

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**Sumy State University**

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\_\_\_\_\_ 2024

**QUALIFICATION PAPER**

**to obtain an educational degree BACHELOR**

in the specialty **073 Management**

educational-professional program **Management**

on the topic: **Improvement of the management system in the SUCHASNY  
KVARTAL enterprise**

Student: M-01an/2u Savonenko Ariadna  
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The qualifying paper contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

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**Sumy – 2024**

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APPROVED  
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**ASSIGNMENT FOR QUALIFICATION PAPER  
to obtain an educational degree BACHELOR**

in the specialty 073 Management,

educational-professional program Management

on the topic: Improvement of the management system in the SUCHASNY KVARTAL enterprise

Student: M-01an/2u \_\_\_\_\_ Savonenko Ariadna  
(group) (First and last name)

1. The topic of the paper Improvement of the management system in the SUCHASNY KVARTAL enterprise approved by order No 0544-VI dated 16.05.2024.
2. The deadline for submission of the completed paper by the student student 7 June 2024.
3. The purpose of the qualification paper: research and analysis of the theoretical foundations of improving the management system at the enterprise Suchasny Kvartal in order to identify key aspects and methods that contribute to improving the efficiency of operations, improving the quality of products or services, as well as optimizing internal business processes
4. Object of study: the management system at the enterprise Suchasniy Kvartal
5. Subject of study: Suchasniy Kvartal
6. Qualification paper is performed on the basis observation, analytical research, analyses.
7. Approximate plan of qualification paper, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

№	Title of the section	Submission deadline
I	Theoretical background of management improvement system	24.05.2024
II	Practical analysis of "Suchasny kvartal"	30.05.2024
III	Proposal for changes, implementation and proc and cons	07.06.2024

The content of the tasks for fulfilling the set goal of the Bachelor's qualification paper:

In section 1, the student must analyse and provide theoretical aspects of management system, theoretical bases of management system improvement and current trends in management.

In section 2, the student must provide general data of the "Suchasny kvartal", conduct analysis of the general data of "Suchasny kvartal" and provide external and internal environment analyses of "Suchasny kvartal".

In section 3, the student must submit proposal for changes for improving management system at "Suchasny kvartal", show implementing the proposed changes at "Suchasny kvartal" and provide potential pros and cons of the probable future results of implementing the proposed changes at "Suchasny kvartal".

8. Consultations on work performance:

Section	Surname, initials and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1			
2			
3			

9. Issue date of the assignment \_\_\_\_\_

Supervisor of qualification paper Yuliia Matvieieva \_\_\_\_\_  
 (position, scientific degree, scientific title, Name and SURNAME) (Signature)

Tasks to be completed received Ariadna Savonenko \_\_\_\_\_  
 (Name and SURNAME of the student) (Signature)

## ANNOTATION

In the conditions of modern business organizations, including the enterprise "Suchasny Kvartal", need to continuously improve the management system to ensure efficiency and competitiveness in the market. Development and improvement of the management system at this enterprise becomes a key factor of successful development and achievement of strategic goals.

Goal: research and analysis of the theoretical foundations of improving the management system at the enterprise "Suchasny Kvartal" in order to identify key aspects and methods that contribute to improving the efficiency of operations, improving the quality of products or services, as well as optimizing internal business processes.

Object of the study: the management system at the enterprise "Suchasny Kvartal". Work consists of 49 pages, 5 tables and 10 figures.

After the research the following results were revealed:

1. The main problems and weaknesses in the current management system at the enterprise "Suchasny Kvartal" were identified.

2. Potential opportunities for improving the management system, including the introduction of new management methods and tools, as well as the development of leadership skills of management personnel were identified.

3. Recommendations for improving the management system aimed at improving the efficiency of operations and competitiveness of the enterprise "Suchasny Kvartal" have been developed.

4. The conducted analysis allowed to identify key areas for further development of the management system and optimization of business processes at the enterprise.

Key words: Management, management system, improvement, efficiency, competitiveness, enterprise "Suchasny Kvartal", product quality, business processes.

## LIST OF CONTENT

INTRODUCTION.....	6
CHAPTER I THEORETICAL BACKGROUND OF MANAGEMENT IMPROVEMENT SYSTEM.....	8
1.1 Theoretical aspects of management system.....	8
1.2 Theoretical bases of management system improvement .....	12
1.3 Current trends in management .....	14
CHAPTER II PRACTICAL ANALYSIS OF "SUCHASNY KVARTAL" .....	16
2.1 General data of the "Suchasny kvartal" .....	16
2.2 Analysis of the general data of "Suchasny kvartal" .....	18
2.3 External and internal environment analyses of "Suchasny kvartal".....	27
CHAPTER III PROPOSAL FOR CHANGES, IMPLEMENTATION AND PROS AND CONS.....	33
3.1 Proposal for changes for improving management system at "Suchasny kvartal" .....	33
3.2 Implementing the proposed changes at "Suchasny kvartal".....	35
3.3 Potential pros and cons of the probable future results of implementing the proposed changes at "Suchasny kvartal" .....	40
CONCLUSION .....	43
LIST OF REFERENCES .....	45

## INTRODUCTION

In today's world, where the business environment is constantly changing and becoming more and more dynamic, effective management plays a crucial role in the success of organizations. Development and improvement of the management system becomes a necessity for adapting to changes, ensuring competitiveness and achieving strategic goals.

In order to successfully manage an organization, it is necessary to consider a wide range of factors, from the role of innovation in the formation of competitive advantage, to the influence of the organization's culture on the effectiveness of management. The application of modern management methods and tools, such as digitalization, system approach and knowledge management, becomes a necessity to successfully build and optimize business processes.

In this study, we will review the theoretical foundations of management system improvement, identifying key aspects and methods that can help organizations become more agile, innovative and competitive. We will consider the role of innovation, the application of a systematic approach, the influence of the organization's culture, the analysis of internal and external factors, as well as the development of leadership qualities and skills of management personnel as key aspects of modern management.

In today's rapidly evolving business landscape, the ability to adapt, innovate, and effectively manage organizational resources is crucial for sustained success and competitiveness. This holds particularly true for companies operating in dynamic sectors such as construction, real estate, and facility maintenance. Among these, LLC "SUCHASNY KVARTAL" stands as a notable entity, recognized for its multifaceted activities ranging from complex maintenance of facilities to construction projects and real estate transactions.

The aim of this work is to delve into the intricacies of LLC "SUCHASNY KVARTAL"'s management system, identifying areas for improvement and proposing

actionable strategies to enhance its effectiveness, efficiency, and resilience in the face of evolving market dynamics and challenges.

Against this backdrop, the primary objective of this report is to analyze the current state of LLC "SUCHASNY KVARTAL"'s management system, identify areas for enhancement, and propose practical recommendations to drive organizational excellence and sustainable growth. Through a comprehensive examination of the company's organizational structure, financial performance, risk management practices, operational efficiency, and strategic planning efforts, we aim to provide actionable insights that will empower LLC "SUCHASNY KVARTAL" to realize its full potential and achieve its strategic objectives.

In essence, this work serves as a roadmap for LLC "SUCHASNY KVARTAL" to navigate the complexities of its operating environment, capitalize on opportunities, and overcome challenges through strategic and proactive management practices. By embracing change, fostering innovation, and prioritizing excellence in all facets of its operations, LLC "SUCHASNY KVARTAL" can chart a course toward sustained success and leadership in its industry.

# CHAPTER I THEORETICAL BACKGROUND OF MANAGEMENT IMPROVEMENT SYSTEM

## 1.1 Theoretical aspects of management system

A management system is a set of interrelated processes, methods and tools designed to achieve the goals and objectives of an organization (Ruby Siwach, 2022). It encompasses planning, organizing, directing and controlling the activities of the organization and includes decision-making, strategy formulation and resource management.

Basic Principles of Management:

1. Hierarchy: The principle of hierarchy implies a clear management structure where each level has its own responsibilities and competencies. The top level defines goals and strategies and the lower levels implement them (Simpilearn, 2024); (Boardmix, 2024).

2. Planning: Planning is the process of determining the goals of an organization and developing ways and strategies to achieve them. It involves analyzing the current state, determining the resources needed to achieve the goals, and establishing a sequence of actions (Global campus, 2023).

3. Controlling: Controlling is the process of evaluating the fulfillment of objectives and plans. It involves comparing actual results with planned results, identifying deviations and taking corrective action to achieve desired results (Vincent van Vliet, 2024).

4. Motivation: Motivation is the stimulation of personnel activity in order to achieve the set goals. It can be carried out through various mechanisms such as material rewards, recognition of achievements, opportunity for career growth, etc (Srihari Udugani, 2023).



5. Other management principles include fairness, transparency, efficient use of resources, and adaptability and flexibility to respond adequately to changing conditions of the external environment (Misheck Musaigwa, 2023).

