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Department of Management named after Oleg Balatskyi

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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:

**Peculiarities of management system at medium-sized production enterprises
(case study of UKRTRANSPNEUMATICA LLC)**

Student

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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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Supervisor Ph.D, Associate Professor Tetyana MAYBORODA _____

Sumy – 2024

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APPROVED

Head of Department

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_____ 2024 y.

ASSIGNMENT FOR QUALIFICATION PAPER
to obtain an educational degree BACHELOR

in the specialty 073 Management,

educational-professional program Management

on the topic: Peculiarities of management system at medium-sized production enterprises
(case study of UKRTRANSPNEUMATICA LLC)

Student. M-01an/2u Anastasiia Krasnonos

1. The topic of the paper " Peculiarities of management system at medium-sized production enterprises (case study of UKRTRANSPNEUMATICA LLC " approved by order № 0544-VI dated 16.05.2024.
2. The deadline for submission of the completed paper by the student 6 June 2024.
3. The purpose of the qualification paper: analyze and improve management practices at medium-sized enterprises using the example of UKRTRANSPNEUMATIKA LLC.
4. Object of study: the object of the study is "UKRTRANSPNEUMATICA" LLC, focusing on its organizational structure, operational dynamics, market positioning, and management systems.
5. Subject of study: the subject of the study encompasses various aspects of the company's management, including internal and external factors influencing its operations, contemporary methods of personnel management, implementation of global managerial experience, and economic justification of proposed measures.
6. Qualification paper is performed on the basis management tools and technologies of measuring its effectiveness in the enterprise.
7. Approximate plan of qualification paper, deadlines for submission of sections to the manager and content of tasks to fulfil the set goal.

№	Title of the section	Submission deadline
I	Theoretical and Methodological foundations of managing a medium-sized production enterprise	24.05.2024
II	Comprehensive Analysis of the Activities of "UKRTRANSPNEUMATICA" LLC	31.05.2024
III	Development of Proposals for the Improvement of the Management System of the Medium-Sized Manufacturing Enterprise "UKRTRANSPNEUMATICA" LLC	6.06.2024

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

In section 1, the student must define and explore various management theories, discuss principles of production and operations management, and analyze organizational behavior and strategic management relevant to medium-sized production enterprises.

In section 2, the student must provide a detailed company profile, conduct a PEST and SWOT analysis, examine the microenvironment including customers, suppliers, and competitors, and analyze the business environment affecting "UKRTRANSPNEUMATICA" LLC.

In section 3, the student must propose improvements to the organizational structure, recommend process optimization strategies, suggest human resources management enhancements, advocate for technology integration, and propose performance measurement frameworks for "UKRTRANSPNEUMATICA" LLC.

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 Ph.D. in Economics, Associate Professor, Deputy Head of the Department of International Cooperation Tetyana MAYBORODA

(Signature)

Tasks to be completed received Anastasiia Krasnonos

(Signature)

ANNOTATION

This work provides a comprehensive analysis of "UKRTRANSPNEUMATICA" LLC, a medium-sized manufacturing enterprise specializing in hydraulic and pneumatic equipment for the railway industry in Ukraine. Through the utilization of various analytical frameworks including SWOT and PESTLE analyses, the report examines the company's internal dynamics, external influences, and managerial practices. Additionally, it explores contemporary methods of personnel management and global managerial strategies, aiming to identify areas of improvement and propose actionable recommendations.

The work begins with an in-depth overview of the company's background, organizational structure, and key activities. It analyzes the internal and external factors influencing the management of the enterprise, shedding light on its strengths, weaknesses, opportunities, and threats. Furthermore, it explores the economic justification of proposed measures and the implementation of global managerial experience within the organization.

By delving into the intricacies of "UKRTRANSPNEUMATICA" LLC's management system, operational efficiency, and market positioning, the report offers valuable insights for strategic decision-making. It concludes with a detailed conclusion, encapsulating the key findings and recommendations to fortify the company's competitive stance and foster long-term sustainability.

This work serves as a valuable resource for stakeholders, executives, and industry professionals seeking to gain a comprehensive understanding of "UKRTRANSPNEUMATICA" LLC's operations and strategic direction. It provides actionable insights to drive organizational growth, enhance competitiveness, and navigate the complexities of the contemporary business landscape.

STRUCTURAL ABSTRACT

The structure and length of bachelor's thesis. The thesis consists of introduction, three chapters, conclusion, list of references, which has 22 items. The length of the bachelor's thesis is 49 pages including 2 figures and 6 tables.

The aim of the thesis: The main goal of this report is to conduct a comprehensive analysis of the management practices within "UKRTRANSPNEUMATICA" LLC, a medium-sized manufacturing enterprise in Ukraine, and propose strategies for improvement based on global best practices.

According to the main aim the following *objectives* were identified:

- to define and explore various management theories, principles of production and operations management, and analyze organizational behavior and strategic management relevant to medium-sized production enterprises;
- provide a detailed company profile and its management system, conduct a PEST and SWOT analysis and the business environment affecting "UKRTRANSPNEUMATICA" LLC;
- to develop the suggestions for improvements to the management system, recommend process optimization strategies, suggest human resources management enhancements, advocate for technology integration for "UKRTRANSPNEUMATICA" LLC taking into the account the war time conditions and its impact on company's activity.

Subject of research encompasses various aspects of the company's management, including internal and external factors influencing its operations, contemporary methods of personnel management, implementation of global managerial experience, and economic justification of proposed measures.

Research methods employed in this study include a combination of literature review, SWOT and PESTLE analysis, case study, and qualitative research approach.

Approbation of the results. The main outcomes and results of the bachelor's thesis were presented at the research conference "Modern Management and Economic Development" of O.Balatskyi Department of Management, Sumy State University (Sumy, 2024).

Keywords: "UKRTRANSPNEUMATICA" LLC, MANAGEMENT SYSTEM, ORGANIZATIONAL STRUCTURE, MEDIUM-SIZED PRODUCTION ENTERPRISE, SWOT ANALYSIS, PESTLE ANALYSIS, PERSONNEL MANAGEMENT, GLOBAL MANAGERIAL STRATEGIES, ECONOMIC JUSTIFICATION, STRATEGIC DECISION-MAKING.

LIST OF CONTENT

INTRODUCTION	8
CHAPTER I THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MANAGING A MEDIUM-SIZED PRODUCTION ENTERPRISE	10
1.1 Characteristics of medium-sized production enterprises: economic and social aspects.....	10
1.2 The principles of personnel management as an essential part of the organization management system.....	12
1.3 Peculiarities of managing a medium-sized production enterprise in wartime conditions	14
CHAPTER II COMPREHENSIVE ANALYSIS OF THE ACTIVITIES OF "UKRTRANSPNEUMATICA" LLC.....	17
2.1 General characteristics of “UKRTRANSPNEUMATICA” LLC	17
2.2 Internal and external factors influencing the management of a production enterprise	21
2.3 Diagnostics of the management system of the enterprise “Ukrtranspneumatica” LLC.....	27
CHAPTER III DEVELOPMENT OF PROPOSALS FOR THE IMPROVEMENT OF THE MANAGEMENT SYSTEM OF THE MEDIUM-SIZED MANUFACTURING ENTERPRISE “UKRTRANSPNEUMATICA” LLC.....	36
3.1 Introduction of modern methods of personnel management in the organization “UKRTRANSPNEUMATICA” LLC	36
3.2 Implementation of global experience in managing medium-sized organization	38
3.3 Economic justification of the effectiveness of the proposed measures	41
CONCLUSION	45
REFERENCES	47

INTRODUCTION

In the ever-evolving landscape of modern business, enterprises face a myriad of challenges and opportunities that necessitate continuous adaptation and strategic foresight. Among these enterprises stands "UKRTRANSPNEUMATICA" LLC, a medium-sized manufacturing firm deeply entrenched in the production of hydraulic and pneumatic equipment for the railway industry in Ukraine. As it charts its course through the complexities of the market, technological advancements, and regulatory frameworks, a comprehensive understanding of its internal dynamics, external influences, and managerial practices emerges as imperative.

