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ENTERPRISE CHANGE MANAGEMENT

The essence of the "change management" concept and the main reasons for changes in the organization have been defined. The features of change management theories and conditions of their successful implementation have been analyzed.

Key words: changes, change management process, change management theories

Change management is a problem identifying and solving process. "To manage changes" means to move from the problem situation to the state, where all problems are solved. Change is an integral part of any enterprise or organization, as the environment of their existence is unstable and dynamic. That is why the enterprise must respond to the environmental changes by means of efficient implementation of the changes. Therefore, the problem of efficient enterprise change management is arising.

There are different approaches to enterprise changes. Scientists such as P. Drucker and I. Ansoff paid attention to the necessity of change management: they offered different systems of administrative change support and control, and individual and group change stonewall breaking. Both local and foreign scientists are working in this direction: H. J. Harrington [1], J. D. Duck [2], T. Baulina [3], D. Voronkov [4], H. Zhavoronkova [5], L. Skibitska [6] presents the classification of project management processes, which concerns enterprise changes as well.

The modern theories and recommendations are very hard to implement in real life conditions, and the substantiation of changes by the organizational changes in current circumstances is absent.

The object of this research is to define the reasons of enterprise changes, and efficient methods of their management.

As "organizational changes" we concern any change in one or more enterprise elements (level of specialization, span of control, division of power, coordination mechanisms, etc.) at any level of enterprise life cycle, which may occur in enterprise potential transformation, and the size, scope and objectives of its activities. Enterprise changes are caused by the response of the enterprise to aspects of environment development as connection, requirements and opportunities. Enterprises have to be in the state of constant adaptation to the environment, where they exist. Also, they create changes in the environment, too, by developing and launching new product and technologies in the market, which then become dominant and widespread. The change, itself, is a gradual process of enterprise transit to a new level using current ideas and concepts. The enterprise changes are: main structure changes; changes in tasks and activities; changes in technology utilization; changes in processes and structure; changes in organizational culture; changes in people; changes in the efficiency of organization work process; changes of organization prestige in business circle and society. Change management is a process of constant correlation of the enterprise business direction, modification of its employees' behavior in the circumstances of changing. Change management is a process of constant monitoring and correlation between the enterprise's business direction, and the modification of its employees' behavior in reaction to the changes being implemented. The necessity of enterprise change management is connected with the mismatch of demand management process caused by the environment of its functioning. It is must also be concerned with the possibility that changes made in one enterprise department usually influence other departments, and therefore, on the enterprise as a whole. Thus, the reasons of changes in domestic enterprises nowadays are factors of internal and external environment. The external ones are connected with general and specific environment of enterprise functioning, which are, more precisely, changes in the components of this environment: economic situations, government regulations, technological components, international or socio-cultural components, etc.

A stronger influence on the necessity to implement the organizational changes is caused by specific environment factors: competitors, customers, suppliers. The internal factors also can be the reasons of organizational changes. However, a part of them can be the result of direct and/or indirect change influence in the external environment; the rest can be the result of development of the enterprise itself.

We have analyzed the main changes of consumer industry enterprises of Ukraine in 2009-2012. It has been defined, that during 2009-2012, changes have been appearing in liquidation, changes in business direction, range policy changes, decrease of lease expanses (lease of cheaper premises), and staffing reduction. According to the above-mentioned, the changes in the current circumstances are connected with crisis situations, such as following: failure to fulfill plan and regulatory parameters; enterprise profit diminution; enterprise potential decrease; decrease of competitiveness abilities; reduction in liquidity. In such circumstances, the task of the enterprise is to adapt to the external environmental changes that caused the above mentioned changes. There must be such formation of the support of enterprise organizational behavior, which would produce the least appropriate type of response to the conditions caused by strategic and operational environment. There should be evidence to support a worst case scenario, caused by the strategic and operational conditions. The enterprise administration must choose an appropriate management organizational structure, the parameters of which will ensure the production of the specific type of response corresponding to the chosen strategy implementation conditions.

The efficient change management is one of the most complicated but, at the same time, a necessary tasks of management. Thus and so, change management of domestic enterprise is mostly directed to the fulfillment of current opportunities and advantages of the enterprise, and not to the solving of current problems. In other words, organizational change management must be implemented on the basis of adaptive approach, which requires the utilization of the current enterprise

potential and determining of its unutilized resources as the basis for organizational changes.

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Хмурова В.В. Управление изменениями в организации

Раскрыта сущность понятия "управления изменениями". Определены причины изменений в организации, теории и условия их успешного проведения.

Ключевые слова: изменения, управление изменениями, процесс управления изменениями, теории проведения изменений.

