
Economic processes management at microlevel

Cite This Article:

Vynogradova O. V., Yevtushenko N. O. Consulting role in the enterprise development management system [Online] // *Economic Processes Management: International Scientific E-Journal*. 2016. № 4.

Received
October 10, 2016

Accepted
November 30, 2016

Available:

http://epm.fem.sumdu.edu.ua/download/2016_4/epm2016_4_16.pdf

UDC 338 (075.8)

JEL Classification: L21, L84, O10

**CONSULTING ROLE IN THE ENTERPRISE DEVELOPMENT
MANAGEMENT SYSTEM**

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The article deals with peculiarities to form consulting market and to establish interconnection between consulting activity and enterprises through the development management system. Main obstacles of the consulting development at the native service market are investigated. Factors, which impact the development management system in the system of interconnection consulting company – enterprise, are grounded. There are recommendations concerning useful cooperation of consulting companies with enterprises according to changes in external environment and internal transformations in the management system. The consultants' leading role in the development management system at the enterprise is proved.

Keywords: *consulting, management system, enterprise development, consultant, human capital, enterprise.*

Introduction. The progressive development of the world economy, connected with informational support speed in society, orients production to innovativeness and high research intensity. It forms new, special requirements to the development management system at the enterprises and managers' professional competence, who are able quickly to respond to environmental changes and long to professional growth, self-improvement of the personal business features in the decision making process and during the powers delegation. However, sustainable development will be possible only if the enterprise is able to keep competitive advantages during the long time. It complicated management at the enterprises, which is not able to be adapted in time and to agree new modern realities. Under such

conditions consulting companies' service become relevant, oriented to search mechanisms for improvement of the management and for providing of the enterprise self-development.

Analysis of recent researches and publications. Consulting is popular in many countries of the world owing to ability to use specific intellectual resource, which is an objective necessity to provide enterprise development in the long-term perspective. Researches of problems on consulting state and development under conditions of globalized transformations are shown in works of such foreign and naïve scientists as: P. Block [1], V. Aleshnikova [2], A. Posadsky [3], V. Raport [4], A. Prigozhyn [5], M. Kubr [6], V. Verba, T. Reshetnyak [7].

Previously unsettled problem constituent. Nowadays there are great economic changes; new approaches are introduced to the enterprises management during their development both in Ukraine and in the world. Consulting companies play an important role in these processes. They increase competitiveness of the enterprises, based on the innovativeness. However they are urgent and need further study development, concerning problems to use consulting in the native enterprises development management system.

Main purpose of the article. The purpose of this article is to see consulting place in the system of enterprises development management and to find factors, which influence this system formation in the process of interconnection between consulting company and enterprise.

Results and discussions. At the modern stage of economy development, characterized with high speed of changes, instability and uncertainty, in order to provide constant process of the development every enterprise long to resources rational use, to increase production profitability, to improve production quality and to satisfy its workers' social needs. Most native enterprises are not able to use self-development under conditions of constant changes in the realities of native social and political environment, complicated economic state in Ukraine. It requires to use professional service of consulting companies.

The peculiar features of consulting in XXI is use of the systematic and situational approach to study and to solve managerial decisions at the enterprise, to produce intellectual goods, which are investigated across functional aspects of management, within inter-branch cooperation, owing to development of cluster economy. Today consulting in economy and management in most countries appears as a separate service sector [7].

Development of the consulting service market in Ukraine is connected with integration processes, which changed the enterprises management system. There was a necessity to reorient native enterprises to the new type of management system, which assisted to increase competitiveness through innovative technologies use, particularly informational ones. Under mentioned conditions of native enterprises development management system one required to use professional consultants' service.

In spite of the fact that annually most native enterprises need consulting to rebuild the development management system, demand for this service in Ukraine remains low.

The reasons which impact the consulting service market formation in Ukraine today include:

- A complicated macroeconomic situation, which is increased by the political and social and economic crisis, and military actions in the east of the country;

- Low level of the consulting service popularization in the country;
- Absence of legislative base for consulting activity regulation;
- Absence of the methodic provision concerning estimation of the consulting effectiveness;
- Low demand for consulting service;
- Decrease of profitableness and business activity at the enterprise;
- the consulting service customers’ low payment-worthiness;
- distrust in consulting companies owing to the limited data concerning their activity efficiency;
- low percent of the concrete results guarantees and positive effect from consulting;
- absence of enterprises’ experience to work with professional consultants;
- absence of culture of the professional consultants’ work with enterprises;
- low percent of privacy terms conducting.

Thus, while improving the system of development management at the enterprise in cooperation with consulting company, one has to consider both external and internal factors (fig. 1).

