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Sustainable Economic Development and Advancing Education Excellence  
in the era of Global Pandemic

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## **Principles of Enterprise Potential Management in The Coordinates System of Organizational Development**

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### **Annotation**

Enterprise potential management, as a specific function of management, is implemented by planning the development of enterprise potential, organizing the process of its formation and use, motivating management to rational use of enterprise potential, as well as controlling and regulating the formation and use of capacity. It should be recognized that despite the high level of formalization of the process-functional approach to managing the potential of the enterprise today the object of management is rather poorly formalized, namely - the potential of the enterprise. Due to the diversity of potentials there is a large number of types of their development. The article proposes a system of principles of capacity management in the coordinate system of organizational development. The list of principles is formed so as to level the diversity of potentials of the enterprise, and the coordinate system of organizational development is considered as one that integrates different types of development into one whole.

**Keywords:** Potential, Management, Organizational Development, Organizational Change, Enterprise.

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## Introduction

The development of any business depends on its potential. It should be recognized that, regardless of the type of activity of enterprises, their form of ownership, as well as size, there are certain components of the potential of enterprises that are common to all entities, as well as those that are unique to specific enterprises. This indicates that the potential of the enterprise is a rather complex object of management, which requires technical and technological, information and communication, intellectual and organizational development. The coordinate system of organizational development has an integrative character. It determines the rationality of the formation and use of the enterprise potential. Given this, the urgent task for business leaders is to identify the principles of managing the potential of the enterprise in the coordinate system of organizational development. Unfortunately, nowadays, these principles have been studied in a rather fragmented manner, which indicates the incompleteness of the theory of enterprise capacity management.

## Literature Review

The concept of "organizational development" is quite diverse. It is considered as organizational change, as a system of scientific and methodological justification for the preparation and implementation of organizational change, as a set of processes that accompany organizational change, as well as a strategy of enterprise behaviour in the market. Thus, Shcherbyna V. and Popova E. studying organizational development, come to the conclusion that "a stable core of organizational development is the quality of changes that occur, which is determined by the socio-cultural specifics of the organization" (Shcherbyna V., Popova E., 1996). Melnyk S. understands organizational development as "an organized process that disrupts the dynamic development of the organization's structure and directions for achieving a new state of dynamic equilibrium, which will be maintained relatively stably in the renewed structure" (Melnyk S., 2009).

Totsky V. and Lavrenenko V. define organizational development as "a long-term, thorough, comprehensive process of change and development of the organization (enterprise) and the people working in it ...", and also allocate structural (creation of favourable framework conditions for achieving the goals of organizational development through changes in regulation) and personnel (measures for staff development and their incentives for change) aspects (Totsky V., Lavrenenko V., 2005). Gerasymchuk V. considers organizational development as "a large-scale, planned systematized process in the enterprise, which responds to changes in the environment - internal and external" (Gerasymchuk V., 1995).

Novak V. and Rodchenko V. define organizational development as "a process of comprehensive organizational improvement of the system, the purpose of which is to streamline the components of economic activity and transform various parts of the system to maintain long-term life and adapt to changes in the environment" (Novak V., Rodchenko V., 2009). Kolesnikov G. considers organizational development as a process of improving "formal and informal aspects of organizational activities", highlighting among the formal: organizational management structure, management processes, distribution and coordination of rights, duties, responsibilities, organization of work of managers and others. The informal side of organizational activities includes the improvement of knowledge, skills and experience, i.e. training, career growth using effective methods of motivation and formation of corporate culture (Kolesnikov G., 2007). At the same time, Shvindina G. argues that organizational development is a part of the overall strategy of the organization, and the very strategy of organizational development means a system of "direct actions and long-term programmes to initiate and implement constructive changes in organizational architecture for the success of the organization and its members" (Shvindina G., 2016).

The team of authors believes that from the standpoint of a structural approach, organizational development can be presented in such a sequence as: "values, organizational culture, culture of organization, organizational climate, organizational behaviour, organizational interaction" (Gudzynsky, O., Sudomyr, S., Gudzynska, Yu 2012).