This report embarks on a journey of exploration into the intricate workings of "UKRTRANSPNEUMATICA" LLC, delving deep into the fabric of its operations, strategies, and market positioning. Through the lens of multifaceted analytical frameworks such as SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analyses, augmented by an examination of contemporary personnel management methodologies and global managerial paradigms, this study endeavors to unearth profound insights and propose actionable strategies for fortifying the company's competitive stance, fostering sustainability, and nurturing long-term prosperity.

By scrutinizing the intricacies of its management system, operational efficiency, market penetration strategies, and strategic orientation, this report aspires to illuminate the path forward for "UKRTRANSPNEUMATICA" LLC. Through the identification of key areas ripe for enhancement and the delineation of targeted initiatives aimed at propelling the company to new heights, this study seeks to empower the organization to harness its full potential, capitalize on emerging opportunities, and carve a distinctive niche in its industry.

As "UKRTRANSPNEUMATICA" LLC embarks on the voyage toward organizational metamorphosis and enduring growth, the insights and recommendations encapsulated within this report serve as guiding beacons amidst the tumultuous seas of

competition and change. It is our fervent hope that the wisdom contained herein will serve as a catalyst for transformation, propelling the company toward unparalleled success and eminence in the dynamic panorama of the contemporary business landscape.

CHAPTER I THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MANAGING A MEDIUM-SIZED PRODUCTION ENTERPRISE

1.1 Characteristics of medium-sized production enterprises: economic and social aspects

The emergence of a new synergetic branch in the last decades of the twentieth century has a positive impact on the development of economics, as well as on the theory of entrepreneurship and plays an important role in the formation of modern views and approaches in this field. This is evidenced by the development of economic synergetics, the study of complex economic systems and the processes occurring in it (Repsol, 2024).

Previously, the analysis of entrepreneurial processes was based on the approach to the nonconfessional system context, rather than the justification of entrepreneurial functions in the synergetic approach; it was considered a self-developing and self-organizing structure. The synergetic approach to the essence of entrepreneurial activity concerns the relationship between the entrepreneur and his/her environment, as well as the openness of the system (M.Brezinova, 2021).

Medium-sized enterprises most often include enterprises with the number of employees from 150 to 1000 people. In small towns, large and medium-sized enterprises are those where the majority of the able-bodied population works. An enterprise with 2-3 management links can be considered medium-sized (OECD, 2021).

Medium-sized manufacturing enterprises occupy an important place in the economy, playing a key role in job creation, innovation and sustainable growth. They are often flexible and adaptable, allowing them to respond quickly to changes in market conditions and customer needs (Scispace, 2024).

Economic aspects:

1. Job creation: medium-sized businesses are significant employers, providing jobs for a significant number of people. They often provide more stable employment compared to small businesses (Dr Sara M, 2022).

2. Contribution to GDP: making a significant contribution to a country's gross domestic product. Medium-sized enterprises are able to achieve a scale that allows them to compete with large firms while retaining flexibility and innovation capacity (J.Fernando, 2024).

3. Innovation and technology: medium-sized enterprises often adopt the latest technologies and innovations, which contributes to their competitiveness in the market. They actively invest in research and development (M.A.Allocca, 2006).

4. Export and international trade: ability to enter international markets and participate in global supply chains. Export activities contribute to income growth and economic sustainability (W.Kenton, 2023).

Social Aspects:

1. Regional development: medium-sized manufacturing companies are often located in small towns and rural areas, which contributes to the development of local infrastructure and improves the living standards of the local population (M.Twardzin & K.Heffner, 2019).

2. Education and training: they are actively involved in training and educating skilled personnel by cooperating with educational institutions and establishing apprenticeship and advanced training programs (OECD, 2017).

3. Social responsibility: many medium-sized enterprises are involved in social projects, supporting local communities, participating in charity and improving the environment (E.Stubblefield Loucks, M.L.Martens, C.H.Cho, 2010).

4. Social stability: ensuring social stability by creating sustainable jobs and developing social infrastructure, leading to better quality of life for the people (B.Grumb & D.K.Grumb, 2020).

Thus, medium-sized manufacturing enterprises play an important role not only in economic development but also in the social stability of society, acting as a driver of innovation and progress.

1.2 The principles of personnel management as an essential part of the organization management system

Personnel management is one of the most essential parts of management system of enterprise . Personnel management is a set of logically related actions aimed at optimizing the enterprise's labor resources (personnel) in the aspect of their activities, qualitative and quantitative characteristics, in order to rationally achieve the goals set for the organization. It is carried out through a certain mechanism. This mechanism consists of management elements (Personio, 2024).

Management elements are: management objects, its subjects, structure, methods and procedures of management (Inc, 2023).

The object of management is the element to which management is directed. In this case, it is individual workers or collectives (AIMSR, 2024).

Subject of management - a manager or an employee of the management apparatus, directly carrying out the development and implementation of decisions (Careers 360, 2024).

Personnel management structure - a set of units directly dealing with personnel, and their qualitative and quantitative interrelationships.

Management methods are ways of influencing the object of management (in this case, the personnel).

Management procedures are certain, formally legalized methods of impact of the subject on the management object, or vice versa.

Management methods and procedures are designed to ensure the implementation of management decisions.

The totality of processes carried out within the framework of the personnel management mechanism is the personnel management system.

The personnel management system is a subsystem of management of the organization as a whole. Therefore, it has its external and internal environment. The external environment includes subsystems of production management, finance, supply, etc. The internal environment is formed by the elements of the personnel management

system itself, named above. Its activity depends on the external environment. Therefore, it is an open system.

Management principles are fundamental ideas, regularities and rules of behavior of managers in the implementation of management functions. These are norms and requirements that should guide the employees of the personnel management system, including managers of the organization (Simplilearn, 2024). The main principles of personnel management are:

1. The principle of skillful use and combination of sole authority and collegiality in management.

Collegiality implies the development of a collegial or collective decision based on the opinions of managers of different levels, as well as executors of specific decisions.

Unanimity - one-man management, a single body of authority and power.

2. The principle of scientific validity (objectivity) of management - the principle that all managerial actions should be carried out on the basis of the application of scientific methods and approaches, based on the principles of science and meet the requirements of science. This is the initial principle.

3. Principle of plannedness - the principle of establishing the main directions, tasks, plans for the development of the organization in the long term, providing for a pre-determined system of activities in the order of sequence and timing of work.

4. The principle of combining rights, duties and responsibilities - the principle in which each subject in the organization is vested with specific cases, is responsible for the performance of tasks assigned to it.

5. The principle of motivation - the principle that the more thoroughly managers implement the system of rewards and punishments, the more effective will be the program of motivation and inducement of people to activity to achieve the goals of the organization and the individual.

Motivation - a set of internal and external driving forces that induce a person to perform certain actions, set the boundaries and forms of activity and give this activity a direction oriented towards the achievement of certain goals. The influence of

motivation on human behavior depends on many factors, is largely individual and can change under the influence of feedback from human activity.

