

**ADAPTIVE-SITUATIONAL MANAGEMENT OF ENTERPRISES IN  
UKRAINIAN CONDITIONS**

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In modern conditions of a large part of major fatherlands organizations and enterprises was not able to adequately and intelligently react to the changing conditions of the external and internal environment. And this applies even to companies with well-established mechanism of management of industrial and economic activity. This problem is caused by the total absence of flexible market instruments of adaptive management.

This state of affairs is typical for all sectors of the economy of Ukraine. In this connection there is a need to conduct a series of studies aimed at developing mechanisms for Adaptive management, adequate formed the country's socio-economic and legal conditions.

Adaptation is the adjustment of the economic system and its individual subjects workers to the conditions of the environment, production and labour.

Along with the notion of adaptation has gained widespread acceptance of the concept of adaptive management. This is a system in which the resulting changes of parameters of external and internal environment are a suitable setting of the organizational structure and management system in general, which ensures the functioning of the facility management.

Adaptive thought system that can adapt to changing conditions – internal and external.

Adaptive management is the management of feedback that has the accounting unit of the external factors that are analyzed before, as will be the result of activity on the system. When the control unit receives information about changing the value factor along with a manageable object or, if the forecast even before, and taken measures to neutralize its impact, or agreed measures to increase its positive effect [1, p. 23-30].

In other words, adaptive control system provides high performance in terms of changing the properties of a managed object, environment and tasks, at the expense of developing new algorithms functioning.

In modern conditions of managing in order to ensure the success of the adaptation process is quite important is the question of the formation of such a control system, which most corresponds to the requirements of our time, focus on the innovative path of development and modernization of the economy.

Adaptive management of the enterprises of Ukraine has a number of significant features, namely: the changes of external environment of enterprises in Ukraine are large-scale, systematic character, then adaptation to individual enterprises provides for changes in their internal factors within the complex environment that is essentially restructuring enterprises. Ukrainian scientists insist that a comprehensive restructuring that involves substantial updates to all spheres of activity, and not a single construction measures to native enterprises to adapt to the new conditions of management.

In connection with aforesaid adaptive management in enterprises terms can be attributed to processes of restructuring enterprises.

The second feature of the adaptive management of enterprises in Ukraine, besides to its focus on restructuring is its anti-crisis character. The system changes the entire spectrum of socio-economic, political, and legal relations in Ukraine caused a huge decline in its scale of production. Virtually all areas and industries since the 90s of the XX century are in a situation of protracted crisis.

We can say that Adaptive management is management restructuring of enterprises, is looking at the modernization of the character.

Restructuring of Ukrainian enterprises, aimed at adapting to current market conditions of managing and overcoming the crisis requires, in our view, the Special approaches to the selection of strategies, tools and methods of its realization. This, of course, the traditional implementation of management functions (planning, organization, control and motivation) will also have their specificity in terms of restructuring and modernization.

In our opinion, the best in a comprehensive restructuring of the enterprise approach to strategic planning is software-targeted approach, which in turn further

refine ways and means to achieve the goal and objectives of the enterprise. You must also say that the detail allows you to concentrate limited resources on the most important for the enterprise of activities addressing primarily the most meaningful assignment, resulting in increased effectiveness of control over the results of activity of the enterprise.

Note that the critical state of the vast majority of industrial enterprises of Ukraine initiated high speed changes of environmental factors with a significant slowing the pace of corresponding changes of the internal environment factors of functioning enterprises. In these conditions, when analyzing the external environment relevant is not only the these determination of favorable and unfavorable factors for the development of enterprises, but above all defining the contours the new environment, identifying the specifics of the new socio-economic relations, changing the rules of the game businesses.

Analysis of external environment assumes the Elimination of uncertainty in the submissions management of enterprise IT environment. Very important when identifying the range of adaptation is determining the amount of costs, necessary to achieve the level of standard of adaptivity. As a rule, cover such costs in a crisis is rather problematic. As a rule, the management of enterprises to determine which must be the enterprise, so that, firstly, it could "make load" adaptation costs, and secondly, brought the company to the level of standard of adaptivity .

Literature:

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