Gorbatovska N. considering the theoretical foundations of organizational development of the enterprise in modern conditions of variable environment, defines it as "an organized process that disrupts the dynamic development of the organization and aimed at achieving a new state of dynamic equilibrium, which in the updated structure will be relatively stable" (Gorbatovska N., 2012).

Amelina I. considering the theoretical foundations of organizational development of the enterprise in modern conditions of variable environment, defines it as "an organized process that disrupts the dynamic development of the organization and aimed at achieving a new state of dynamic equilibrium, which in the updated structure will remain relatively stable" ., 2008).

Ladonko L. and Tikhun I. examining existing approaches to defining the essence and goals of the process of organizational development, identified the place and role of strategic organizational changes in innovative development of the enterprise, and reflected the relationship and differences between organizational change and organizational development for a number of factors: level of managerial decision-making, duration of influence, scale of actions, social orientation of the process (Ladonko L., Tikhun I., 2014).

It should be noted that despite the existence of the relationship and interdependence between organizational development and organizational change, but not all organizational change characterizes development, but organizational development is always a change, i.e. the very concept of development involves the implementation of organizational changes that ensure development enterprises.

Thus, organizational development is considered as: a set of concepts and models (theoretical basis) of organizational development; the process of qualitative and structural changes in the organization; practical activities to improve the organization; development strategy.

Thus, organizational development is characterized by the following properties: focus on the medium and long term, focus on the process of change (development), the introduction of change methodology, staff involvement in the process, the use of various methods to achieve goals.

Studies that cover the problems of organizational development have a fairly wide range of subjects that they cover. Nevertheless, they can be divided into those that relate exclusively to theoretical aspects of organizational development (Legeza N., 2019) and those that have a deeply applied focus. Today, most studies belong to the second group. Thus, the authors who study organizational development consider it in the system of assessing the creditworthiness of enterprises, as a stage of technology of financial and analytical management, a component of legitimizing the use of unmanned aerial vehicles, tools for innovation management, a tool for overcoming destructive phenomena in personnel management. empirical and expert evaluation and data analysis.

Zabrodska G.I. and Zabrodska L.D. combining different visions of the essence of this concept rightly note that, "organizational development is a scientific and methodological support for the implementation of long-term programmes of qualitative organizational change, using a systematic set of business processes that adapt to external conditions and internal integration and ensure growth efficiency of functioning and achievement of the purposes of the organization, by perfection of processes of the decision of problems and updating therefore increase of potential of the enterprise is provided..." (Zabrodska G., Zabrodska L., 2017). Agreeing in general with the above interpretation, we note that organizational change is largely beyond the strategic development of the enterprise, and is often implemented at the tactical and operational levels. In addition, it should be noted that organizational change cannot be limited to scientific and methodological support for their implementation.

Organizational decisions should be considered through the prism of the theory and practice of management decisions, as organizational decisions are their subspecies. The scientific literature traditionally distinguishes the stages of technology for making management decisions, namely (Kniaz S., Kulyk Y., Zinkevych D., 2009): formation (identification of the problem situation, analysis of factors that caused the problem situation, consideration of alternative solutions to the identified problems), selection (selection of criteria or criteria by which to choose the best solution from a number of alternatives, analysis of existing alternatives based on the selected criterion (criteria)), approval (documentation of the chosen solution and bringing it to the performers) and implementation (creation of conditions to implement the decision, control and regulate the process of execution of the decision) decision. These stages are also characteristic of organizational decisions. In view of this, organizational changes are a consequence of scientific and methodological support not only for the implementation but also for the formation, selection and adoption of organizational decisions (Kniaz S. et al., 2019).