6. The principle of incentive is the process of using various incentives to motivate people. It is one of the means by which motivation can be accomplished.

7. The principle of democratization of management - the principle of participation in the management of the organization of all employees. This is the principle of organizing collective activity, which ensures the active and equal participation of all members and employees of the collective.

8. The principle of systematic - a principle that implies close coordination of economic, socio-cultural and technological decisions in the management process. This is the principle of a certain order of decision-making, interaction and connection of actions, which is a regularized unity.

9. The principle of efficiency is the principle of achieving the set goals in a short period of time and with the least loss of human energy.

10. Principle of the main link - the principle of finding and solving the most important task among a set of tasks.

11. The principle of optimality - the principle of correlation between centralization and democratization, combining the creative activity of ordinary workers and leadership from above (democratic centralism).

12. Control and responsibility for the execution of decisions - the principle of verification, as well as constant monitoring (Libraries, 2024); (Gincore, 2022).

1.3 Peculiarities of managing a medium-sized production enterprise in wartime conditions

Managing a medium-sized manufacturing enterprise in a wartime environment presents a set of unique challenges and requires a special approach that takes into account instability and a high degree of uncertainty. In such an environment, management must be adaptive, fast, and effective to ensure continuity of production processes, retention of human resources, and compliance with safety requirements.

The main features of managing a medium-sized manufacturing enterprise under wartime conditions (Krasnorutskyy O., 2023):

1. Flexibility and adaptability:

Rapid response to changes in the external environment and prompt management decisions. Flexibility in changing production plans, reconfiguring production lines and modifying products to meet current needs.

2. Risk Management:

Development and implementation of a risk management system including assessment of likely threats, development of response scenarios and contingency plan. Special attention is paid to the protection of personnel and critical resources.

3. Security Assurance:

Enhancing security measures at the facility, including physical protection of facilities, access control, creating a safe working environment, and preparing employees for emergencies.

4. Human Resources:

Retention of key employees and motivation of staff under conditions of increased psychological and physical stress. Introduce additional support measures, including psychological support, flexible work schedules and compensatory benefits.

5. Logistics and Supply:

Ensuring uninterrupted supply of raw materials and components despite possible disruptions in transportation communications and supply chains. Stockpiling critical materials and establishing alternative supply channels.

6. Financial Management:

Optimizing financial flows, minimizing costs and seeking additional sources of financing. Special attention is paid to maintaining the liquidity and financial stability of the enterprise.

7. Communications and Coordination:

Maintaining an effective system of internal and external communications. Interaction with government agencies, local communities and other enterprises to coordinate actions and obtain necessary support.

8. Technological Adaptation:

Adoption of technologies that facilitate automation and remote management of production processes. Utilize information technology to monitor, control and manage production in real time.

9. Social Responsibility:

Participating in social initiatives and supporting local communities. Businesses often take a social leadership role by assisting with evacuations, shelters and medical care.

10. Legal and regulatory adaptation:

Responding in a timely manner to legislative and regulatory changes related to conducting business during wartime. Ensuring compliance with all current requirements and standards.

Thus, managing a medium-sized manufacturing enterprise in a wartime environment requires a high degree of adaptability, strategic planning, and responsiveness. Managers must be prepared to make unconventional decisions while ensuring the safety, sustainability and continuation of the enterprise.

CHAPTER II COMPREHENSIVE ANALYSIS OF THE ACTIVITIES OF "UKRTRANSPNEUMATICA" LLC

2.1 General characteristics of “UKRTRANSPNEUMATICA” LLC

Table 2.1 – General data

Full name of the legal entity	LIMITED LIABILITY COMPANY UKRTRANSNEUMATIKA
Short name	LLC "UKRTRANSNEUMATIKA"
Legal entity status (as of 22.05.2024)	Not in the process of termination
EDRPOU code	33486527
Date of registration	25.06.2005 (18 years 10 months)
Authorized persons	OLEXANDER NIKOLAYEVICH OGIENKO
The authorized capital	UAH 2,204,133.00.
Organizational and legal form	Limited liability company
Types of activity	
Main:	28.12 Manufacture of hydraulic and pneumatic equipment
Other:	28.29 Manufacture of other general machinery and equipment, n.e.c. 30.20 Manufacture of railway locomotives and rolling stock 25.99 Manufacture of other fabricated metal products, n.e.c. 46.90 Non-specialized wholesale trade 49.41 Freight road transport 33.12 Repair and maintenance of industrial machinery and equipment
Location of the legal entity:	Ukraine, Sumy region, Lebedyn city

Source: created by author using (You.control, 2024)

UKRTRANSNEUMATIKA LLC was founded on June 25, 2005 and is registered under the EDRPOU code 33486527. The size of the authorized capital of the organization is UAH 2,204,133.00, which is evidence of the financial stability and seriousness of the company's intentions in the market. At the time of the last data update, on May 22, 2024, the company is not in the process of termination, which emphasizes its stable operation.

The head of the company is Oleksandr Mykolayovych Ogienko, who is also the company's authorized representative. The presence of one manager for a long period of time may indicate the stability of management processes and consistency in strategic decision-making.

The organizational and legal form of the company is a limited liability company (LLC). This form of organization ensures limited liability of the participants, which reduces their risks in case of financial difficulties of the company.

The principal activity of UKRTRANSNEUMATIKA LLC is the manufacture of hydraulic and pneumatic equipment (NACE 28.12). Additional activities include:

- Manufacture of other machinery and equipment for general purposes (NACE 28.29)
- Manufacture of railway locomotives and rolling stock (CEA 30.20)
- Manufacture of other fabricated metal products (NACE 25.99)
- Non-specialized wholesale trade (CEA 46.90)
- Freight road transport (CEA 49.41)
- Repair and maintenance of machinery and equipment for industrial purposes (CEA 33.12) (UA-region, 2024)

This is evidence of the company's diversity and its ability to adapt to different market segments.

The company is registered at the following address: Sumy region, Lebedyn city, Sumy street. Contact numbers of the company: +380544523072, +380544523082.

The enterprise is successfully operating and dynamically developing. Active work is carried out on development and introduction of new equipment, increase in the range and modernization of products, introduction of new technologies. The produced

new products by their technical characteristics, quality and reliability meet the norms and requirements to the perspective brake systems.

One of the conditions of economic growth of " UKRTRANSNEUMATIKA " Ltd. is the improvement of quality and competitiveness of products. All manufactured products are certified for compliance with the requirements of current regulatory documents in the State certification system UkrSEPRO and in the CC system of the Federal Railway Transport Agency of the Russian Federation. The company has implemented a quality management system according to the requirements of DSTU ISO 9001 : 2009.

To date, the company pays due attention to the development and production of new products. In 2005 the company manufactured only 3 items of braking equipment, now there are more than 20 items and spare parts for them. In 2011-2012 seven items of new products were successfully mastered, they are disconnecting cranes and end cranes, triangel GOST 4686-74. The output of new products in 2012 reached 12.3 % in the volume of TP.

Taking into account the market needs in new technologies in 2013 "UKRTRANSNEUMATIKA" Ltd. is intensively engaged in modernization of production. In 2013 more than one million hryvnias were used to prepare the production for the release of new products. For 5 months of the current year the output of new products amounted to 40.2% of the total volume of TP, which made it possible to attract new customers.

In 2011 - 2012 more than 30 units of new, progressive equipment were installed and launched. New generation equipment allows to take a new look at the processes of production organization. Technologically, the stability and accuracy of dimensions of manufactured parts is ensured. In 2013 the modernization of equipment continues, two CNC machines were launched. Functionally, the equipment is able to work round the clock with minimal costs for preparation and maintenance of production.