These principles are the basis for the development and implementation of management strategies in the organization, ensuring effective functioning and achievement of objectives.

Management methods and tools

Planning Methods:

1. SWOT Analysis (SWOT):

- SWOT analysis is a strategic planning tool that helps an organization assess its strengths, weaknesses, opportunities and threats it faces within and outside its environment. SWOT is broken down into four main categories: Strengths, Weaknesses, Opportunities, and Threats (S. J.Bigelow, M.K.Pratt, L.Tucci, 2024);(W.Kenton, 2023).

2. Strategic Planning:

- Strategic planning is the process of defining long term goals and strategies for the success of an organization. It involves analyzing the current situation, developing a mission and goals, and selecting strategic alternatives and action plans to implement them (K.T.Hanna, S.J.Bigelow, M.R.Pratt, 2024); (Balanced scorecard institute, 2024).

3. Other planning techniques include:

- Operational planning: identifying specific actions and resources to accomplish objectives over a shorter period of time (J.Martins, 2024).
- Tactical planning: developing actions to realize strategic goals at the department or functional area level (P.VanZandt, 2023).
- Budgeting: creating budgets based on business plans to allocate resources efficiently (Infoentrepreneurs, 2023).

Planning techniques help an organization to determine its current position, set goals and develop strategies to achieve success in the long and short term. They are

important management tools that enable an organization to adapt to a changing environment and achieve desired results.

- Control Methods:

1. Balancing Scorecard (BSC):

- BSC is a performance management tool that helps organizations to measure and manage their performance taking into account not only financial performance but also other important aspects such as customer satisfaction, business processes and employee training and development. It is based on the idea of balancing different aspects of performance that affect the success of an organization (I.Tarver, 2024).

2. Management Quality:

- Management quality is a concept that evaluates the effectiveness and efficiency of management decisions and processes in an organization. It includes the assessment of how well management contributes to the achievement of strategic objectives and satisfaction of stakeholders such as employees, customers, investors, etc (The investopedia team, 2024).

3. Other control methods include:

- Use of key performance indicators (KPIs): identifying and tracking key indicators that reflect success in achieving organizational goals (Qlik, 2024).
- Auditing and internal control: systematically reviewing and evaluating an organization's performance to identify errors, nonconformances, and opportunities for improvement.
- Use of quality standards and certification: the application of quality standards, such as ISO 9001, to ensure that processes and products meet established requirements and standards (Asq, 2024).

Control techniques play an important role in the management of an organization by monitoring and evaluating its performance and facilitating informed management decisions. They help managers respond to changes in the external environment and maintain a high level of efficiency and effectiveness.

- Methods of motivation:

1. Frederick Herzberg's two factor theory:

- This theory states that there are two sets of factors that affect employee motivation: satisfaction factors (tangible and intangible working conditions) and dissatisfaction factors (lack of conditions that cause dissatisfaction). According to Herzberg's theory, satisfaction and dissatisfaction are two separate continuums and an increase in satisfaction inevitably does not lead to a decrease in dissatisfaction and vice versa. In order to motivate employees, it is necessary to ensure the availability of satisfying conditions and, in addition, to create conditions for professional growth and development (J.M.Syptak, D.W.Marsland, D.Ulmer, 2024).

#### 2- Expectancy theory (Victor Vroom's theory):

- According to this theory, employee motivation depends on three main factors: expectation of the results associated with the task; assessment of the possibility of achieving these results; and assessment of the value of these results to the employee. Expectancy theory suggests that employees will be motivated to perform a task if they expect positive outcomes, believe in their ability to achieve those outcomes, and find those outcomes valuable and attractive (E.Tarver, 2020).

#### 3. Other motivation methods include:

- Financial motivation methods such as bonuses, bonuses, salary increases, etc.
- Intangible motivation methods such as recognition and rewards for achievements, career development opportunities, enabling employees to participate in decision making, etc.
- Team building and corporate events to strengthen team spirit and motivation to work together.

Motivation techniques play a key role in maintaining high productivity and employee satisfaction. Understanding the various theories and methods of motivation enables managers to develop effective strategies to encourage and support employees in achieving organizational goals.

- Management Tools:

#### 1. Information systems:

- Information systems (IS) play an important role in the management of an organization by providing managers with access to the information needed to make

management decisions. IS may include various components such as accounting and financial systems, customer relationship management (CRM) systems, enterprise resource management (ERP) systems, production management systems, etc. They automate the processes of data collection, processing and analysis, which helps to improve efficiency and make more informed management decisions (Wikipedia,2024).

## 2. Project Management Software:

- Project Management Software (Project Management Software) provides tools for planning, tracking and managing projects. It includes functionality for creating work schedules, managing resources, establishing dependencies between tasks, tracking progress, etc. Examples of project management software include Microsoft Project, Asana, Trello, Jira, etc. These tools help organizations effectively manage time, resources, and budget of projects to ensure successful completion (C.Williams, 2024).

## 3. Other management tools include:

- CRM systems (Customer Relationship Management): enable organizations to effectively manage customer relationships, track customer needs and provide quality service (C.Hashemi-Pour & W.Chai, 2024).
- BI systems (Business Intelligence): provide the ability to analyze large amounts of data and make informed management decisions based on analytics and reporting.
- Knowledge management systems: ensure that knowledge is captured, organized, and shared across the organization to improve performance and innovation.

The use of information systems and project management software helps organizations increase productivity, improve the quality of management decisions, and improve overall performance. These tools provide centralized access to information and automate management processes to help reduce time and resource costs.

## **1.2 Theoretical bases of management system improvement**

### A. The role of innovation in management:

- Innovation plays a key role in management system improvement as it enables organizations to adapt to a rapidly changing environment, ensure competitiveness and achieve outstanding results. Innovation can relate not only to products and services, but also to processes, management practices, organizational structure and enterprise culture. Managers should encourage innovative thinking and provide incentives to incorporate new ideas and technologies into management practices.

B. Applying a systems approach to management:

- The systems approach to management involves viewing the organization as a complex system made up of interrelated elements and processes. It enables managers to understand the interaction of the various components of the organization and their impact on overall objectives and results. Applying a systems approach facilitates deeper analysis of problems and opportunities, process optimization, and integrated management decision making.

C. Impact of organizational culture on management:

- The culture of an organization plays an important role in establishing and maintaining an effective management system. Culture defines values, norms and behavioral patterns that influence decision-making, employee motivation, communication and other aspects of management practices. Understanding and actively shaping the culture of an organization helps managers to create a conducive environment for achieving organizational goals.

D. Analyze internal and external factors affecting the management system:

- Effective management requires a systematic analysis of internal and external factors that may affect the management system. Internal factors include organizational structure, culture, resources and processes while external factors include economic, political, technological and socio-cultural trends. Understanding these factors helps managers to predict change, identify risks and opportunities, and make appropriate management decisions.

E. Development of leadership and management skills:

- Leadership qualities and skills of management personnel are critical to the effective operation of the management system. Leaders must have skills in communication,

motivation, conflict management, decision-making and team development. Developing these qualities and skills requires continuous self-improvement, training, and practice.

These theoretical foundations of management system improvement are key to organizational effectiveness and competitiveness in today's dynamic environment. They help managers understand the complexity and diversity of factors affecting management practices and develop strategies and techniques to manage them effectively.

### **1.3 Current trends in management**

#### **A. Digitalization of management:**

- Digitalization of governance is the process of applying modern information technology and analytics to improve management decisions. This includes the use of Big Data analytics, artificial intelligence, cloud technology, internet of things and other digital tools to collect, process and analyze organizational data. The digitalization of management enables managers to make more informed decisions based on accurate information and predictions, and improves the agility and efficiency of management processes.

#### **B. Knowledge management:**

- Knowledge management is a strategic approach to the creation, management and use of knowledge in an organization to improve its effectiveness and competitiveness. It involves the processes of capturing, organizing, storing, transferring and applying knowledge within an organization. Knowledge management facilitates the sharing of information and experience among employees, stimulates innovation and increases the organization's flexibility and adaptability to changes in the external environment.

#### **C. Change Management:**

- Change management is the process of developing and implementing strategies to adapt to changes in the external environment and internal processes of an

organization. It involves analyzing the current situation, identifying the changes required, developing a change plan, implementing the changes and evaluating their effectiveness. Change management enables an organization to adapt to rapidly changing market conditions, innovate, optimize processes and improve competitiveness.

These modern management trends reflect the current challenges and opportunities faced by today's organizations in a rapidly changing business environment. Their successful implementation helps organizations become more agile, innovative and competitive.

## CHAPTER II PRACTICAL ANALYSIS OF "SUCHASNY KVARTAL"

### 2.1 General data of the “Suchasny kvartal”

Analyzing the performance of a particular enterprise provides an opportunity not only to identify its strengths and weaknesses, but also to develop strategic recommendations to improve its performance. This section will provide a detailed analysis of the enterprise “Suchasniy Kvartal” - one of the dynamically developing representatives of its industry.