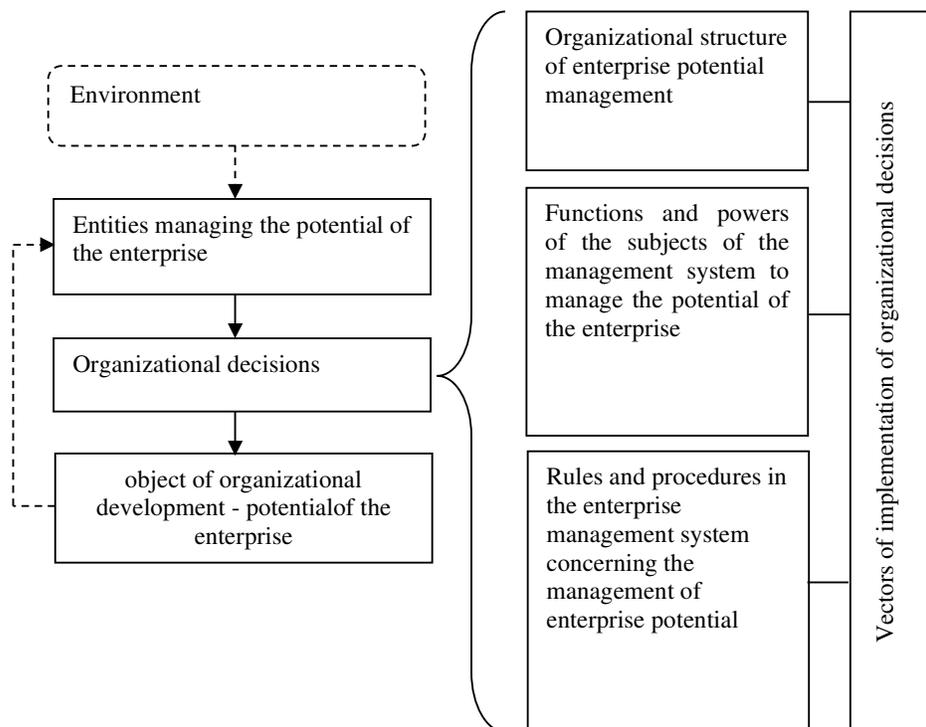
## Purpose of Research

The purpose of the article is to identify and reveal the economic and managerial essence of the principles of enterprise potential management in the coordinate system of organizational development. To achieve this goal, you must perform the following tasks:

- specify the place of the potential of the enterprise in the coordinate system of organizational development;
- identify the starting points of capacity management and establish relationships between them.

Results of the research. As a result of review and analysis of scientific literature there is a reason to say that in the management system of enterprise potential organizational development is a consequence of organizational decisions that can be implemented in three vectors, namely: the vector of organizational structure of enterprise capacity management, the vector of distribution of functions and powers subjects of the management system for managing the potential of the enterprise, as well as the vector of formation and implementation of rules and procedures in the management system of the enterprise relating to the management of the potential of the enterprise. Fig. 1. shows the place of the potential of the enterprise in the coordinate system of organizational development. During the implementation of organizational decisions, the subjects of enterprise management receive information about changes in the characteristics of the object of organizational development, as well as management information from the external environment. On the basis of this information, corrective decisions can be made, often of a tactical and operational nature.

Managing the potential of the enterprise in the coordinate system of organizational development requires the adherence of management to a number of principles. Under the principles of enterprise potential management, we understand the rules, regulations, basic starting points that underlie the process of enterprise potential management and in accordance with which the company will develop. Examining the literature on this issue (Tkachenko S., 2014) found a fairly common approach to the classification of principles into two groups: 1 group - basic (general, general scientific) principles that must be followed at all levels of government; Group 2 – specific ones, which reflect the peculiarities of the functioning of the object of management.