In 2013 our company "UKRTRANSNEUMATIKA" Ltd. developed design documentation, developed, approved by the established procedure technical specifications TU U 30.2 - 33486527 - 00262012 "Connecting fittings for threadless

pipes of pneumatic systems of railroad rolling stock. Technical conditions", the commission on delivery of a set of connecting fittings to production was held, works on certification of products in UkrSEPRO system were performed. Also the production of brake and lever gear regulator RTRP - 300, brake cylinder 710, auto mode 265A - 4, which are installed on cars of increased capacity with bogie braking, was successfully mastered. New materials and components are used in the production process. Bench and operational tests of this braking system confirmed the possibility of braking equipment operation during 600 thousand kilometers of mileage or 6 years of operation before scheduled maintenance / repair. In addition, the possibility of carrying out all subsequent types of routine maintenance work on the braking equipment during the life cycle of a freight car in terms of 600 thousand kilometers of mileage has been revealed.

Under such conditions of processing the products by their technical characteristics, quality and reliability meet the norms and requirements to the prospective brake systems.

Due to the reconstruction carried out at the enterprise the working conditions have improved, technological capabilities have considerably expanded, which resulted in reduction of production costs and improvement of quality, as well as opens up prospects for mastering the production of new types of products.

The enterprise "UKRTRANSPNEUMATIKA" LLC is the economic backbone of Lebedyn city, as it provides the fifth part of the local budget, and the pace of development is unrivalled in the region.

UKRTRANSPNEUMATIKA LLC has the opportunity to familiarize itself with court decisions that mention the company and the status of cases. Information on the history of all updates to registration documents, financial statements, and other legal details is also available. This emphasizes transparency and compliance with legal requirements, which is an important factor for partners and clients.

UKRTRANSPNEUMATIKA LLC is a stable and diversified enterprise engaged in the production, trade and maintenance of hydraulic and pneumatic equipment, as well as other machinery and equipment. Long-term management, a wide range of

activities and transparency of operations emphasize the company's reliability and stability in the market. This makes UKRTRANSNEUMATIKA LLC an attractive partner for cooperation and investment.

2.2 Internal and external factors influencing the management of a production enterprise

UKRTRANSNEUMATIKA LLC offers a wide range of spare parts for railway transport in Ukraine. All the company's products meet high quality standards and have the necessary documentation and certificates. This ensures customer confidence in the reliability and safety of the products offered.

The company offers a wide range of products, in particular:

1. Crane end 190 - a special device that allows you to fix the connecting hose on the sections of the brake and supply systems. It is used in both freight and passenger railcars.

2. Brake lever gear regulator is an important element of the brake system. Its functioning ensures reliable interaction of the brake pads with the wheels. Even with severe wear of individual parts, the gap remains unchanged, which allows the brake system to be used for a long time, especially in cars with increased load capacity.

3. Connection fittings - a large number of different parts that can be used in different conditions. The main task is to connect individual elements of the systems into a single communication system that can be used in different types of railcars.

4. Connection hose is a part of the communication system used to move the air necessary for the normal operation of the brake system and the supply line. It is used equally in both freight and passenger vehicles.

5 Brake cylinder 188B and 710 - mechanisms used in the brake system of railcars. They create a special force that occurs in the brake lever gear. Depending on the marking and model, they can be used on different types of railcars. The body and covers of the product are made of cast iron, which can withstand heavy loads.

Each product presented has its own marking, which usually consists of the model name, for example, tee 573. These numerical and alphabetic designations indicate different technical characteristics that allow you to select the necessary element for a particular car or train. This ensures long-term operation and proper functioning of railway transportation systems.

All products offered by UKRTRANSPNEUMATIKA LLC are certified and comply with GOSTs, which guarantees their high quality and reliability. This increases customer confidence in the products and promotes the company's development in the market.

UKRTRANSPNEUMATIKA LLC is a reliable supplier of spare parts for railway transport in Ukraine, offering high quality products with the appropriate certificates. The company provides its customers with a wide range of products to meet the needs of different segments of the railway transport market. Due to its stability, high quality standards and wide range of products, UKRTRANSPNEUMATIKA LLC is an important player in the production and supply of spare parts for railway transport.

Table 2.2 - Internal factors influencing the management of
UKRTRANSPNEUMATIKA LLC

Factors	Subcategories	Description
Organizational structure	Management structure	Headed by Oleksandr Mykolayovych Ogienko, legal form - LLC
	Departments and subdivisions	Availability of specialized departments for production, sales, service
Financial resources	Authorized capital	UAH 2,204,133.00
	Financial stability	Stable operation without the process of termination

Continuation of table 2.2 - Internal factors influencing the management of
UKRTRANSNEUMATIKA LLC

Factors	Subcategories	Description
Productivity	Product range	Production of hydraulic and pneumatic equipment, additional types of products
	Product quality	Compliance with quality standards, availability of certificates and documentation
Technologies and innovations	Production processes	Use of modern technologies for the production of hydraulic and pneumatic equipment
Personnel	Qualification of employees	Highly qualified personnel, specialists from various fields of production

Source: created by author using (You.control, 2024)

The presence of a clear management structure with a designated manager (Oleksandr Ogienko) allows for effective coordination of the enterprise's activities. The legal form of LLC provides flexibility in decision-making and the ability to respond quickly to changes in the market environment.

Specialized departments and divisions help to improve the efficiency of production processes, sales and customer service. This allows us to focus resources on key areas of activity and improve product quality.

The size of the authorized capital (UAH 2,204,133.00) indicates the financial stability of the company. This allows to ensure the necessary investments in production, technology and innovation.

The absence of the process of winding up the business at the time of the last data update emphasizes the stable financial position of the enterprise, which is important for long-term planning and attracting investors.

A wide range of products, including hydraulic and pneumatic equipment, as well as additional types of products, provides the company with competitive advantages and satisfaction of the needs of various customers.

Compliance with quality standards and availability of certificates confirm the reliability and durability of products, which increases the trust of customers and partners.

The use of modern technologies in production processes allows us to increase production efficiency, reduce costs and improve product quality. Innovative approaches contribute to the development of new products and improvement of existing ones.

Highly qualified staff is a key asset of the company. The knowledge and experience of the specialists contribute to the efficient performance of production tasks, introduction of new technologies and improvement of product quality.

Internal factors play a crucial role in ensuring the stable and efficient operation of the enterprise. The management structure, financial resources, productivity, technology and personnel are the main components that determine the ability of an enterprise to adapt to changes in the external environment, grow and achieve competitive advantages. Attracting skilled employees, investing in modern technologies and maintaining high product quality standards contribute to the company's competitiveness in the market.

Table 2.3 - External factors influencing the management of
UKRTRANSNEUMATIKA LLC

Factors	Subcategories	Description
Economic	State of the economy	Influence of the general state of the economy of Ukraine on the enterprise's activities
	Competition level	Competition in the market of hydraulic and pneumatic equipment production

Continuation of table 2.3 - External factors influencing the management of
UKRTRANSNEUMATIKA LLC

Factors	Subcategories	Description
Political and legal	Regulatory requirements	Compliance with legal and regulatory requirements
	Political stability	Influence of the political situation in the country on the company's activities
Social	Social and demographic trends	The impact of demographic changes and social expectations on the workforce and labor market
Technological	Technology development	Technical progress in the production of hydraulic and pneumatic equipment
Environmental	Environmental standards	Compliance with environmental norms and standards in production processes
Legal	Court decisions and legal disputes	Court decisions citing the company and the status of the cases

Source: created by author using (You.control, 2024)

This table reflects the key internal and external factors affecting the management of a manufacturing enterprise such as "UKRTRANSPNEUMATIKA" LLC. It helps to understand the complex nature of governance and emphasizes the importance of taking into account various aspects for the effective operation of the enterprise.