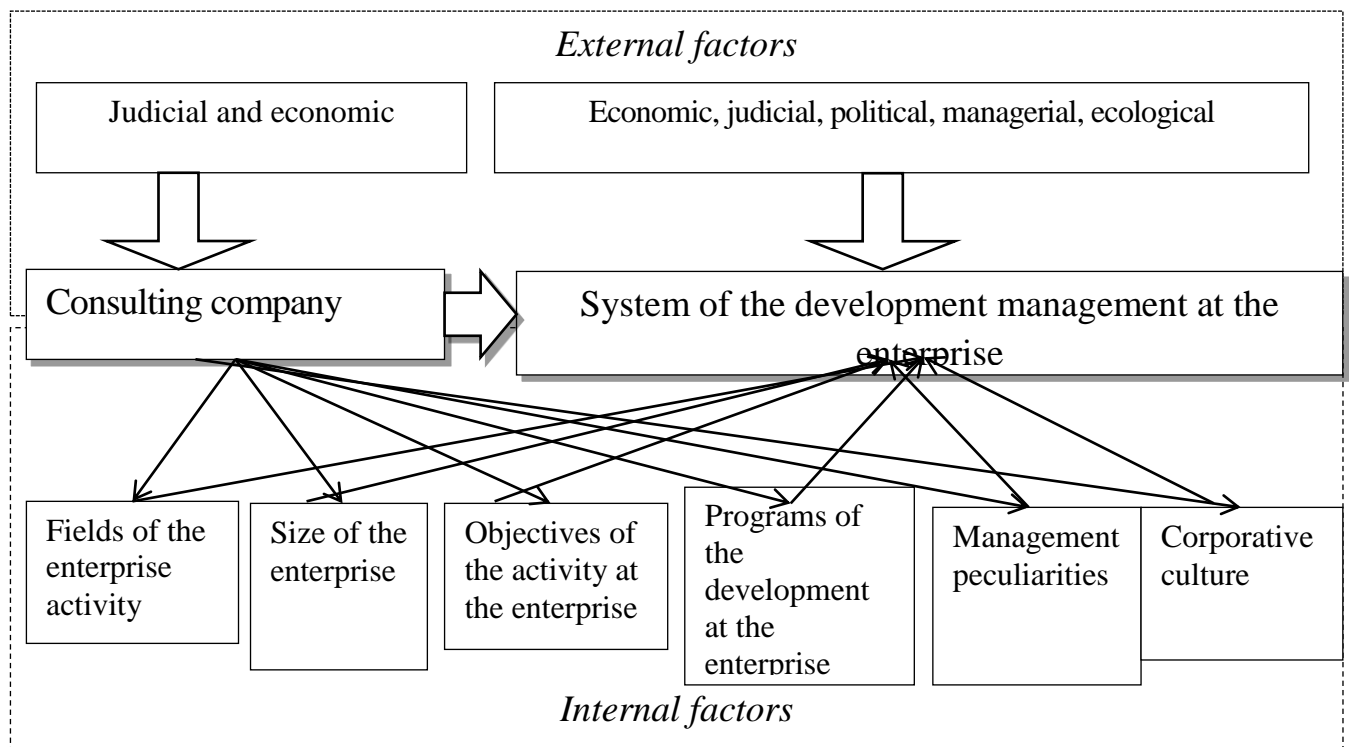


Fig. 1. Factors of impact on the development management system of the enterprise in cooperation “consulting company – enterprise”
(suggested by the author)

Development of the native consulting has its own peculiarities. Increasing of the popularity to use consulting service is possible not only after legislative base formation of

the consulting activity, but mainly – after economic benefit realizing, which is formed in the process of interconnection between consulting company and enterprise with purpose to improve the development management system through innovative technologies, particularly informational ones. Quality of service, which is provided by consultants, who have to meet the requirements concerning professional competence of the experience with development management systems at any enterprise, plays an important role in spreading of consulting the consulting companies success in Ukraine depends in most cases on stabilization and macroeconomic crisis recovery, which describe their readiness for innovations, searching of new goods and markets, service adaptiveness to clients' needs, use of methods and modern technologies with purpose to improve development management system at the enterprises-customers of service. Future of consulting at the native service market is connected with enterprises-customers' profitableness degree, which will form demand for consulting service, and also ethical standards keeping by consultants due to customers' needs. It should be mentioned, that perspectives for consulting demand realization in Ukraine will depend on consultants' actions or human capital of the consulting company, which may be both object and subject of the development management system at once. The last is a specific peculiarity of the human capital management at the consulting company.

Conclusions and further researches directions. Thus, consulting is a significant factor in the system of enterprise management. Consulting is a revolutionary demonstration of the modern reality, necessity to master of which directly depends on the native enterprises' wish to be leaders in the strategic environment. The main element in the consulting activity is a consultant or human capital, which provides efficiency of the development management system improvement at the enterprises-customers.

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**МІСЦЕ КОНСАЛТИНГУ В СИСТЕМІ УПРАВЛІННЯ
РОЗВИТКОМ ПІДПРИЄМСТВА**

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Досліджено особливості формування ринку консалтингу та встановлено взаємозв'язок консалтингової діяльності з підприємствами через систему управління розвитком. Досліджено основні перешкоди розвитку консалтингу на вітчизняному ринку послуг. Обґрунтовано чинники, які впливають на систему управління розвитком у процесі взаємодії «консалтингова компанія – підприємство». Надано рекомендації щодо плідної співпраці консалтингових компаній з підприємствами відповідно до змін зовнішнього середовища та внутрішніх перетворень в системі управління. Доведено провідну роль консультантів в системі управління розвитком підприємства.

***Ключові слова:** консалтинг, система управління, розвиток підприємства, консультант, людський капітал, підприємство*

**МЕСТО КОНСАЛТИНГА В СИСТЕМЕ УПРАВЛЕНИЯ
РАЗВИТИЕМ ПРЕДПРИЯТИЯ**

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Исследованы особенности формирования рынка консалтинга и установлена взаимосвязь консалтинговой деятельности с предприятиями через систему управления развитием. Исследованы основные препятствия развитию консалтинга на отечественном рынке услуг. Обоснованы факторы, влияющие на систему управления развитием в процессе взаимодействия «консалтинговая компания – предприятие». Даны рекомендации по сотрудничеству консалтинговых компаний с предприятиями в соответствии с изменениями внешней среды и внутренних преобразований в системе управления. Доказана ведущая роль консультантов в системе управления развитием предприятия.

***Ключевые слова:** консалтинг, система управления, развитие предприятия, консультант, человеческий капитал, предприятие*