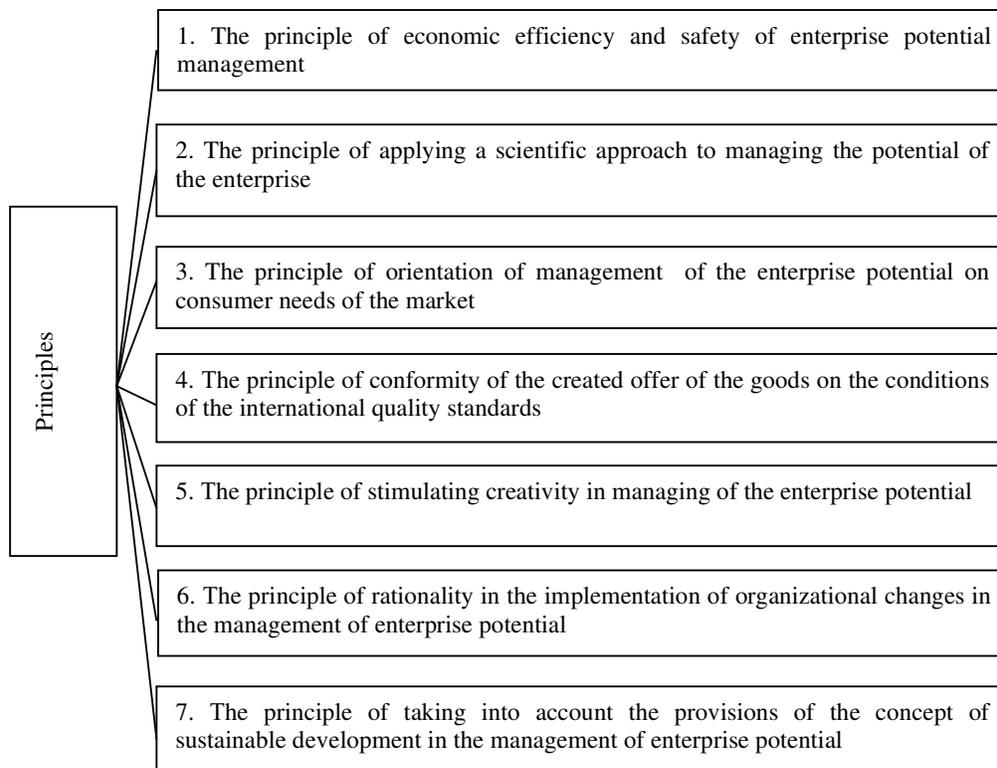
**Fig. 1: The place of the potential of the enterprise in the coordinate system of organizational development**  
 Note: The dotted line shows the feedback from the object to the subjects of management, as well as the receipt of information from the environment to the subjects of management.

Thus, Tkachenko S., studying the processes of functioning of the elements of the subsystem of analytical information processing of functionally developed control systems, identifies a group of basic (system approach, new tasks, unification of design solutions, continuous development, minimization of input and output information, combination of functional and programme-target approach) and specific principles that are formed based on management tasks (Tkachenko S., 2014). However, the application of this approach to the division of principles in relation to the management of the potential of the enterprise into groups is considered inefficient and impractical. Krush P. and Boyko T. describing the components of the management system of production potential of the enterprise, among the principles on which the management system is based are such as, "systemic, reasonable, comprehensive, adaptive, purposeful, dynamic, optimal, predictable, flexible" (Krush P., Boyko T., 2015).

Lyzunova O. and Sirenko Yu. Studying the potential management of a metallurgical enterprise, the basic principles of production potential management include "optimality, objectivity, flexibility, complexity, realism, efficiency, adaptability, organizational innovation" (Lyzunova O., Sirenko Yu. , 2017).

Zakharenko M. among the basic principles of planning the potential of the enterprise refers to the coherence of strategic and current plans; social orientation of the plan; ranking of planning objects according to their importance; adequacy of planned indicators; consistency of the plan with the parameters of the external environment of the components of production potential; variability of the plan, its balance, validity, flexibility (Zakharenko M., 2018).

The author's vision of the classification of the principles of enterprise potential management is shown in Fig. 2, which is necessary to ensure the rationality of the approved organizational decisions.



**Fig. 2: Principles of enterprise potential management:**

The principle of economic efficiency and safety is also closely related to the principle of applying a scientific approach to managing the potential of the enterprise. In the scientific literature there are author's positions, which argue the feasibility of using an intuitive approach when making decisions of economic nature. The most famous in this direction is J. Soros (J. Soros, 1999), who on the example of the analysis of financial markets and his own

experience made a very successful attempt to put forward a theory of market reflectivity and explain that investors in organized currency and stock markets, decision to buy or the sale of assets is guided by intuition rather than common sense, which is based on deep economic analysis. Admittedly, we can partially agree with this author's theory. Nevertheless, this theory, firstly, applies exclusively to financial markets, and secondly, it reflects only part of reality. There are a number of researchers who use technical analysis of the dynamics of indicators that characterize financial markets and their arguments for decision-making by investors are much more convincing than those of Soros J. For example, Mandelbrot B., studying economics, found that price fluctuations can follow from a latent mathematical order that is not described by standard curves. This assumption was analyzed and proved on the basis of the fractal geometry developed by him. Later, fractal geometry formed the basis of technical analysis of financial markets (Mandelbrot B., Hudson R., 2006), (Williams B, 2000), (Schwager J., 2001). Malishenko K.A. rightly notes that "... fractal market analysis" is a new direction of market forecasting, which is based on the most advanced, of the currently existing, mathematical model. Unlike classical technical analysis, fractal analysis is a scientifically sound method of predicting the price..."(Malyschenko K., 2014).