The general state of the economy affects the demand for the company's products. Economic growth stimulates increased investment in transport infrastructure and modernization of railway transport, which may increase demand for the company's products.

The inflation rate may affect the company's costs of raw materials, energy and other resources. High inflation may lead to higher production costs and the need to revise product prices.

Regulatory requirements and legislative changes may affect the business. For example, new quality standards or environmental regulations may require modernization of production facilities and additional investments.

Political stability in the country contributes to a predictable business environment, which allows the company to plan its activities in the long term.

Changes in the demographic structure of the population may affect the labor market and the availability of qualified personnel. A decline in the working age population may make it more difficult to find qualified individuals.

Changes in consumer preferences and trends towards greater environmental awareness may affect the demand for certain products and stimulate the company to innovate.

The development of new technologies can contribute to the efficiency of production processes and product quality. Enterprises that actively implement innovations can gain competitive advantages.

The introduction of automation and digital technologies can reduce costs and increase productivity. However, it also requires significant investments.

Increasing pressure from regulators to comply with environmental standards may affect a company's operations. This may require additional costs to modernize production processes and implement environmentally friendly technologies.

Climate change may affect production processes and logistics. For example, extreme weather conditions may disrupt the supply of raw materials and finished products.

The company must comply with all legal requirements and regulations relating to its operations, employment and labor protection. Failure to comply with laws may result in fines, penalties and lawsuits.

The protection of intellectual property is an important aspect for an enterprise engaged in the production of complex technical products. Infringement of intellectual property rights may result in loss of competitive advantage.

External factors play an important role in shaping a company's management strategy. Economic, political, social, technological, environmental and legal aspects create a complex context in which an enterprise operates. Understanding these factors allows an enterprise to adapt to changes in the external environment, minimize risks and seize opportunities for growth and development. Analysis of external factors helps to formulate strategies that ensure the company's sustainability and competitiveness in the market.

2.3 Diagnostics of the management system of the enterprise UKRTRANSNEUMATIKA LLC

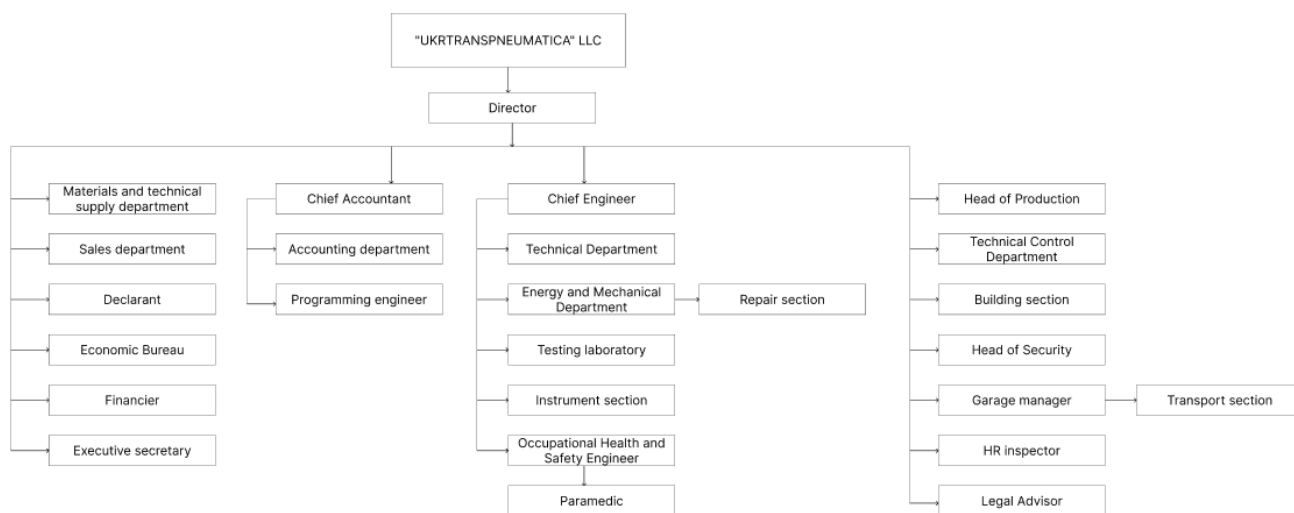


Fig. 2.1 – Management structure

Source: internal data of enterprise

The organizational structure of "UKRTRANSNEUMATIKA" LLC is typical for a medium-size manufacturing enterprise. It ensures a clear division of responsibilities and effective management of various aspects of the company's activities.

The director is the highest ranking official in the company, responsible for the overall management of the enterprise, strategic planning and key decision-making.

The departments under the direction of the Director are:

- Logistics department: responsible for the procurement of necessary materials, components and resources for the continuous operation of production.
- Sales department: engaged in the sale of products, search for new customers and maintaining relationships with existing partners.
- Declarant: performs customs clearance functions for exported and imported goods.
- Economic Bureau: carries out economic analysis, planning and forecasting of the company's activities.
- Finance Department: responsible for financial management, budget control and financial reporting.
- Executive Secretary: deals with organizational issues, record keeping and support of administrative activities.

The Chief accountant manages the accounting department, is responsible for financial reporting, tax accounting and control of financial transactions.

- Accounting department: reports to the Chief Accountant and is responsible for bookkeeping, financial reporting and tax calculations.

The chief engineer manages the technical department, is responsible for the company's technical policy, implementation of new technologies and maintenance of the technical condition of the equipment.

- Technical department: designs and develops new products and technological processes.
- Energy and mechanical department, repair section: responsible for the maintenance and repair of equipment, ensuring the smooth operation of production facilities.
- Testing laboratory: carries out testing and quality control of products.
- Tooling department: responsible for the development, production and repair of tools used in production.

- Occupational health and safety engineer: ensures compliance with occupational health and safety requirements, conducts staff training and organizes medical care.

The Production Manager coordinates the work of production departments, ensures that production plans are met and production efficiency is improved.

- Technical control department: the technical control department is responsible for product quality control at all stages of production.

- Construction department: responsible for the construction and repair of production facilities.

- Security department: ensures physical security of the company's facilities and personnel.

- Garage manager, transportation department: responsible for the technical condition and maintenance of the company's vehicles.

Other key positions:

- Human resources officer: responsible for HR policy, HR documentation, recruitment and training.

- Legal counsel: provides legal support for the company's activities, represents its interests in court and other state bodies.

The organizational structure of "UKRTRANSPNEUMATICA" LLC ensures effective management of various aspects of the company's activities. A clear division of responsibilities between different departments and officials allows maintaining a high level of control over production processes, finances, product quality and compliance with legal requirements. This structure facilitates prompt decision-making and coordination of all departments, which are key factors in the successful operation of the company.