Table 2.1 – Registration data

Full name	Limited Liability Company "SUCHASNY KVARTAL"
Organizational and legal form	Limited liability company
Address	03110, Ukraine, Kyiv, Solomianska Street, 3, office 6
Phone	+380 (44) 221-28-21
Date of foundation	01.10.2020 (3 years 7 months)
Owners	Lutsenko Volodymyr Vasylovych
Expand Managers	Lutsenko Volodymyr Vasylovych
Frequency	100,00%
Company code	43848705
Authorized capital	UAH 21 000
Main type of activity	81.10 Complex maintenance of facilities
Founder	Ukraine
Ultimate beneficial owner	Ukraine
As of the last data update on 04/30/2024	Not in the process of termination



## Continuation of table 2.1 – Registration data

Other types of activities	41.20 Construction of residential and non-residential buildings 43.21 Electrical installation work 43.22 Installation of water supply networks, heating and air conditioning systems 68.10 Purchase and sale of own real estate 68.20 Leasing and operation of own or leased real estate 33.14 Repair and maintenance of electrical equipment 35.30 Supply of steam, hot water and air conditioning 43.29 Other construction and installation work 80.20 Maintenance of security systems 81.21 General cleaning of buildings 81.22 Other cleaning activities for buildings and industrial buildings 81.29 Other types of cleaning activities
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*Source: created by author using Opendatabot, 2024; You control, 2024*

This section presents the basic registration data of Limited Liability Company “SUCHASNY KVARTAL” (Limited Liability Company “SUCHASNY KVARTAL”). This information is necessary to understand the structure, scope of activities and current state of the company, which is important for further analysis of its performance and development of strategic recommendations.

Table 2.2 - Financial statements

	<b>2023, UAH</b>	<b>2022, UAH</b>	<b>2021, UAH</b>
<b>Revenue</b>	15 417 000	9 933 500	396800
<b>Net profit</b>	6 107 000	3 030 800	81 400
<b>Assets</b>	10 594 500	3 575 300	382 600
<b>Liabilities</b>	1 374 400	441 200	279 300
<b>Number of employees</b>	8	7	5

*Source: created by author using Opendatabot, 2024; You control, 2024*

This data provides an overview of the company's financial condition and development dynamics for the specified period, which allows us to assess its financial stability, profitability, as well as the efficiency of its operating activities.

Table 2.3 – Some other data

Court register	73 decisions
Land plots for rent	1 plot 8000000000:69:115:0001

*Source: created by author using Opendatabot, 2024; You control, 2024*

This information provides insight into the company's legal activity and the existence of leased land plots, which may be important for understanding its operating environment and potential legal risks.

## **2.2 Analysis of the general data of “Suchasny kvartal”**

In this section, I will analyze the company using the above data and start with:

### **1. Legal Form and Ownership:**

- Limited Liability Company (LLC): LLC "SUCHASNY KVARTAL" operates under the legal form of a Limited Liability Company, which signifies that the owners' liability is limited to their investment in the company. This structure

provides a level of protection for the owner(s) against personal liability for the company's debts and obligations.

- **Ownership and Management:** The company is owned and managed by Volodymyr Vasylovych Lutsenko, who holds the position of both the owner and the manager. This indicates a centralized decision-making structure where a single individual holds significant control over the company's operations and strategic direction. While this can lead to efficient decision-making, it may also pose risks in terms of lack of diversity in perspectives and potential concentration of power.

## 2. Activities:

- **Primary Activity:** The main type of activity listed for LLC "SUCHASNY KVARTAL" is "Complex maintenance of facilities" under the NACE code 81.10. This suggests that the company primarily specializes in providing comprehensive maintenance services for various facilities, which could include buildings, infrastructure, or other assets. This broad scope of services may encompass preventive maintenance, repairs, and facility management.
- **Other Activities:** In addition to its main activity, the company is involved in a range of other activities such as construction, electrical installation works, real estate transactions, leasing, and security system maintenance. Diversification into multiple sectors could provide the company with resilience against market fluctuations but may also require careful management of resources and expertise across different domains.

## 3. Financial Standing:

- **Authorized Capital:** The authorized capital of UAH 21,000 indicates the initial capitalization of the company at the time of its establishment. While the amount is relatively low, it's important to note that authorized capital represents the maximum amount of capital that the company is allowed to raise through the issuance of shares. Actual capitalization and funding sources may vary.
- **Financial Performance:** Further analysis of financial statements is necessary to assess the company's financial performance, liquidity, and profitability. The revenue and profit figures provided in Table 2.1-2.2 indicate positive growth

trends over the years, but a deeper examination is required to understand the drivers of this growth and identify any underlying risks or challenges.

- In summary, the Registration Data provides insights into the legal structure, ownership, activities, and financial standing of LLC "SUCHASNY KVARTAL." While the company demonstrates a diversified portfolio of activities and positive growth indicators, there are considerations regarding centralized ownership and potential financial implications that warrant further analysis and strategic planning.

#### 4. Revenue:

Figure 2.1 shows the changes in revenue from Table 2.2 for the years 2021-2023

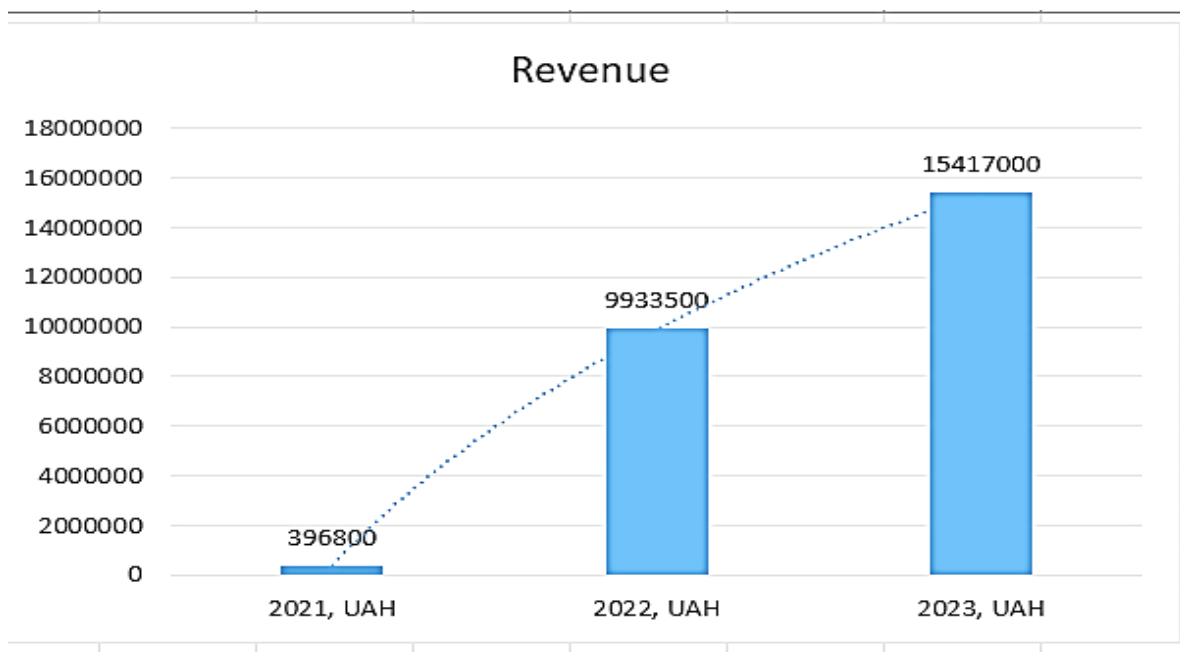


Fig. 2.1 – Revenue

*Source: designed by author using (Opendatobot, 2024)*

- 2023: The revenue for the year 2023 amounted to UAH 15,417,000. This represents a significant increase from the previous year, indicating strong sales performance and potentially increased demand for the company's products or services.

- 2022: In 2022, the revenue was UAH 9,933,500, reflecting continued growth compared to the previous year.
- 2021: The revenue for 2021 was significantly lower at UAH 396,800, suggesting either a slow start or limited operations during that period.