Based on the above, we note that the application of a scientific approach to managing the potential of the enterprise allows on a systematic basis to analyze objectively the causal links between factors that link in one logical series the reason for the need to form the potential of the enterprise, its state, level of potential consistency of the available potential with the purposes of its formation. There is a reason to believe that the scientific approach is aimed at overcoming subjectivism in decision-making. This task is usually based on a combination of alternative methods of analysis, which allows you to verify the accuracy of the results of the analysis of factors and indicators, as well as through the application of the practice of collegial management decisions.

In the management of enterprise potential, the principle of economic efficiency and safety is basic and it is, to a large extent, related to all other principles. In this case, the essence of this principle should be understood as a bivector criterion, which, on the one hand, has a target - economic benefits from the formation and realization of enterprise potential, and, on the other hand, economic security of the enterprise. For businesses, economic benefits can usually take the form of making a profit, achieving an increase in the market value of equity or assets, acquiring ownership of certain property, including intellectual property rights, and gaining control over other businesses. In turn, economic security, as noted by Sosnovska I.M. "...is a level of protection of all types of enterprise potential from internal and external threats, which ensures stable operation and effective development and requires management by the company's management. The content of this concept includes a system of tools that ensure the competitiveness and economic stability of the enterprise, as well as contribute to improving the welfare of employees..."(Sosnovska I., 2015).

As rightly noted by Georgiadi N.G. "... Economic security reflects the actual and potential level of protection of confidential management information from disclosure, leakage and unauthorized access. The implementation of the principle of economic security in the management of the potential of the enterprise is largely influenced by factors such as financial and technological capabilities of the enterprise; its size and location; nomenclature of products; internal document management system; content, volume and types of confidential information, the level of information education of employees of the enterprise, etc.... "(Georgiadi N., 2009), (Georgiadi N. and others, 2019). In practice, the principle of economic efficiency and safety is implemented through the introduction of an integrated management system using multi-level, combined means of accumulation, storage, processing and use of management information. The introduction of these systems aims to combine automated algorithms for processing economic information with human capabilities of perception and interpretation of data based on poorly formalized factors of internal and external environments of the enterprise. The implementation of these tasks also involves the identification of possible sources of disclosure, leakage and unauthorized access to management information, as well as the development and implementation of measures to protect management information.

The principle of economic efficiency and safety in essence, to some extent, similar to the principle of rationality in the implementation of organizational changes in the management of enterprise potential. However, the concepts of "economic efficiency" and "rationality" are not identical. What they have in common is only the presence of benefit, expediency in application. However, the rationality of organizational change can be measured not by economic indicators, but only by management. For example, by accelerating the processing of management information, reducing interpersonal tension in the workforce, improving the level of perception of change in the organization, and so on. Achieving these and other management effects may be accompanied by certain costs, which in terms of economic efficiency is impractical, but from a managerial point of view is a necessity.

The principle of economic efficiency and safety is also closely related to the principle of applying a scientific approach to managing the potential of the enterprise. In the scientific literature there are author's positions, which argue the feasibility of using an intuitive approach when making decisions of economic nature. The most famous in this direction is J. Soros (J. Soros, 1999), who on the example of the analysis of financial markets and his own experience made a very successful attempt to put forward a theory of market reflectivity and explain that investors in organized currency and stock markets, deciding to buy or the sale of assets is guided by intuition rather than common sense, which is based on deep economic analysis. Admittedly, we can partially agree with this author's theory. Nevertheless, this theory, firstly, applies exclusively to financial markets, and secondly, it reflects only part of reality. There are a number of researchers who use technical analysis of the dynamics of indicators that characterize financial markets and their arguments for decision-making by investors are much more convincing than those of Soros J. For example, Mandelbrot B., studying economics, found that price fluctuations can follow from a latent mathematical order that is not described by standard curves. This assumption was analyzed and proved on the basis of the fractal geometry developed by him. Later, fractal geometry formed the basis of technical analysis of financial markets (Mandelbrot B., Hudson R., 2006), (Williams B, 2000), (Schwager J., 2001). Malishenko K.A. rightly notes that "... fractal market analysis" is a new direction of market forecasting, which is based on the most advanced, of the currently existing, mathematical model. Unlike classical technical analysis, fractal analysis is a scientifically sound method of predicting the price of... "(Malysenko K., 2014).