Table 2.4 – Organizational structure

Number of employees, total	As of January 1, 2023 (persons)	As of December 31, 2023 (persons)
Employees	110	112
a) production workers	49	50

b) auxiliary workers	61	62
Technical staff	31	30
Employees	10	11

Source: internal data of enterprise

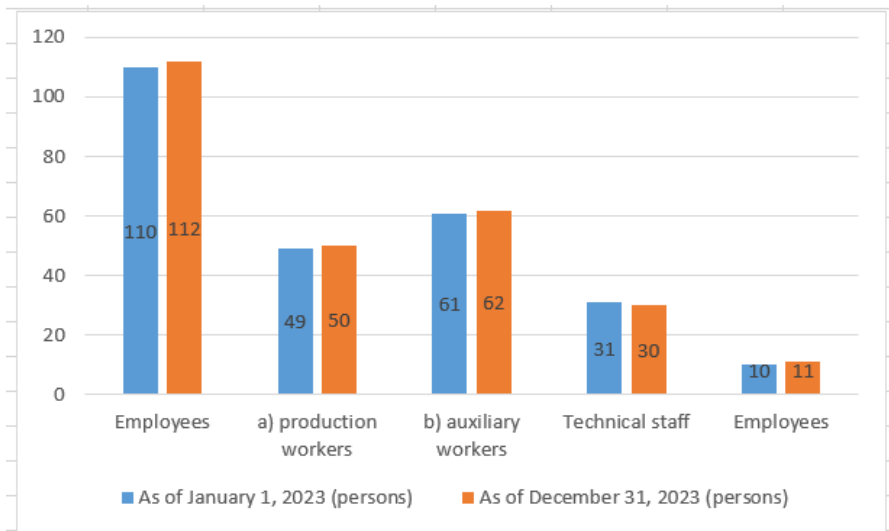


Fig. 2.2 – Management structure

Source: internal data of enterprise

Changes in the number of employees at UKRTRANSPNEUMATICA indicate changes in the company's personnel. An increase in the number of employees, in particular production and support workers, may indicate the development of production facilities or an increase in production volumes. A decrease in the number of technical staff may occur for various reasons, including process optimization or a revision of the organizational structure. It is important to analyze these changes to understand their impact on the efficiency of production processes and product quality.

Table 2.5 – SWOT-analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> UKRTRANSPNEUMATICA" LLC offers a wide range of hydraulic and pneumatic equipment, along with other machinery and spare parts, 	<ul style="list-style-type: none"> The company's focus on supplying spare parts for railway transport may pose a risk in case of downturns or disruptions in the rail industry

<p>catering to various segments of the railway transport market</p> <ul style="list-style-type: none">• All products meet stringent quality standards and are certified, ensuring reliability and safety, which enhances customer trust and loyalty• With an authorized capital of UAH 2,204,133.00 and stable operations without termination, the company demonstrates financial stability, enabling investments in production, technology, and innovation• Led by Oleksandr Mykolayovych Ogienko, the company benefits from stable leadership, strategic decision-making, and efficient coordination across departments• The company boasts highly qualified personnel across various departments, contributing to efficient production processes, technological innovation, and product quality• Utilization of modern technologies enhances production efficiency, reduces costs, and ensures consistent product quality, keeping the company competitive in the market	<ul style="list-style-type: none">• Operating primarily within Ukraine's railway transport sector may limit growth opportunities compared to expanding into international markets• Dependence on key individuals, such as the director, for strategic decision-making may pose a risk in case of their unavailability or departure
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Continuation of table 2.5 – SWOT-analysis

Opportunities	Threats
<p>Diversifying product offerings or entering new markets beyond railway transport could expand the customer base and revenue streams</p> <p>Continuously adopting new technologies and innovations can enhance production efficiency, improve product quality, and maintain competitiveness</p> <p>Exploring opportunities to export products to neighboring countries or international markets can tap into new revenue sources and mitigate risks associated with reliance on domestic demand</p> <p>Collaborating with other companies, research institutions, or government bodies can foster innovation, access new markets, and strengthen competitive advantages</p>	<p>Fluctuations in the Ukrainian economy, inflation rates, or changes in government policies may impact consumer spending, production costs, and overall business operations</p> <p>Intense competition from domestic and international manufacturers of hydraulic and pneumatic equipment poses a threat to market share and pricing strategies</p> <p>Changes in regulatory requirements, trade policies, or environmental standards may necessitate costly modifications to production processes and compliance measures</p> <p>Rapid technological advancements or disruptions in the industry could render existing products obsolete or require significant investments in upgrading production facilities</p> <p>Disruptions in the supply chain, such as raw material shortages or transportation issues, can disrupt production schedules and affect product availability</p>

Source: created by author using previous data

"UKRTRANSPNEUMATICA" LLC possesses strengths in its diverse product range, high-quality products, stable financial position, experienced management, skilled workforce, and modern production technologies. However, the company faces challenges related to market dependence, limited geographic reach, and reliance on key personnel. By capitalizing on opportunities like market expansion, technological advancements, export opportunities, and strategic partnerships, while mitigating threats such as economic instability, market competition, regulatory changes, technological disruptions, and supply chain disruptions, the company can sustain growth, enhance competitiveness, and achieve long-term success in the railway transport equipment sector.

Table 2.6 – PESTLE-analysis

Political	Economic
<ul style="list-style-type: none"> • Compliance with political regulations and standards in Ukraine, including taxation policies, trade regulations, and government subsidies, impacts the company's operations and financial performance • Political stability in Ukraine ensures a conducive business environment, enabling consistent operations and long-term planning for the company 	<ul style="list-style-type: none"> • Economic conditions in Ukraine, including GDP growth, inflation rates, and currency exchange rates, influence consumer purchasing power, demand for railway transport, and overall market dynamics • Fluctuations in the cost of raw materials, energy, and labor affect production costs and profitability for the company • Trade agreements and tariffs between Ukraine and other countries impact import/export activities, affecting the availability and cost of materials and market competitiveness
Social	Technological
<ul style="list-style-type: none"> • Demographic changes, such as population growth, urbanization, and workforce demographics, influence labor availability, 	<ul style="list-style-type: none"> • Rapid technological advancements in manufacturing processes, automation, and digitalization offer opportunities to

<p>consumer preferences, and market demand for railway transport products</p> <ul style="list-style-type: none"> • Societal expectations regarding health and safety standards in the workplace impact the company's operations, requiring compliance with occupational health regulations and employee well-being initiatives 	<p>improve production efficiency, product quality, and innovation within the company</p> <ul style="list-style-type: none"> • Adoption of digital technologies for inventory management, supply chain optimization, and customer relationship management enhances operational efficiency and competitiveness • Investments in research and development enable the company to stay ahead of technological trends, develop innovative products, and maintain a competitive edge in the market
<p>Legal</p>	<p>Environmental</p>
<ul style="list-style-type: none"> • Adherence to legal requirements and standards, including product quality regulations, environmental laws, and intellectual property rights protection, ensures compliance and mitigates legal risks for the company • Compliance with labor laws and regulations, including employment contracts, working conditions, and employee rights, is essential for maintaining a positive workplace culture and avoiding legal disputes 	<ul style="list-style-type: none"> • Compliance with environmental regulations, such as waste management, emissions control, and sustainable production practices, is necessary to minimize environmental impact and ensure long-term sustainability • Climate change impacts, such as extreme weather events and resource scarcity, may disrupt production processes, supply chains, and logistics, necessitating adaptation strategies and risk mitigation measures

Source: created by author using previous data

The PESTLE analysis highlights the various external factors influencing the operations and strategic decisions of "UKRTRANSPNEUMATICA" LLC. Political stability, economic conditions, social trends, technological advancements, legal requirements, and environmental regulations all shape the company's business

environment. By proactively addressing opportunities and challenges arising from these factors, the company can enhance its competitiveness, sustainability, and resilience in the railway transport equipment sector.