### 5. Net Profit:

Figure 2.2 shows the changes in net profit from Table 2.2 for the years 2021-2023

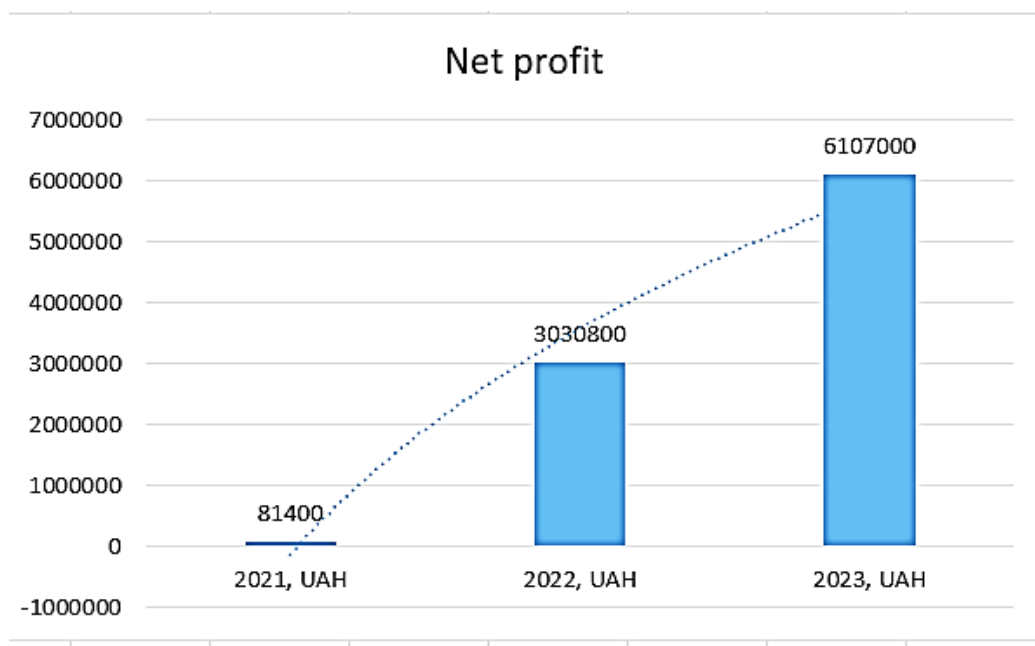


Fig. 2.2 – Net Profit

*Source: designed by author using (Opendatabot, 2024)*

- 2023: The net profit for 2023 was UAH 6,107,000, demonstrating a substantial increase compared to the previous years. This indicates effective cost management and improved profitability.
- 2022: In 2022, the net profit amounted to UAH 3,030,800, showing a consistent upward trend in profitability.
- 2021: The net profit for 2021 was comparatively low at UAH 81,400, possibly due to startup costs or initial investment expenditures.

## 6. Assets:

Figure 2.3 shows the changes in assets from Table 2.2 for the years 2021-2023

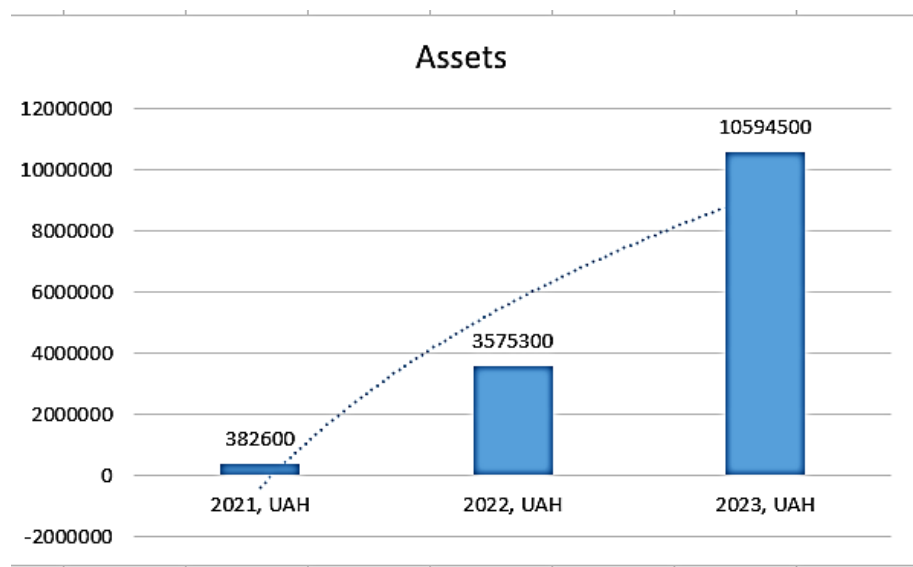


Fig. 2.3 – Assets

*Source: designed by author using (Opendatabot, 2024)*

- 2023: The total assets for 2023 were UAH 10,594,500, indicating significant growth in the company's asset base. This could be attributed to investments in property, equipment, or other long-term assets.
- 2022: In 2022, the total assets amounted to UAH 3,575,300, showing a substantial increase compared to the previous year.
- 2021: The assets for 2021 were relatively low at UAH 382,600, reflecting the company's early stage of development.

## 7. Liabilities:

Figure 2.4 shows the changes in liabilities from Table 2.2 for the years 2021-2023

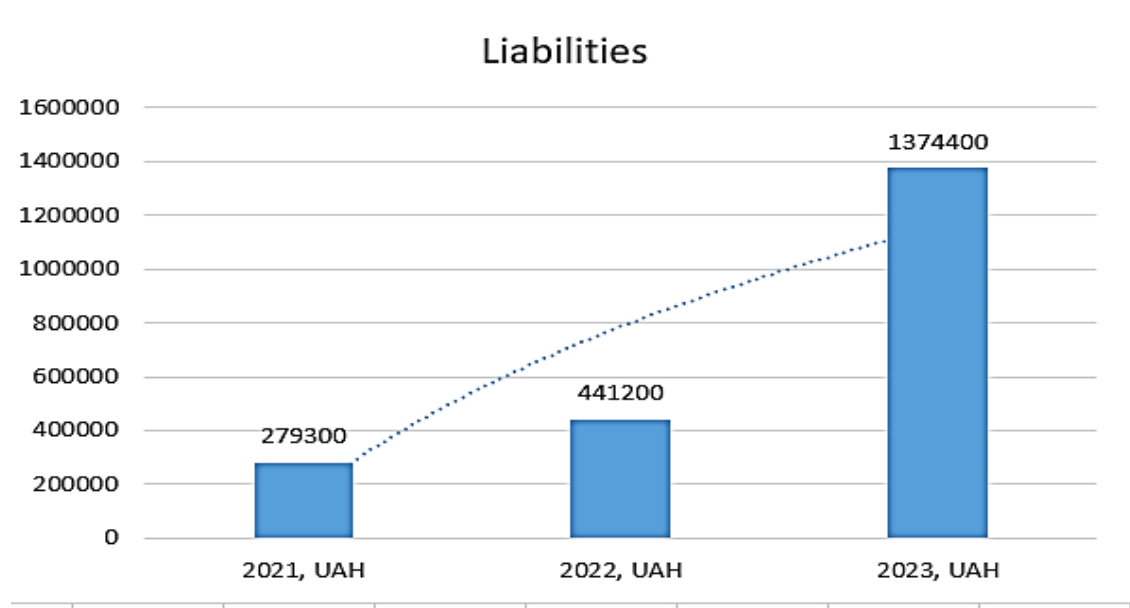


Fig. 2.4 – Liabilities

*Source: designed by author using (Opendatabot, 2024)*

- 2023: The liabilities for 2023 were UAH 1,374,400, representing the company's financial obligations and debts. The increase in liabilities may indicate reliance on external financing to support growth initiatives.
- 2022: In 2022, the liabilities amounted to UAH 441,200, showing a significant increase compared to the previous year.
- 2021: The liabilities for 2021 were UAH 279,300, indicating a relatively modest level of financial obligations.

#### 8. Number of Employees:

Figure 2.5 shows the changes in number of employees from Table 2.2 for the years 2021-2023

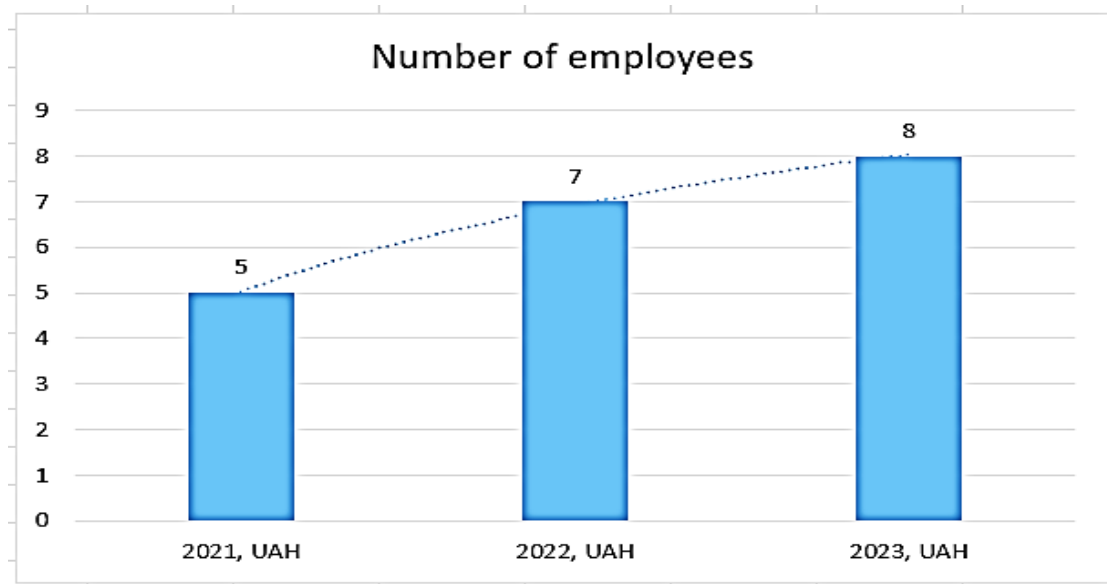


Fig. 2.5 – Number of Employees

*Source: designed by author using (Opendatobot, 2024)*

- 2023: The company employed 8 individuals during the year 2023, suggesting potential expansion or increased workforce requirements to meet growing demand.
- 2022: In 2022, the number of employees was 7, indicating a slight increase from the previous year.
- 2021: The company had 5 employees in 2021, possibly representing the initial workforce size during the early stages of operations.