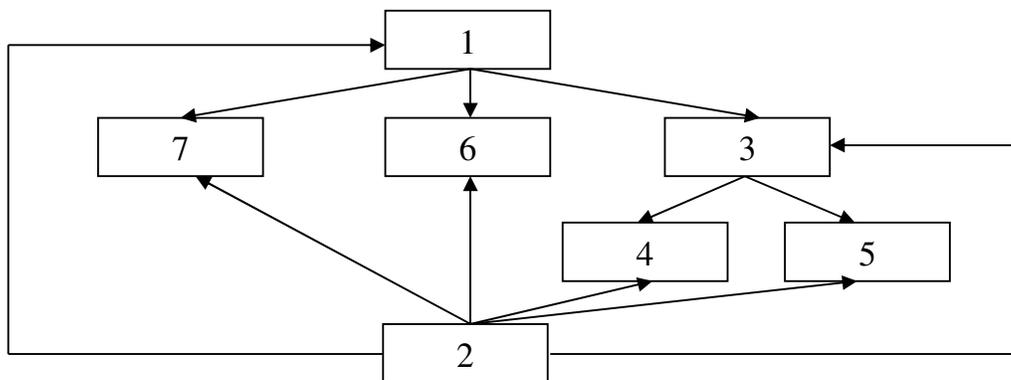
Based on the above, we note that the application of a scientific approach to managing the potential of the enterprise allows on a systematic basis to objectively analyze the causal links between factors that link in one logical series the reason for the need to form the potential of the enterprise, its state, level of potential, consistency of the available potential with the purposes of its formation. There is reason to believe that the scientific approach is aimed at overcoming subjectivism in decision-making. This task is usually based on a combination of alternative methods of analysis, which allows you to verify the accuracy of the results of the analysis of factors and indicators, as well as through the application of the practice of collegial management decisions.

The following is the principle of focusing the management of enterprise potential on consumer needs of the market. The essence of this principle is that the primary source for establishing or adjusting the goals of forming and realizing the potential of the enterprise is its external environment, and specifically the target audience, i.e. existing and potential consumers of goods or services. Even Henry Ford, said that the purpose of the company is not to make a profit, but to meet consumer needs. He was convinced that only by meeting the needs of certain social groups it is possible to find their place in the market, by achieving a high level of competitiveness and, consequently, it is possible to make a profit (Ford G., 2017). Consumer needs, and especially their change, are indeed important management information that can be the basis for decisions on the formation of a new component of the company's potential or to adjust existing components of the company's potential. These solutions are usually innovative, as they require the use of new production technologies, innovative materials, development of innovative products, introduction of new vectors of work with the target audience in the market, the introduction of innovations in marketing and advertising strategies to promote new products to consumers. Given this, the principle of focusing the management of enterprise potential on consumer needs of the market is directly related to such principles as the principle of compliance with the created supply of goods under international quality standards, as well as the principle of stimulating creativity in managing enterprise potential. In the context of Ukraine's implementation of the course of European integration, especially in the period since the signing of the economic part of the Association Agreement between Ukraine and the EU, the following of the first of these principles is extremely important. The Association Agreement obliged Ukrainian producers, in particular those who are subjects of foreign economic relations with EU countries, to move to European quality standards. This led to the abolition of the so-called GOSTs in force in Ukraine until recently, which after the collapse of the USSR became interstate standards and led to the process of harmonization of DSTU with EU directives and regulations. For example, in the food market, the EU requirements for Ukraine are reduced to the implementation of the NASSP system (system of risk analysis, hazards and control of critical points). Statistics on the implementation of this system are in fact the answer to the question of Ukraine's compliance with EU directives on food safety and organic food. According to the State Food and Consumer Services, by the end of 2019, more than 200,000 enterprises in Ukraine were to implement NAASP, of which 4,540 enterprises had to be audited by the end of 2019. That is, in general, although with a certain slowdown, the implementation of EU standards in Ukrainian legislation is the same as in the implementation of enterprises. It should also be acknowledged that the fastest transition to EU standards is by exporting companies. As for the principle of stimulating creativity in managing the potential of the enterprise, its

