

ABSTRACTS

THE THEORY AND METHODS OF PRODUCTION ORGANIZATION

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THE FACTORS OF PRODUCTION DIVERSIFICATION

The article considers the internal and external factors of diversification strategy. The external factors are exogenous ones, namely, the declining demand in core target markets of an organization, legal regulation, State policy requirements (import substitution, etc.), the emergence of new technologies, high competition, the demand for a related product or service, and the social requirements of the external environment. The internal factors are endogenous ones, that is, the inability to follow the concentration strategy, risk reduction, the availability of financial funds, unclaimed by key business, capacity accumulation, core production wastes, the synergistic effect of multi-technology productions and the ambitions of administration. The contemporary examples of diversification, confirming the outlined factors, have been presented. The external diversification factors have much greater force, being the element of the «pull» system, whereas the internal factors represent the «push» system, activated when reaching the critical factor level. The paper investigates the phenomenon of crisis as a factor of industrial production diversification. The conditions of implementing the related and non-related diversification in a crisis situation have been assessed

Key words diversification strategy, endogenous diversification factors, exogenous diversification factors, crisis as a factor of diversification

THE PRACTICE OF PRODUCTION ORGANIZATION

V.A. Volochienko

THE ORGANIZATION OF LEAN PRODUCTION POSITIONING IN THE PRODUCT-PROCESS MATRIX

Article considers and analyses the essence of "lean production" of Toyota system, based on the creation of a synchronized mass production of products, covering all stages of its life cycle, from production to ensure all the necessary resources to manufacture the finished product and bring it to the consumer. It combines these principles of rational organization of the production process as differentiation, specialization, proportionality, parallel, direct-flow continuity. The uniqueness of this production system is determined by the selected composition of synthesized elements and the relationships established between them, innovative techniques and methods, will produce highly competitive products. The structure and description of the product-process-destination matrix. It is shown, companies with "lean production" cannot be positioned in the product-process-matrix having a traditional structure. The method of structural changes in product-process matrix for the purpose of positioning opportunities in businesses with her "lean production". First, consider how positioning coordinates "flexibility - the cost of" axes of businesses with very high flexibility of the production process and a very low cost of production, as well as business unit, serial and mass production types. Then invited to join the axis of the coordinate axes in product-process matrix conventional structure in which the horizontal axis (in the "cap") reflects the dynamics of growth of volumes in conjunction with the reduction of the latitude range of products, and the vertical - kinds of manufacturing processes. If the horizontal "cap" axis of the matrix to name "The scale of the manufactured products", and the vertical - the types of production processes characterized by indicator "Repeatability manufacturing production process," then get structure unique in product-process matrix, which can be positioned along with the enterprises of traditional enterprise production types kvaziberezhlyvym and "lean production". An example of a unique positioning in the product-matrix of process enterprise with traditional manufacturing and "lean production" means the production system of Japanese automobile company «Toyota»

Key words: lean production, product-process matrix, structure, analysis, positioning

A.V. Rodionov

**ORGANIZING THE CONTROL OVER THE USE OF WORKING TIME POTENTIAL
IN ENSURING THE ECONOMIC SECURITY OF ENTERPRISES**

In the article the questions of organization of process of control of potential of working hours using in securing of enterprises economic safety are considered. Notion of working hours is given. Meaningfulness and role of the network Internet in work of enterprises is shown. Parties of the use and existence of network for an enterprise and company on the whole positive and negative are set. The types of threats of safety of enterprise from the losses of working hours because of the negative phenomena caused by the personality social-psychological reasons of personnel and not target use of resources of network are shown. The variants of harm from the use of potential of working hours ineffective or not target use in a network are considered. The complex of measures on organization of process of control of the use of potential of working hours is offered. To by the methods of limitation and control of the use of working hours are taken: blocking of sites, segmentation of sites, limitation at times of the use, time-study et al. For the increase of economic safety of enterprise the use of coefficient of the use of calendar fund of working hours is offered. The automatic account of working hours of employees on the basis of on-line-service for the account of working hours is considered. Absence of single decision in the field of organization of process of control of the use of potential of working hours in providing of economic safety of enterprises is exposed. The complex use of the considered methods and instruments of minimization of loss of working hours for providing of economic safety of enterprise is offered. It is assumed, that correct organization of process of control of the use of potential of working hours will allow an enterprise: to shorten costs for a traffic, to promote the coefficient of the use of working hours; to expose unconscientiously employees; correctly set priorities in tasks; to find out the reasons of ill-timed implementation of tasks; decrease or eliminate the unproductive use of time