These financial statements provide valuable insights into the company's financial performance, liquidity, profitability, asset utilization, and workforce dynamics over the specified years. Further analysis and interpretation of these figures can help stakeholders understand the company's overall financial health and identify areas for improvement or strategic investment.

#### 9. Court Register:

- The presence of 73 decisions in the court register indicates that the company has been involved in legal proceedings or disputes. These decisions could include judgments, rulings, or settlements related to various legal matters such as contract disputes, regulatory violations, or litigation with stakeholders.



- The number and nature of these decisions warrant further investigation to assess their impact on the company's financial standing, reputation, and operational continuity. Legal disputes can result in financial liabilities, damage to business relationships, and diversion of management resources from core activities.

#### 10. Land Plots for Rent:

- The company has one land plot available for rent, suggesting potential real estate holdings or investment activities. Renting out land plots can generate additional income streams for the company, diversify its revenue sources, and leverage underutilized assets.
- The utilization and management of rented land plots require careful consideration of factors such as lease agreements, rental rates, property maintenance, and compliance with zoning regulations.

These additional data points provide insights into various aspects of the company's operations, including legal matters, real estate holdings, and asset identification. Understanding and analyzing these data can help stakeholders assess the company's risk exposure, asset utilization, and strategic opportunities for growth and diversification.

An analysis of the management system at Suchasny Kvartal can be conducted based on the data and context provided. Here are some key aspects that can be highlighted in this analysis:

- Owner and CEO:

Volodymyr Vasylovych Lutsenko acts as the owner and CEO of the company. He is responsible for strategic management, strategic decision-making and determining the main directions of development.

The company is completely controlled and owned by one person, Vladimir Vasilievich Lutsenko. This may mean that decision making and strategy development is done mainly by him. It is necessary to assess what management principles and approaches are applied in his practice.

- Structure of the organization:

The enterprise has a limited number of employees and the organization structure is probably flat. This means that communication between management staff and performers is more direct and effective.

- Financial Management:

From the financial data provided, it is evident that the company is showing an increase in revenue and profit. This may indicate effective financial management such as cost management, tax strategy, credit risk management, etc.

- Functional Divisions:

- Finance Department: Responsible for financial planning, budgeting, financial reporting and risk management.
- Operations: Responsible for project planning and execution, quality control, resource management, and ensuring timely order fulfillment.
- Sales and Marketing: Responsible for developing sales strategies, advertising campaigns, customer acquisition and maintaining customer relationships.
- Human Resources: Responsible for hiring, training, development and management of the company's staff.

- Information Technology:

1) Customer Relationship Management System (CRM): Used to collect and analyze customer information, maintain customer interaction history and plan marketing activities.

2) Project Management System: Used to plan, execute and control projects, as well as for team collaboration.

- Strategic Planning:

1) External Environment Analysis: The company analyzes the political, economic, social, technological, legal and environmental factors affecting its operations through SWOT and PESTLE analyses.

2) Setting Strategic Goals: The Company sets specific, measurable, attainable, realistic and time-bound goals to achieve success.

3) Developing and Implementing Strategies: The Company develops strategies to achieve its strategic goals and implements them through appropriate action plans.

- Monitoring and Evaluation:

1) Internal Monitoring: The Company regularly monitors its operations to identify internal problems and improve process efficiency.

2) External Observation: The Company monitors changes in the external environment, such as competitive strategies, changes in legislation or new technologies, to adapt its strategies and plans.

- Risk and Litigation Management:

Given the presence of 73 court decisions, it is necessary to assess how the enterprise manages risks associated with legal matters. This includes effective legal advice, compliance monitoring, and adequate insurance.

- Human Resource Management:

Given the increasing number of employees, there is a need to assess how the business manages its staff. This includes aspects such as recruitment and training, motivation, performance management, etc.

Based on this analysis, it can be concluded that the management system in the Suchasny Kvartal enterprise is probably quite effective as the enterprise is showing growth and success. However, it is also necessary to pay attention to the aspects of risk management, personnel development and strategic management to ensure further sustainable development.

### **2.3 External and internal environment analyses of “Suchasny kvartal”**

Analyzing the external and internal environment of a company is an integral part of strategic planning and management. This section will comprehensively analyze the company “Suchasniy Kvartal” using various techniques and tools such as SWOT analysis and PESTLE analysis.

A comprehensive study of the external and internal environment will allow to develop recommendations to improve the strategic position of Suchasniy Kvartal and ensure its sustainable development in the future.

Table 2.1 – SWOT analysis

S (strengths)	W (weaknesses)
<p>1. Diverse Range of Activities: The company is engaged in various activities including complex maintenance of facilities, construction, electrical installation works, real estate transactions, leasing, and security system maintenance. This diversification can provide stability and resilience against market fluctuations.</p> <p>2. Positive Financial Performance: The company has shown significant growth in revenue and net profit from 2021 to 2023, indicating strong financial performance. This demonstrates ability to generate income and profitability over time.</p>	<p>1. Single Ownership and Management: The fact that Volodymyr Vasylovych Lutsenko is the sole owner and manager of the company could pose risks in terms of decision-making biases, limited perspectives, and potential disruptions in case of his absence or incapacity.</p> <p>2. Legal Issues: The presence of 73 decisions in the court register raises concerns about legal disputes or litigation that could impact the company's reputation, finances, and operations. Legal challenges may divert resources and management attention from core business activities.</p>
S (strengths)	W (weaknesses)
<p>3. Experienced Owner-Manager: Volodymyr Vasylovych Lutsenko, the owner and manager of the company, likely brings a wealth of experience and expertise to the business. His centralized role can facilitate efficient decision-making and strategic direction.</p> <p>4. Strategic Location: The company's</p>	<p>3. Relatively Low Authorized Capital: The authorized capital of UAH 21,000 is relatively low considering the scale of operations and potential growth aspirations. This may limit the company's ability to invest in expansion projects, acquire assets, or withstand financial shocks.</p>

Continuation of table 2.1 – SWOT analysis

S (strengths)	W (weaknesses)
<p>address in Kyiv, Ukraine, a major economic hub, provides access to a large market and potential business opportunities. Proximity to urban centers and infrastructure projects could contribute to the company's growth.</p>	
O (Opportunities)	T (threats)
<p>1. Market Expansion: The company can explore opportunities to expand its market presence and customer base, both domestically and internationally. This could involve targeting new geographic regions, sectors, or niches with high demand for its services.</p> <p>2. Technological Integration: Embracing technological advancements such as digitalization, automation, and smart building solutions can enhance operational efficiency, reduce costs, and improve service delivery. Investing in innovative technologies could give the company a competitive edge in the market.</p>	<p>1. Competitive Landscape: The company operates in industries characterized by intense competition, including construction, real estate, and facility maintenance. Competitors with larger resources, established reputations, or innovative approaches may pose threats to market share and profitability.</p> <p>2. Economic Instability: Economic downturns, fluctuations in currency exchange rates, and political instability in Ukraine could adversely affect the company's operations, demand for its services, and financial performance. Uncertain regulatory environments may also pose compliance challenges.</p> <p>3. Legal and Regulatory Risks: The company operates in sectors subject to various legal and regulatory requirements, including construction</p>

Continuation of table 2.1 – SWOT analysis

O (Opportunities)	T (threads)
	permits, safety standards, and environmental regulations. Failure to comply with laws and regulations could result in fines, penalties, or legal consequences.

Overall, while LLC "SUCHASNY KVARTAL" exhibits strengths such as diversified activities and positive financial performance, it faces challenges such as legal issues and competitive pressures. By capitalizing on opportunities for market expansion and technological integration while addressing weaknesses and mitigating threats, the company can position itself for sustainable growth and success.