CHAPTER III DEVELOPMENT OF PROPOSALS FOR THE IMPROVEMENT OF THE MANAGEMENT SYSTEM OF THE MEDIUM- SIZED MANUFACTURING ENTERPRISE “UKRTRANSPNEUMATICA” LLC

3.1 Introduction of modern methods of personnel management in the organization “UKRTRANSPNEUMATICA” LLC

In response to the dynamic external environment outlined in the PESTLE analysis, "UKRTRANSPNEUMATICA" LLC recognizes the importance of modernizing its methods of personnel management to ensure organizational resilience, efficiency, and competitiveness. By embracing contemporary approaches to human resource management, the company aims to enhance employee satisfaction, optimize talent utilization, and foster a culture of innovation and continuous improvement. The introduction of modern methods of personnel management will focus on the following key areas:

1. Talent Acquisition and Recruitment:

- Implementing data-driven recruitment strategies to identify and attract top talent in the industry.
- Leveraging online platforms and social media networks for targeted recruitment campaigns.
- Utilizing competency-based assessments and behavioral interviews to ensure alignment with organizational values and objectives.

2. Employee Development and Training:

- Establishing a comprehensive training and development program to enhance employee skills and competencies.
- Incorporating e-learning platforms and virtual training sessions to facilitate continuous learning and upskilling.

- Providing opportunities for cross-functional training and job rotation to foster versatility and adaptability among employees.

3. Performance Management and Feedback:

- Introducing a performance management system based on clear objectives, regular feedback, and performance appraisals.

- Implementing 360-degree feedback mechanisms to gather insights from peers, subordinates, and supervisors.

- Promoting a culture of recognition and reward for high performance and achievements.

4. Flexible Work Arrangements:

- Offering flexible work arrangements such as telecommuting, flexible hours, and compressed workweeks to accommodate diverse employee needs.

- Embracing remote work technologies and collaboration tools to facilitate seamless communication and teamwork among geographically dispersed teams.

5. Employee Well-being and Work-Life Balance:

- Prioritizing employee well-being through initiatives such as wellness programs, mental health support, and work-life balance policies.

- Encouraging regular breaks, relaxation zones, and stress management workshops to promote a healthy work environment.

- Providing access to counseling services and employee assistance programs to address personal and professional challenges.

6. Diversity, Equity, and Inclusion (DEI) Initiatives:

- Implementing DEI initiatives to foster an inclusive workplace culture that celebrates diversity and respects individual differences.

- Establishing diversity goals, metrics, and accountability mechanisms to track progress and ensure equal opportunities for all employees.

- Conducting regular diversity training and awareness sessions to promote understanding, empathy, and cultural competence.

7. Technology Integration:

- Leveraging HR technology solutions such as HRIS (Human Resource Information Systems) and ATS (Applicant Tracking Systems) for streamlined HR processes and data management.

- Implementing AI-powered tools for talent acquisition, performance analytics, and predictive workforce planning.

- Adopting digital platforms for employee engagement, communication, and feedback collection.

The introduction of modern methods of personnel management in "UKRTRANSPNEUMATICA" LLC reflects the company's commitment to adapting to changing market dynamics and enhancing organizational effectiveness. By prioritizing talent acquisition, employee development, performance management, flexibility, well-being, diversity, and technology integration, the company aims to create a supportive and empowering work environment that drives employee engagement, productivity, and business success. Through continuous evaluation and improvement, "UKRTRANSPNEUMATICA" LLC seeks to position itself as an employer of choice and a leader in the railway transport equipment industry.

3.2 Implementation of global experience in managing medium-sized organization

"UKRTRANSPNEUMATICA" LLC recognizes the value of incorporating global best practices in managing medium-sized enterprises to enhance its operational efficiency, competitiveness, and sustainability. Drawing from international experiences, the company aims to adopt innovative management approaches tailored to its specific context. The implementation of global experience in managing a medium-sized organization will focus on the following key areas:

1. Strategic Planning and Vision:

Incorporating strategic management frameworks such as the Balanced Scorecard or Objectives and Key Results (OKRs) to align organizational goals with performance metrics.

- Conducting regular environmental scanning and scenario planning to anticipate market trends, opportunities, and threats.

- Engaging stakeholders at all levels to co-create a compelling vision and strategic roadmap for future growth and expansion.

War impact: the war has necessitated a more flexible and resilient strategic planning approach to quickly adapt to rapidly changing conditions and to ensure the safety and sustainability of operations.

2. Lean Management and Continuous Improvement:

Implementing lean management principles to eliminate waste, optimize processes, and enhance productivity across all operational functions.

Establishing cross-functional teams and Kaizen events to foster a culture of continuous improvement and innovation.

Embracing agile methodologies to enable rapid adaptation to changing market conditions and customer needs.

War impact: operational efficiency has been affected as they are currently operating at only 50% capacity. The loss of skilled personnel, as many employees have joined the armed forces, has also hampered their ability to fully implement lean practices.

3. Customer-Centric Approach:

Adopting a customer-centric mindset by placing customer needs and preferences at the forefront of product development, marketing, and service delivery.

Implementing customer relationship management (CRM) systems to capture feedback, analyze data, and personalize customer interactions.

Investing in market research and customer segmentation strategies to identify and target niche markets with tailored solutions.

War impact: the ongoing conflict has disrupted supply chains and reduced market demand, affecting their ability to deliver products and services effectively. Their focus has shifted to maintaining existing customer relationships and managing expectations during this challenging period.

4. Talent Management and Organizational Development:

Implementing talent management practices focused on attracting, developing, and retaining top talent through competitive compensation, career development opportunities, and employee recognition programs.

Establishing a learning organization culture that encourages knowledge sharing, cross-training, and skill development.

Embracing diversity and inclusion initiatives to harness the full potential of a diverse workforce and foster innovation.

War impact: they have lost a significant portion of our qualified personnel due to the war, as many male employees have gone to the front. This has necessitated a focus on retraining and upskilling remaining staff and exploring alternative labor sources to maintain operational capability.

5. Digital Transformation and Technology Adoption:

Embracing digital transformation initiatives to digitize core business processes, enhance operational efficiency, and improve customer experience.

Investing in emerging technologies such as Internet of Things (IoT), artificial intelligence (AI), and data analytics to drive data-driven decision-making and predictive analytics.

Leveraging cloud-based solutions for scalability, flexibility, and cost-effectiveness in IT infrastructure and software applications.

War impact: the digital transformation efforts have become even more crucial to ensure remote operations and maintain business continuity amidst disruptions caused by the war.

6. Strategic Partnerships and Collaborations:

Forming strategic partnerships with industry associations, research institutions, and technology providers to access specialized expertise, resources, and market insights.

Collaborating with key stakeholders including suppliers, distributors, and customers to co-create value, mitigate risks, and expand market reach.

Exploring joint ventures, mergers, or acquisitions to diversify product offerings, enter new markets, and achieve economies of scale.

War impact: strategic collaborations have been affected by geopolitical tensions and logistical challenges. However, they continue to seek partnerships that can help them navigate these difficulties and sustain operations.

7. Corporate Social Responsibility (CSR) and Sustainability:

Integrating CSR principles into business operations by addressing social, environmental, and ethical considerations throughout the value chain.

Implementing sustainable practices such as resource efficiency, waste reduction, and renewable energy usage to minimize environmental impact and enhance brand reputation.

Engaging in community development initiatives, philanthropy, and stakeholder engagement to build trust and goodwill among local communities.

War impact: despite the challenges, they have remained committed to their CSR initiatives. The company has provided substantial financial support to the local community and engaged in various volunteer activities to aid those affected by the war.