Key words: enterprise, potential, security, network, resources, personnel

I.V. Kazmina, V.I. Maslov

**THE PROVISION OF INFORMATION SECURITY IN THE ECONOMIC
INFORMATIONAL SYSTEM OF HIGH-TECH ENTERPRISES**

The article analyses the issues related to providing the security of circulating information in economic informational systems. An economic informational system is a set of communication and computational means for collection, storage, transmission and processing of information about an object. The primary purpose of economic informational systems is the automation of processes concerned with planning, accounting and management in key areas of enterprise activity. The systemic analysis of existing technical channels of information leakage and the ways of unauthorized data access made it possible to formulate the list of major unauthorized malicious acts and technical channels of information leakage during interception of confidential information, contained in economic informational systems. Using the results of the analysis, the measures have been specified to ensure confidentiality, integrity and availability of circulating information in economic informational systems, implemented on the basis of modern information technologies.

Key words: economic information system, processing of information, information security, measures of ensuring confidentiality, integrity and availability of information

ENTERPRISE MANAGEMENT

N.V. Lutskaya

**OUTSOURCING AND INSOURCING AS COMPLEMENTARY MANAGEMENT
TOOLS FOR CREATING THE OPTIMAL ORGANIZATIONAL STRUCTURE
OF ENTERPRISES**

Outsourcing and insourcing are traditionally viewed as the tools of enhancing the competitiveness of enterprises, primarily, owing to the customer's opportunity to focus on promotion of key competencies. The author regards outsourcing and insourcing as complementary tools of

creating the optimal organizational structure (composed of internal and external units) to achieve the main objective of an enterprise, namely, increasing the cost and profitability of business. The production and managerial aspects of interaction between the stakeholders have been outlined. It is proposed to view the managerial aspect as the decisive one in terms of enterprise strategy. The main features have been specified which characterize inefficient interaction between the units within an organization during insourcing. The approach has been proposed, according to which the choice of an outsourcer, able to satisfy the business objectives of a customer in the best way is one of the factors of successful outsourcing procedure. In compliance with this approach, four levels of outsourcing have been offered, along with corresponding models of interaction between the stakeholders, with reference to customer's business objectives and outsourcer's capabilities

Key words: enterprise strategy, organizational structure of an enterprise, outsourcing, insourcing, efficiency of interaction, managerial efficiency

ECONOMIC PROBLEMS OF PRODUCTION ORGANIZATION

I.L. Borisenko, D.I. Borisenko

ENHANCING THE EFFICIENCY OF PRODUCTION ORGANIZATION AND MANAGEMENT ON THE BASIS OF USING ASSIMILATED SYSTEMS

The solution of the problem of highly effective production organization and management in conditions of entrepreneurial economy requires the adoption and implementation of new approaches to creating motivated management systems, adequate to market conditions. It appears that one of such approaches consists in the use of assimilated production and management systems, including those based on the entrepreneurial leadership style. Having considered the concepts of «integration», «assimilation», «integrated systems» and «assimilated systems», it has been found that the entrepreneurial leadership style relates to assimilated systems. An assimilated system represents a merged, interconnected system, which combines several integrals into a whole and is assimilated by another system, or a reciprocally assimilated system. It is noted that the motion of the assimilated system of entrepreneurial leadership style in conditions of entrepreneurial economy occurs in entrepreneurial space and time. The model of entrepreneurial space-time functioning of the social-economic system has been proposed. The paper identifies the functions of entrepreneurial leadership style (such as business planning, business organization, business motivation, business control, business analysis, business regulation), and reveals their essence. The model of entrepreneurial space-time functioning of the system of entrepreneurial leadership style has been substantiated and presented. The essence of entrepreneurial space and entrepreneurial time has been disclosed

Key words: integrated system, assimilated system of entrepreneurial leadership style, entrepreneurial space-time model of social-economic system functioning

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THE MODEL OF PRODUCT COST REDUCTION AT INDUSTRIAL ENTERPRISES

According to the classical theory, the competitiveness of products is determined by the cost of their production and sale, as well as by product differentiation. In this respect, the reduction of product costs is regarded as an urgent task.

The purpose of this article is to set the tasks concerned with reduction of product costs at industrial enterprises, formation of cost reduction management principles, definition of basic management functions for this process, the use of cost reduction management methods, identification and sequential arrangement of work stages concerned with managing the reduction of manufacture and sale costs. The proposed model of product cost reduction management specifies the objects of management which require the administrative impact to achieve the desired objective.