Table 2.2 – PESTLE-analysis

P (Political)	E (Economic)
<p>- Government Policies: Changes in government policies related to construction regulations, real estate development, or taxation could impact the company's operations and profitability.</p> <p>- Political Stability: Political instability or conflicts in Ukraine could disrupt business activities, delay projects, or affect investor confidence in the country's economy.</p>	<p>- Economic Growth: Overall economic growth in Ukraine can drive demand for construction and maintenance services, presenting opportunities for revenue expansion.</p> <p>- Currency Fluctuations: Exchange rate fluctuations may affect the cost of imported materials and equipment, impacting the company's profitability.</p> <p>- Inflation: High inflation rates could increase operating costs,</p>

	particularly for materials, labor, and transportation.
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Continuation of table 2.2 – PESTLE-analysis

S (Social)	T (Technological)
<p>- Demographic Trends: Changing demographics, such as population growth or urbanization, may influence demand for residential and commercial construction projects.</p> <p>- Consumer Preferences: Shifts in consumer preferences towards sustainable and energy-efficient buildings could affect the demand for the company's services.</p> <p>- Labor Market: Availability of skilled labor in the construction and maintenance sectors can impact recruitment, training costs, and project timelines.</p>	<p>- Technological Advancements: Adoption of innovative construction technologies, such as Building Information Modeling (BIM) or drone surveying, can improve project efficiency, quality, and safety.</p> <p>- Automation: Integration of automation and robotics in construction processes could enhance productivity and reduce labor costs, but may require investments in new equipment and employee training.</p>
L (Legal)	E (Environmental)
<p>- Regulatory Compliance: Adherence to building codes, safety regulations, environmental standards, and licensing requirements is essential for the company's operations to avoid penalties or legal disputes.</p> <p>- Contractual Agreements: Legal contracts with clients, subcontractors,</p>	<p>- Environmental Regulations: Compliance with environmental regulations, such as waste management and emissions standards, is crucial to mitigate environmental impact and maintain public trust.</p> <p>- Climate Change: Extreme weather events, such as floods or storms,</p>

and suppliers must be carefully drafted to protect the company's interests and mitigate risks.	can disrupt construction projects, damage infrastructure, and increase insurance costs.
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Overall, the PESTLE analysis highlights various external factors that can influence LLC "SUCHASNY KVARTAL"'s business environment, including political stability, economic conditions, societal trends, technological advancements, legal regulations, and environmental considerations. By proactively monitoring and adapting to these factors, the company can identify opportunities, mitigate risks, and sustain its growth in the dynamic marketplace.



## CHAPTER III PROPOSAL FOR CHANGES, IMPLEMENTATION AND PROS AND CONS

### 3.1 Proposal for changes for improving management system at “Suchasny kvartal”

Based on the comprehensive analysis conducted on LLC "SUCHASNY KVARTAL," here's a proposal for changes aimed at improving the management system:

#### 1. Organizational Structure Enhancement:

- Recommendation: Introduce a more decentralized organizational structure to distribute decision-making authority and foster innovation at all levels of the organization.
- Rationale: While centralized ownership and management can facilitate quick decision-making, a decentralized structure can promote employee empowerment, creativity, and accountability (Mindy Millward, 2024). This shift can enhance agility and responsiveness to market changes, improve employee engagement, and unlock potential for growth.

#### 2. Risk Management and Legal Compliance:

- Recommendation: Strengthen the company's risk management processes and enhance legal compliance measures to mitigate legal and regulatory risks (GEP, 2023).
- Rationale: The presence of 73 decisions in the court register highlights potential legal vulnerabilities and the need for robust risk mitigation strategies. Implementing regular risk assessments, enhancing contract management practices, and investing in legal compliance training can help minimize legal exposure, protect the company's assets, and preserve its reputation.

#### 3. Financial Management Optimization:

- Recommendation: Implement measures to optimize financial management practices, including improving cash flow management, reducing reliance on external financing, and optimizing asset utilization (Faster Capital, 2024).
- Rationale: While the company has demonstrated positive revenue and profit growth, managing liquidity, reducing debt levels, and optimizing asset efficiency are critical for long-term financial sustainability. Developing robust financial forecasting models, negotiating favorable payment terms with suppliers, and exploring opportunities for asset monetization can strengthen the company's financial position and resilience.

#### 4. Operational Efficiency Enhancement:

- Recommendation: Streamline operational processes, invest in technology adoption, and prioritize employee training and development to enhance operational efficiency.
- Rationale: Optimizing operational processes, leveraging technology solutions such as project management software and automation tools, and investing in employee skill development can improve productivity, reduce costs, and enhance customer satisfaction (Hannah Ross, 2023). Continuous process improvement initiatives, regular performance evaluations, and feedback mechanisms can drive operational excellence and competitive advantage.

#### 5. Strategic Planning and Market Expansion:

- Recommendation: Develop a comprehensive strategic plan that aligns organizational goals with market opportunities, prioritizes sustainable growth strategies, and diversifies revenue streams.
- Rationale: A well-defined strategic plan provides a roadmap for the company's future direction, identifies key growth drivers, and mitigates potential risks (Francisco G. Magana Duran, 2023). Expanding into new geographic markets, diversifying service offerings, and leveraging emerging trends such as sustainable construction and smart technologies can position the company for long-term success and resilience in a dynamic marketplace.

In conclusion, implementing these proposed changes can enhance LLC "SUCHASNY KVARTAL"'s management system, strengthen its competitive position, and drive sustainable growth and profitability. By fostering a culture of innovation, risk awareness, and continuous improvement, the company can navigate challenges, capitalize on opportunities, and achieve its strategic objectives effectively.

### **3.2 Implementing the proposed changes at “Suchasny kvartal”**

Implementing the proposed changes outlined in the "Proposal for Changes" requires a structured approach, clear communication, and active engagement from all stakeholders. Here's a plan for implementing these changes:

#### **1. Organizational Structure Enhancement:**

- Step 1: Conduct Organizational Review: Assess the current organizational structure, identify bottlenecks, and determine areas for decentralization.
- Step 2: Develop New Structure: Design a decentralized organizational structure that delegates decision-making authority while maintaining accountability.
- Step 3: Communicate Changes: Communicate the new structure to employees, emphasizing the rationale behind the changes and the benefits of decentralization.
- Step 4: Training and Development: Provide training and development programs to equip employees with the skills and knowledge needed to thrive in the new structure.
- Step 5: Monitor and Adjust: Continuously monitor the implementation process, gather feedback from employees, and make adjustments as needed to optimize effectiveness.

Organizational Structure Enhancement
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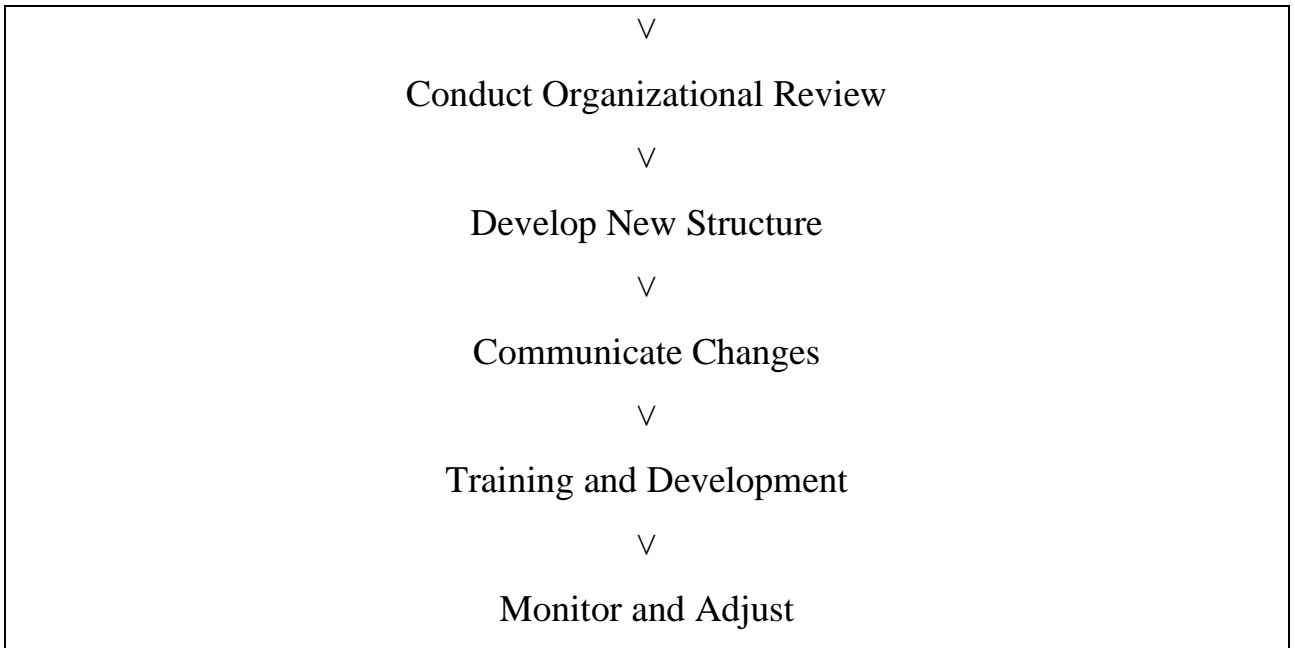


Fig. 3.1 – Visualization of organizational structure enhancement

## 2. Risk Management and Legal Compliance:

- Step 1: Risk Assessment: Conduct a comprehensive risk assessment to identify legal, regulatory, financial, and operational risks.
- Step 2: Develop Risk Management Plan: Develop a risk management plan that outlines strategies for mitigating identified risks, including legal compliance measures.
- Step 3: Implementation of Controls: Implement controls and procedures to manage and monitor identified risks effectively.
- Step 4: Training and Awareness: Provide training and raise awareness among employees about legal and regulatory requirements, emphasizing their roles and responsibilities in compliance.
- Step 5: Regular Review: Regularly review and update the risk management plan to adapt to changing business environments and emerging risks.