By embracing global best practices in managing medium-sized organizations, "UKRTRANSPNEUMATICA" LLC aims to strengthen its competitive position, drive innovation, and achieve sustainable growth in the railway transport equipment industry. Through strategic planning, lean management, customer-centricity, talent development, digital transformation, strategic partnerships, and CSR initiatives, the company seeks to create long-term value for stakeholders while contributing to the economic development and social well-being of the communities it serves. By leveraging global experience and adapting it to local realities, "UKRTRANSPNEUMATICA" LLC aspires to become a model of excellence in medium-sized enterprise management.

3.3 Economic justification of the effectiveness of the proposed measures

The proposed measures for introducing modern methods of personnel management and implementing global experience in managing "UKRTRANSPNEUMATICA" LLC are expected to yield significant economic

benefits. Below is an economic justification outlining the anticipated effectiveness of these measures:

1. Increased Productivity and Efficiency:

- By implementing modern methods of personnel management, such as talent management practices and lean management principles, the company can optimize workforce utilization and enhance productivity.

- Improved efficiency in production processes, driven by lean methodologies and continuous improvement initiatives, can lead to cost savings through reduced waste and enhanced resource utilization.

War impact: despite the reduced operational capacity due to the war, these measures can help maximize productivity with the available resources, ensuring that the company remains functional and efficient under challenging circumstances.

2. Enhanced Competitive Advantage:

- Incorporating global best practices in strategic planning, customer-centricity, and technology adoption can strengthen the company's competitive position in the market.

- By offering high-quality products, personalized customer experiences, and innovative solutions, "UKRTRANSPNEUMATICA" LLC can differentiate itself from competitors and capture a larger market share.

War impact: maintaining a competitive edge becomes crucial during wartime to secure existing market share and explore new opportunities in less affected regions, thereby sustaining revenue streams.

3. Cost Reduction and Operational Savings:

- Through digital transformation initiatives and technology adoption, the company can streamline operations, automate repetitive tasks, and reduce manual errors, resulting in cost savings.

- Implementing energy-efficient practices, waste reduction strategies, and sustainable manufacturing processes can lower operating expenses and enhance long-term profitability.

War impact: cost-saving measures are vital during wartime when financial resources are strained. Automation and efficiency improvements can help mitigate increased costs associated with disrupted supply chains and operational challenges.

4. Revenue Growth and Market Expansion:

- By focusing on customer-centricity and market-driven product development, the company can identify new market opportunities, penetrate untapped segments, and expand its customer base.

- Strategic partnerships, collaborations, and joint ventures can facilitate market entry into new geographic regions, diversify product offerings, and unlock new revenue streams.

War impact: while market expansion might be limited during the war, focusing on customer-centricity can help retain and grow the existing customer base. Strategic collaborations can also provide stability and open avenues in less affected regions.

5. Talent Retention and Employee Engagement:

- Investing in talent management practices, career development programs, and employee recognition initiatives can improve employee satisfaction, morale, and retention rates.

- Engaged and motivated employees are more likely to contribute positively to organizational performance, innovation, and customer satisfaction, leading to improved business outcomes.

War impact: high employee turnover due to conscription and displacement is a challenge. By focusing on the remaining workforce's engagement and retention, the company can maintain operational continuity and morale during tough times.

6. Risk Mitigation and Resilience:

- Diversifying supply chains, establishing strategic partnerships, and embracing agile methodologies can enhance the company's resilience to external shocks and market uncertainties.

- Proactive risk management strategies, such as scenario planning and contingency planning, can mitigate potential threats and minimize financial losses.

War impact: effective risk mitigation becomes even more critical during war. Diversified supply chains and agile operations can help navigate disruptions, ensuring the company remains resilient and capable of recovering quickly from setbacks.

7. Long-term Sustainability and Corporate Reputation:

- Embracing corporate social responsibility (CSR) initiatives, sustainable business practices, and ethical standards can enhance the company's reputation, brand value, and stakeholder trust.

- Sustainable businesses are more attractive to investors, customers, and partners, leading to enhanced access to capital, market opportunities, and strategic alliances.

War impact: maintaining a strong corporate reputation through CSR initiatives can build goodwill and trust among stakeholders. This is crucial during wartime, as it can lead to community support and investor confidence, providing a foundation for post-war recovery.

The proposed measures for introducing modern methods of personnel management and implementing global experience in managing "UKRTRANSPNEUMATICA" LLC are economically justified based on their potential to drive productivity gains, enhance competitiveness, reduce costs, stimulate revenue growth, improve employee engagement, mitigate risks, and foster long-term sustainability. By investing in these initiatives, the company can achieve operational excellence, create value for stakeholders, and secure its position as a leader in the railway transport equipment industry.

CONCLUSION

The comprehensive analysis conducted on "UKRTRANSPNEUMATICA" LLC provides valuable insights into the organization's activities, management system, internal and external factors influencing its operations, and proposed measures for improvement. Through a detailed examination of the company's structure, performance, and strategic direction, this study aims to offer actionable recommendations for enhancing its competitiveness, efficiency, and sustainability in the railway transport equipment market.

Key Findings:

1. Organizational overview: "UKRTRANSPNEUMATICA" LLC is a medium-sized manufacturing enterprise specializing in the production of hydraulic and pneumatic equipment for railway transport. Founded in 2005, the company has demonstrated stability, financial strength, and a commitment to quality and innovation.

2. Management analysis: the company's management structure is characterized by clear roles and responsibilities, with a focus on strategic planning, operational efficiency, and quality assurance. Key departments, such as logistics, sales, finance, production, and technical support, play integral roles in driving the company's success.

3. Internal factors: factors such as organizational structure, financial resources, productivity, technology adoption, and personnel management significantly influence the company's performance. Investments in modern technologies, talent development, and process optimization have contributed to its growth and competitiveness.

4. External factors: the company operates in a dynamic external environment shaped by economic, political, social, technological, environmental, and legal factors. While opportunities for market expansion and innovation exist, challenges related to regulatory compliance, competition, and economic volatility must be carefully managed.

5. SWOT Analysis: The SWOT analysis highlights the company's strengths, weaknesses, opportunities, and threats. Leveraging its strong brand reputation, diversified product portfolio, and skilled workforce, "UKRTRANSPNEUMATICA"

LLC can capitalize on emerging market trends and overcome potential obstacles to growth.

6. PESTLE Analysis: The PESTLE analysis examines macro-environmental factors impacting the company's business operations. By aligning its strategies with economic, political, social, technological, legal, and environmental trends, the company can adapt to changing market dynamics and sustain long-term success.

7. Proposed Measures: Recommendations for introducing modern methods of personnel management and implementing global best practices aim to enhance operational efficiency, talent retention, customer satisfaction, and market competitiveness. Through strategic investments in technology, innovation, and sustainability, the company can achieve sustainable growth and maintain a leading position in the industry.

In conclusion, "UKRTRANSPNEUMATICA" LLC is well-positioned to capitalize on its strengths, address its weaknesses, seize emerging opportunities, and mitigate potential threats. By embracing a culture of continuous improvement, strategic innovation, and stakeholder engagement, the company can navigate challenges, drive growth, and create long-term value for its customers, employees, and shareholders. With a proactive approach to addressing internal and external factors, "UKRTRANSPNEUMATICA" LLC can achieve its strategic objectives and secure its position as a trusted provider of hydraulic and pneumatic equipment in the railway transport sector.

However, the war situation in Ukraine makes adjustments to the activities of any enterprise, and "UKRTRANSPNEUMATICA" LLC is no exception. Although the company has good potential for development and improvement of the management system, it cannot fully implement the above recommendations due to the war and unstable situation in the city of Lebedyn and the country as a whole.

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