix of enterprises

Functions	Director	Department 1	Department 2	Department 3	Department 4	Department 5	Department 6	Department 7
1. Order processing	A	C	P	Co	N	Co	N	E
.....
20. Preparation of the annual financial report	A, C	N	E	Co	P	Co	N	Co

Coordination is the next important feature of the administration. Coordination is achieved by the ratio the distribution of responsibilities and accountability of staff inside the enterprise. If the enterprise has a rather long on the market, as a rule, the processes of subordination has already been formed and regulate but how they comply with the rules and regulations administration – it is another question. For enterprises that are just created – this question is not relevant, since the modern manager clearly understands that it is better to spend resources and time and to create an

effective management structure of the enterprise than to spend large sums of money for consulting and reorganization of administrative processes.

Today there are many techniques for assessing the quality of organizational management structures so on this article just basic is present (table 2) but there are normative values that correspond to administrative tasks on the enterprise. For the calculation indexes it is necessary to compare the graphic of the organizational and functional structures with the staff of enterprise [7].

Table 2. The indexes of quality the organizational management structure of enterprise

Name of coefficient	Formula	Characteristics of formula
The structural coefficient of centralization	$C_{sc} = N_{cd}/N_{td}$	N_{cd} – the number of functional departments managed from one center (elected maximum); N_{td} – the total number of functional departments.
The quantitative ratio of centralization	$C_{qc} = N_{cn}/N_{tn}$	N_{cn} – the number of employees of functional department managed from one centre; N_{tn} – the total number of employees.
The coefficient of centralized management	$C_{cm} = N_{cm}/N_{tm}$	N_{cm} – the number of employees of central management; N_{tm} – the total number of managers.
The level of formalization between subordination and processes delegation	$C_f = N_{nf}/N_{ivs}$	N_{nf} – the number of functions; N_{ivs} – the total number of vacancies according to personnel schedule.
The coefficient of complexity management	$C_c = N_v/N_t$	N_v – the total number of vacancies; N_t – the total number of employees on enterprise.
The coefficient of structural tension	$C_{st} = N_{td}/d$	N_{td} – the total number of functional departments; d – the proportion of managers among the total number of employees.
The coefficient of management standards compliance	$C_{sc} = N_a/N_n$	N_a, N_n – respectively the actual and the normative number of employees, subordinates one supervisor.

On the basis of the conducted research – questionnaire for various leaders from different spheres of activity – the normative values of the quality indicators of the organizational management structure of enterprise were established (table 3).

Norm-controllability depends on the following factors [6]:

- activity of the enterprise;
- the location of the control objects;
- the qualification of the personnel;
- the type of organizational structure;
- the level of standardization of tasks;
- the automation level of activities etc.

For direct positions in the departments can be used the following values of norm-controllability:

- non-standard work employees who require high qualification – $N_n = 5-7$ people;
- standardized procedures – $N_n = 10-12$ people;
- typical standardized work (management of workers in shops) $N_n = 15-17$ people.

The executive, accumulation, synthesis of information and planning in administration are achieved through the development and using the administrative products – management decisions, management information and managerial impact. These products allow to administrator of the

enterprise to fully control the whole management process. To assess the level of administration, the author proposes using of spider diagrams (fig. 2).

Table 3. The normative indexes of quality the organizational management structure of enterprise

Name of coefficient	The normative indexes	Characteristics of coefficient
The structural coefficient of centralization	$C_{sc} \rightarrow [0,2-0,3]$	The closer to the norm, the more centralized management
The quantitative ratio of centralization	$C_{qc} \rightarrow 0,1$	The closer to the norm, the more centralized management
The coefficient of centralized management	$C_{cm} \rightarrow 0,1$	The closer to the norm, the more centralized management
The level of formalization between subordination and processes delegation	$C_f \rightarrow 1$	The closer to the norm, the more formalized management
The coefficient of complexity management	$C_c \rightarrow 1$	The closer to the norm, the more complexity management
The coefficient of structural tension	$C_{st} \rightarrow 1$	The closer to the norm, the more tense management
The coefficient of management standards compliance	$C_{sc} \rightarrow 1$	The closer to the norm, the more respected the norms of management

Fig. 2 use the rating scale level functions administration:

0 – function not performed;

1 – function occurs spontaneously, not regularly;

2 – function partially, depending on the situation;

3 – function runs continuously, is consistency;

4 – the function is performed as efficiently as possible.