essence is to create a creative environment in the team, which, on the one hand, contributes to the readiness of employees to change, and, on the other hand, is conducive to the promotion and implementation of creative ideas, their transformation into technological and product innovations. Practical adherence to this principle in practice is quite a challenge, as numerous studies indicate that many work teams are opposed to change. For employees of enterprises, changes and innovations are associated with the automation of production, job cuts, replacement of people with robots, and so on. In addition, the creation of an environment for employees to produce innovations requires the construction of a flexible system of personnel management, which would be able to: 1) recognize employees who can think creatively and employees who are valuable in clearly defined tasks, able to work in tightly regulated modes of conditions; 2) create appropriate conditions for productive work of both the first and second groups of employees; 3) identification of critical limits of productivity of employees in each of the groups; 4) organization of optimal forms of work of employees of different groups on the implementation of joint projects. Savitska N.V. examining the problems of formation and development of creative potential of enterprises rightly notes that, "... management of creative activity of the enterprise takes place at the strategic and tactical levels... most authors mistakenly identify creative management strategies with innovative strategies of enterprises new products and technologies, a strategy to expand the range of functionality and other properties of existing products and technologies, as well as a strategy to reduce the cost of existing products and technologies. The first of the strategies can be implemented both before and during the commercialization of innovations. In turn, the other two of the selected strategies can be implemented by enterprises only during the commercialization of innovations, in particular at the stage of improvement and modification of innovative products "(Savitska N., 2012). Thus, following the principle of stimulating creativity in the management of the potential of the enterprise requires the formation of the creative potential of the enterprise, building a strategy and tactics for managing it.

Another important principle of enterprise capacity management is to take into account the provisions of the concept of sustainable development. Enterprises are part of both components of sustainable development - the economy and society. Satisfying the consumer needs of society, companies often harm the environment. This is due to economic selfishness and irresponsibility of entrepreneurs to future generations for the opportunity to enjoy the benefits of nature, which are in today's generations (Kniiaz S., 2016). The essence of this principle is to form and develop the potential of the enterprise so that the implementation of the goals set by the enterprise takes into account the needs of modern society, without compromising the ability of future generations to meet their needs.

Thus, based on the above, we conclude that the selected principles of enterprise potential management constitute a certain system of management visions (Fig. 3), the following of which will contribute to the rationality of the approved organizational decisions.



**Fig. 3: The system of principles of enterprise potential management**

*Note: the numbering of the principles is the same as in fig. 2*

The selected principles allow us to focus on the main areas of enterprise capacity management, which will ensure the rationality of the approved organizational decisions.

## Conclusions

It is substantiated that the management of enterprise potential is not spontaneous, it is a purposeful process, to ensure the rationality of which it is necessary to apply a systematic approach, in particular in determining key priorities and making decisions on compliance with these priorities. Studies have shown that the basis of systematic management of enterprise potential is a number of interacting principles, namely: the principle of economic efficiency and safety of enterprise potential management; the principle of application of the scientific approach in management of the enterprise potential; the principle of orientation of management of the enterprise potential on consumer needs of the market; the principle of conformity of the created offer of the goods on the conditions of the international quality standards; the principle of stimulating creativity in managing of the enterprise potential; the principle of rationality in the implementation of organizational changes in the management of enterprise potential; the principle of taking into account the provisions of the concept of sustainable development in the management of enterprise potential.

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RE: Paper Publication at the 36th IBIMA International Conference

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Sincerely

*Khalid S. Soliman*

Dr. Khalid S. Soliman  
36th IBIMA Conference chair