As methodological basis, the article uses the principles and contemporary methods of managing the product cost reduction, namely, target costing, Keizen costing and cost killing. The article

proposes the model of industrial product cost reduction, including the tasks, principles, functions and methods, and allowing the use of the comprehensive approach to solve this problem.

The results of using the proposed model of product cost reduction management include the result of self-analysis, efficiency, optimality, quality and profitability. It is important to note that the indicator of product quality is one of the most significant criteria of product competitiveness.

Conclusions: The efficiency of cost reduction is determined by individual factors, the main of which are: the choice of suppliers of raw materials, products and accessories, the replacement of production technologies, and the revision of norms and regulations, which results in saving the logistical and energetic resources, redundancy, the respective reduction of wages, the complexity of product manufacture and sale, and the decrease in transport and procurement costs

Key words: tasks, principles, methods, stages and objects of management, product cost reduction, criteria, indicators, assessment

QUALITY AND COMPETITIVENESS

V.N. Goncharov, E.V. Kuripchenko

ENHANCING THE COMPANY COMPETITIVENESS BASED ON MARKETING ACTIVITY

The enhancement of life quality of the population, also attained by solving the problem of food supply, is an important factor impacting the state of the country's economy. Poultry farming is a fast-growing industry which plays a significant role in supplying the population with food products, and has a number of advantages compared with other agricultural sectors.

In the article, we have discussed the need for the development of poultry farming. The annual consumption of all poultry types (particularly, broiler chickens) per person, has been studied for different regions of the world. The dynamics of poultry consumption for the period of 2000-2015 has been analysed. All the results are displayed in the form of schematic diagrams with descriptive conclusions.

Much attention is given to the growth of poultry production, however, the promotion of products onto consumer markets is hindered by significant competition. Consequently, the production requires permanent improvement of poultry breeding technologies, product processing, implementation of modern quality standards, strategic planning and so on. We have proposed the priority trends of developing the poultry industry, which are the foundation of its sustainable progress and raising the global competitiveness

Key words: poultry farming, poultry consumption, table eggs, growth rate, profitability of production

INNOVATION PROCESS CONTROL

I.B. Guseva, P.I. Dalekin

THE METHODOLOGY OF ANALYSIS AND ASSESSMENT OF R&D PROJECTS OF SCIENTIFIC-INDUSTRIAL ENTERPRISES AT THE STAGE OF APPLICATION REVIEW

The research and development projects, conducted within the framework of scientific-industrial enterprises, are primary objects of analysis and assessment when creating the current portfolio of R&D projects of such enterprises. At the stage of application review, R&D projects involve high risks and uncertainty due to lack of information and subjective expert opinions.

The article describes the key procedural issues concerned with methodology of analysis and assessment of R&D projects of scientific-industrial enterprises at the stage of application review. The

authors propose to employ the target-oriented approach as a methodological platform, used as part of analysis and assessment of R&D projects at scientific-industrial enterprises. In addition, it has been proposed to introduce the controlling of R&D projects, so as to support the managerial decision-making in process of analysis and assessment of R&D projects at scientific-industrial enterprises. The methodology of analysis and assessment, proposed by the authors, permits to enhance the efficiency and productivity of selecting R&D projects of scientific-industrial enterprises for the current R&D project portfolio

Key words: methodology, analysis, R&D project, scientific-industrial enterprise, target-oriented approach, controlling

MODELLING THE PRODUCTION SYSTEMS

A.E. Radaev, V.V. Kobzev

THE OPTIMIZATION MODEL OF SUBSTANTIATION FOR THE FLEET OF INTER-WORKSHOP TRANSPORT MEANS FOR SERVICING THE PRODUCTION AND STORAGE SYSTEM OF AN ENTERPRISE

In solving the tasks concerned with organizational planning of industrial infrastructure objects of modern domestic enterprises, the issues of rational organization of inter-workshop transport processes are of particular importance, in view of the significant proportion of related expenditure in the cost of manufactured products. The article presents the linear optimization model, which permits to determine the required amount of inter-workshop transport means for supplying the main enterprise departments with production items. The initial data for implementing the developed model include the characteristics of transported cargo units (process containers), the means of transport used, the features of industrial enterprise infrastructure elements in terms of their location, and the needs for production items. The main criterion of optimization is the total cost of inter-workshop transportation of cargo units between separate enterprise departments. The distinctive feature of the elaborated model is consideration of correspondence between the specified number of vehicles of various models and the preferred pre-defined share in the structure of the rolling stock under review

Key words: industrial enterprise, inter-workshop transport, modelling, optimization model