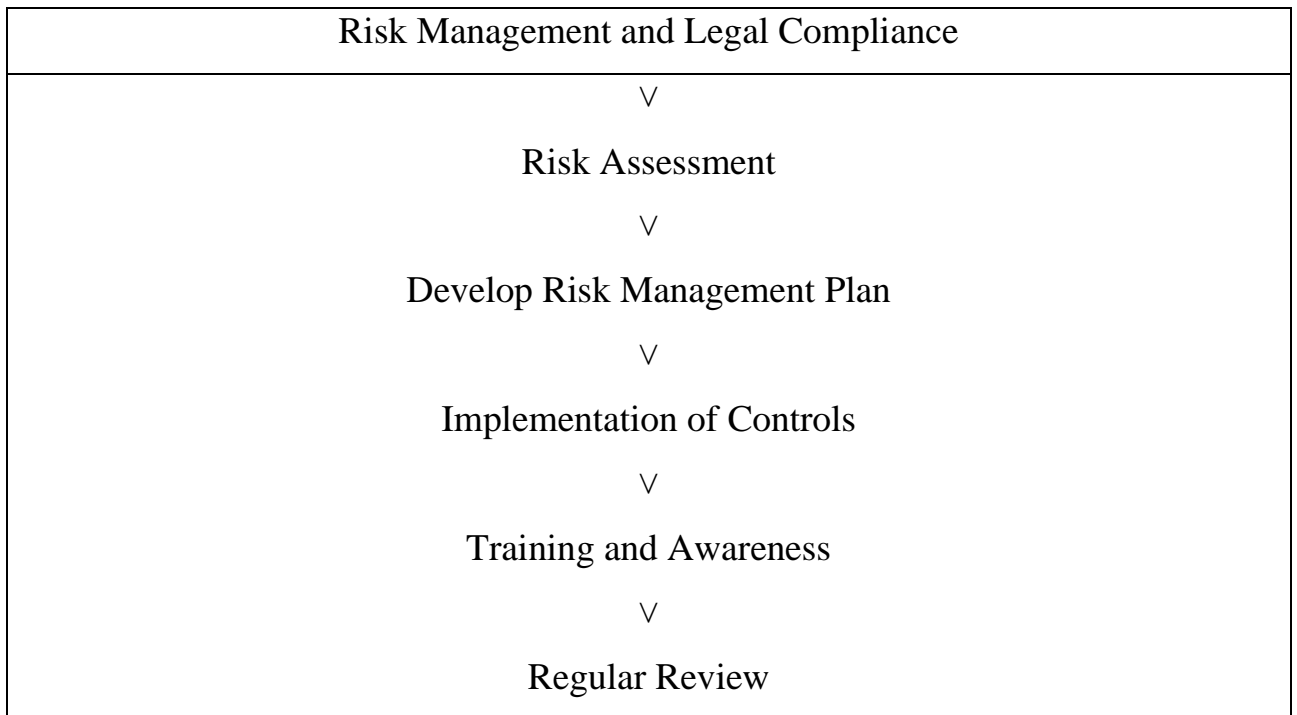


Fig. 3.2 – Visualization of risk management and legal compliance

### 3. Financial Management Optimization:

- Step 1: Financial Analysis: Conduct a detailed financial analysis to identify areas for improvement, such as cash flow management, debt reduction, and asset optimization.
- Step 2: Develop Financial Management Plan: Develop a financial management plan that includes specific initiatives to address identified areas for improvement.
- Step 3: Implementation of Initiatives: Implement initiatives outlined in the financial management plan, such as negotiating better payment terms with suppliers, optimizing inventory levels, and diversifying revenue streams.
- Step 4: Monitor Financial Performance: Regularly monitor financial performance metrics, such as liquidity ratios, debt levels, and profitability, to track progress and make adjustments as needed.
- Step 5: Continuous Improvement: Foster a culture of continuous improvement in financial management practices, encouraging employees to identify and implement efficiency gains.

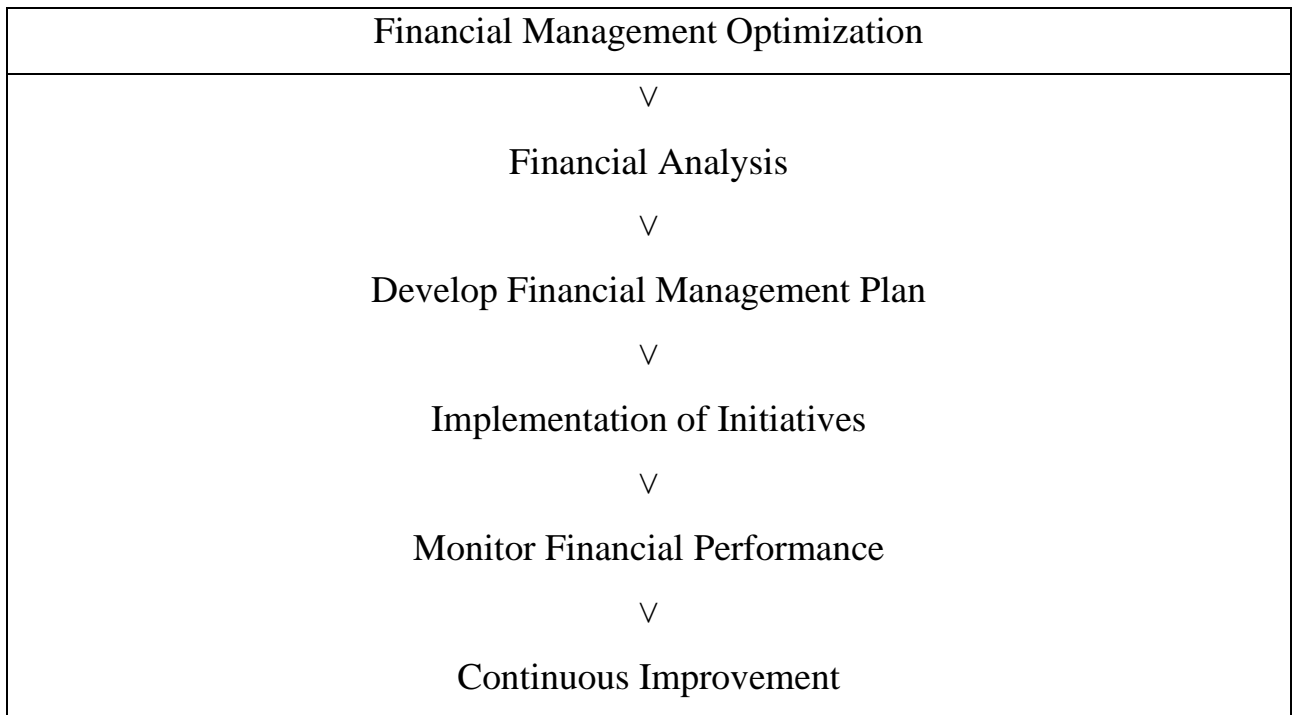


Fig. 3.3 – Visualization of financial management optimization

#### 4. Operational Efficiency Enhancement:

- Step 1: Process Mapping: Map out existing operational processes to identify inefficiencies, redundancies, and areas for improvement.
- Step 2: Technology Adoption: Identify and implement technology solutions, such as project management software, automation tools, and digital collaboration platforms, to streamline operations and improve productivity.
- Step 3: Employee Training: Provide training to employees on new technologies and process improvements, ensuring they have the skills and knowledge to leverage these tools effectively.
- Step 4: Performance Monitoring: Establish key performance indicators (KPIs) to monitor operational efficiency, track progress, and identify areas needing further optimization.
- Step 5: Continuous Feedback: Encourage open communication and feedback from employees to identify ongoing opportunities for operational improvement and innovation.