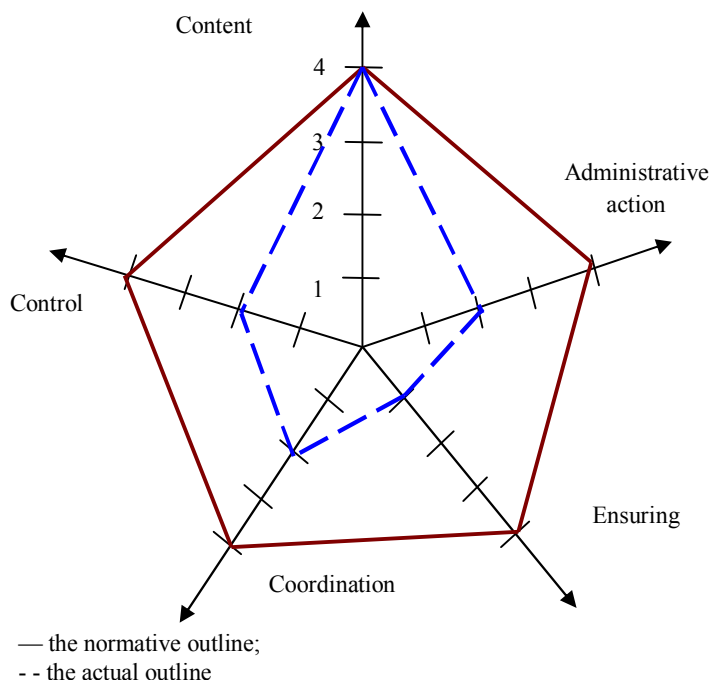


Fig. 2. Spider diagrams assess the level of administration on the enterprise

Now we need to add these values administration functions and to draw the necessary conclusions about the level of the enterprise. Totally we can distinguish four levels of administration on the enterprise.

Level 1 – administration is chaotic, requires a review of selected objects management activity (the sum of the function values is within 0-5 points).

Level 2 – there is administration system on the enterprise but in its infancy and requires more attention from the side of the head by setting specific

objectives of its increase (sum of function values is within 6-10 points).

Level 3 – administration was formed in separate responsibility center is dedicated accountable positions whose duties include implementation of administrative functions but lacks integrity approach to the administration of the enterprise (the sum of the values of the functions is in the range of 11-15 points).

Level 4 – achieved maximum results in all areas of management and administration is at the reference level (the sum of the function values is within 16-20 points).

Getting the evaluation of the administration level every administrator must set a goal to constantly improve the quality of administration in all areas of activity. It is necessary to maintain the dynamics of improvements and begin the transformation of the problem areas that remain to achieve the maximum results of management activities.

Conclusions

Analyzing the above provisions of the new approach to the organization of the administration on the enterprise can make the following conclusions:

- selecting all processes of the enterprise and its administration will lead to maximum efficiency;
- executive the administration functions must be ensured all levels of the enterprise.

The using of modern administration tools will help administrator to achieve an adequate level of administration on the enterprise. The current level of administration should always be recalculated and evaluated to ensure that the system improving the quality of administrative work.

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Надано до редакції 21.07.2014

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Посилання на статтю / Reference a Journal Article:

Innovative approach to the organization of the administration in the enterprise [Електронний ресурс]/ O.R. Sharko // Економіка: реалії часу. Науковий журнал. – 2014. – № 5 (15). – С. 141-145. – Режим доступу до журн.: <http://economics.opu.ua/files/archive/2014/n5.html>