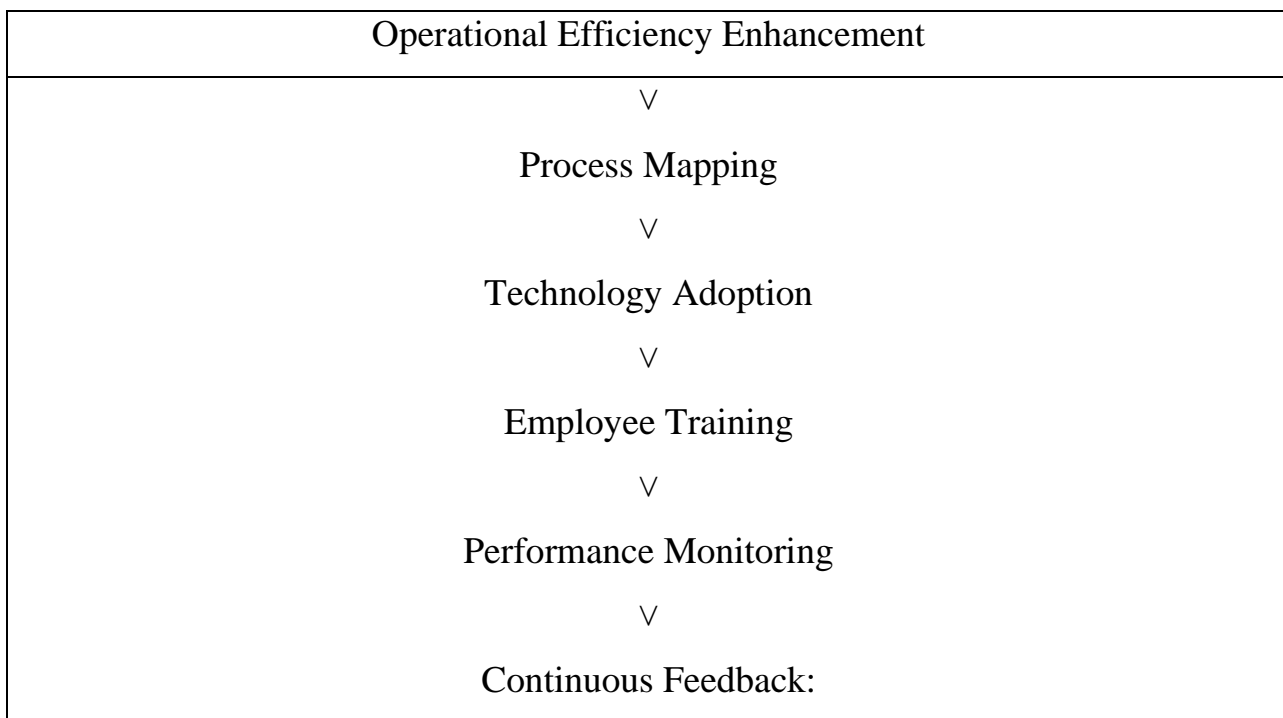


Fig. 3.4 – Visualization of operational efficiency enhancement

#### 5. Strategic Planning and Market Expansion:

- Step 1: Strategic Planning Workshop: Conduct strategic planning workshops involving key stakeholders to define organizational goals, assess market opportunities, and develop a roadmap for growth.
- Step 2: Market Research: Conduct market research to identify potential expansion opportunities, assess market demand, and understand competitive dynamics.
- Step 3: Develop Growth Strategies: Develop growth strategies based on market insights, including geographic expansion, diversification of services, and strategic partnerships.
- Step 4: Implementation Roadmap: Develop an implementation roadmap outlining specific initiatives, timelines, and resource requirements for each growth strategy.
- Step 5: Cross-Functional Collaboration: Foster collaboration between departments and teams to execute growth strategies effectively, leveraging collective expertise and resources.



Fig. 3.5 – Visualization of strategic planning and market expansion

Throughout the implementation process, it's essential to maintain clear communication, provide adequate support and resources, and foster a culture of adaptability and continuous improvement. Regular monitoring, feedback mechanisms, and periodic reviews will help ensure that the proposed changes are effectively implemented and aligned with the company's overarching goals and objectives.

### **3.3 Potential pros and cons of the probable future results of implementing the proposed changes at “Suchasny kvartal”**

Let's outline the potential pros and cons of the probable future results of implementing the proposed changes:

Pros:

1. Improved Agility and Responsiveness:
  - Pro: Decentralizing decision-making can lead to quicker responses to market changes and customer needs, enhancing the company's agility and competitiveness.
2. Enhanced Risk Management:



- Pro: Strengthening risk management processes and legal compliance measures can mitigate legal and regulatory risks, protecting the company's assets and reputation.

### 3. Financial Stability and Efficiency:

- Pro: Optimizing financial management practices can improve cash flow management, reduce debt levels, and optimize asset utilization, enhancing the company's financial stability and efficiency.

### 4. Operational Excellence:

- Pro: Streamlining operational processes, leveraging technology solutions, and investing in employee training can improve productivity, reduce costs, and enhance customer satisfaction.

### 5. Strategic Growth Opportunities:

- Pro: Developing a comprehensive strategic plan and implementing growth strategies can position the company for sustainable growth, diversification of revenue streams, and expansion into new markets.

### Cons:

#### 1. Resistance to Change:

- Con: Employees may resist changes to the organizational structure or operational processes, leading to delays in implementation and potential disruptions to productivity.

#### 2. Implementation Challenges:

- Con: Implementing new risk management, financial management, and operational efficiency initiatives may require significant time, resources, and coordination, posing implementation challenges.

#### 3. Short-Term Disruption:

- Con: Implementing changes may result in short-term disruptions to operations as employees adapt to new processes, systems, and ways of working.

#### 4. Initial Investment Requirements:

- Con: Implementing technology solutions, employee training programs, and strategic growth initiatives may require upfront investment, impacting short-term financial performance.

#### 5. Uncertainty of Market Conditions:

- Con: Despite strategic planning, external factors such as economic downturns, regulatory changes, or unforeseen market shifts may impact the success of growth initiatives and strategic objectives.

Overall, while the proposed changes offer significant potential benefits in terms of agility, risk management, financial stability, operational excellence, and strategic growth, there are inherent challenges and risks associated with their implementation. Addressing these challenges through effective change management, clear communication, and ongoing monitoring and adjustment will be essential to realizing the full potential of the proposed changes and achieving long-term success.

## CONCLUSION

In today's world, where dynamic change and uncertainty have become commonplace, effective management becomes a key factor for the success of organizations. In the process of management system development, it is important to consider a variety of factors, including the role of innovation, the application of a systematic approach, the influence of the organization's culture, the analysis of internal and external factors, as well as the development of leadership qualities and skills of management personnel.

Innovation helps organizations to adapt to change, make decisions based on modern technology, and achieve competitive advantage. The application of a systems approach helps to understand the relationship between the various elements of an organization and optimize its functioning. The influence of an organization's culture shapes shared values and norms that affect employee behavior and management effectiveness. Analyzing internal and external factors helps to predict changes and adapt to new conditions. The development of leadership qualities and skills of management personnel is the basis for successful leadership and the creation of a motivating environment.

So, understanding and applying the theoretical foundations of management system improvement helps organizations to be more flexible, innovative and competitive in today's business environment. This creates conditions for achieving outstanding results and sustainable development in the long term.

In conclusion, the comprehensive analysis and proposal for changes for LLC "SUCHASNY KVARTAL" provide valuable insights and recommendations for enhancing its management system and driving sustainable growth. By examining various aspects of the company's operations, including organizational structure, financial performance, risk management, operational efficiency, and strategic planning, we have identified opportunities for improvement and outlined actionable steps to capitalize on them.

The proposed changes, such as decentralizing decision-making, strengthening risk management practices, optimizing financial management, enhancing operational efficiency, and pursuing strategic growth initiatives, offer the potential to transform LLC "SUCHASNY KVARTAL" into a more agile, resilient, and competitive organization. These changes align with the company's overarching goals of enhancing performance, mitigating risks, and achieving sustainable growth in a dynamic business environment.

However, it's essential to recognize that implementing these changes will require careful planning, effective execution, and ongoing monitoring to navigate potential challenges and maximize benefits. Addressing resistance to change, overcoming implementation hurdles, managing short-term disruptions, and adapting to evolving market conditions will be critical to the success of the proposed initiatives.

Ultimately, by embracing change, fostering a culture of innovation and continuous improvement, and staying focused on strategic objectives, LLC "SUCHASNY KVARTAL" can position itself for long-term success, resilience, and competitiveness in its industry. Through collaborative efforts, strong leadership, and a commitment to excellence, the company can unlock its full potential and create value for its stakeholders, employees, and customers alike.

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