

METHODOLOGICAL BASES OF MANAGEMENT OF BUSINESS ACTIVITY OF ENTERPRISES IN THE CONDITIONS OF GLOBALIZATION

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Introduction. In recent years, the economy of Ukraine has been in an unstable state of crisis, due to the instability of the world economic system in general and the country's political, socio-demographic, financial, and environmental systems in particular. Therefore, it is necessary to constantly adapt the activities of enterprises to such difficult conditions of existence, to find optimal ways of business development, to choose the most correct solutions when solving problems, and to develop such mechanisms of enterprise management so that in the end it is not only not absorbed by the crisis, but also has a stable position on market, was profitable and competitive, justified the strategic goals and objectives that were set at its founding.

In the conditions of a stable economy, the functioning of enterprises depends on many factors, the main ones of which are: legislation, competition and the ability to continuously develop the enterprise itself. It should be understood that under the conditions of a crisis or other extremely difficult situations, these factors undergo changes, and this creates both certain threats and certain new opportunities, which must be considered in time and direct the company's activities in the right direction. Crisis economy is new phenomena and processes that require correct decisions and quality changes. Therefore, the primary task for enterprises is to understand the consequences of the variability of the environment in which they operate, and therefore the timeliness of responding to these changes by making effective management decisions.

However, it should be understood that a crisis for an enterprise can become not only a state of shock, complications, instability of the financial and economic state, but also a significant incentive to implement relevant changes and transformations. Such conditions of existence of enterprises lead to the significance, specificity and individuality of their management decisions. It should be noted that in the conditions of market competition, the responsibility of managers for the final results of economic activity, the financial and economic condition of the enterprise and its market position increases.

Literature review. Currently, the study of business activity of enterprises is gaining great importance among scientists, researchers and economists.

The concept of business activity is quite broad and covers almost all aspects of the enterprise's work. The study of scientists' developments regarding the

interpretation of the term shows their diversity and inconsistency. This concept can be defined in a broad and narrow sense. In a broad sense, it is aimed at promotion in the markets of products, labor, and capital, and in a narrow sense it means production and commercial activity, the success of invested efforts, resources, and management efficiency. In other words, it is possible to consider business activity in relation to the accumulation and management of internal resources of economic growth and activity in the external economic environment.

Thus, business activity in the understanding of I. Ansof [2]. is presented as a complex comparative characteristic of the enterprise, which reflects the degree of superiority of the set of evaluation indicators of its activity, which determine the success of the enterprise on a certain market for a certain period of time, relative to the set of indicators of competitors.

And the researcher O. Sheremet [17] notes that this is the entire complex of efforts that directs the enterprise on the markets of products, labor, and capital.

Business activity is considered by many scientists from different points of view, for example, Philip Kotler [9] considers the business activity of enterprises from the point of view of using modern marketing tools to accelerate the adoption of marketing and management decisions, T. Amber [1] - from the point of view from the point of view of accelerating the capitalization of the trademark and the commercialization of innovative solutions, V. O. Mets [11] from the point of view of the efforts that the company makes to enter the market of products, labor, capital, and in the analysis of financial and economic activity, this term is used to characterize the current production and commercial activity.

Thus, based on the analysis of modern literary sources, it is possible to present the main characteristics of business activity (Fig. 1).

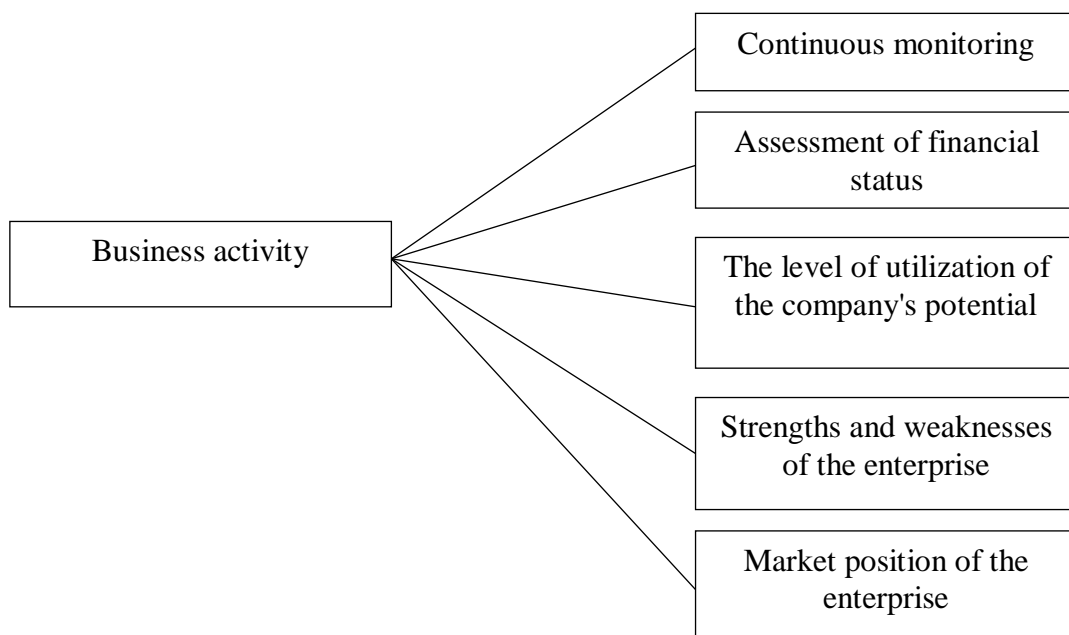


Fig. 1. Basic characteristics of business activity

Source: Formed on the basis of sources [1; 5; 9].

Thus, we note that the study of the business activity of the enterprise is relevant and timely.

Business activity management covers various spheres of enterprise activity. Such spheres can be industrial, financial, innovative, social, environmental, etc. In the process of analyzing economic literature, it was determined that most scientists focus their attention on two main aspects of business activity management:

- 1) socio-economic management;
- 2) management of the efficiency of economic activity [3].

The first aspect of managing the business activity of enterprises - social and economic management - primarily characterizes the provision of the expected overall economic effect. In this case, the effectiveness of the enterprise's production and economic activity is analyzed, as well as the degree of implementation of economic measures and programs.

The significance of socio-economic management is determined depending on its economic and social nature. In this context, the economic nature of management is considered as a purposeful influence on the relevant structural elements of the enterprise, namely: the system of relations between the personnel of the enterprise, resources (financial, material, informational, etc.), business results, with the aim of ensuring its efficiency, competitiveness, increasing value, etc. .d. Such actions on the part of the management of the enterprise can be carried out with the help of the application of appropriate management methods, the development of planned tasks and measures for their use and control.

Methods of economic management are considered to be a set of means and ways by which a managing entity (enterprise) can influence an object to achieve a certain goal, they also characterize the finished act of influencing any object of management (business activity) [6]. The main methods of economic management are: material stimulation of personnel; economic calculation; balance method; financing method; price regulation; lending

Material stimulation of personnel includes various forms and salary systems, organization of employee bonuses. It is carried out in addition to the existing systems of hourly and piecework payment for the purpose of stimulating employees to highly productive work, achieving high final production results and accelerating scientific and technical progress, which are structural components of the enterprise's business activity [7].

Economic calculation is a method of organizing enterprise management in which each enterprise compares in monetary terms the costs and results of production (providing services), tries to compensate costs with its own income, that is, to ensure self-sufficiency and optimal profitability of production, thus ensuring the achievement of the financial and economic component of the enterprise's business activity [10].

The balance method is a method used in planning business activity to achieve balance in the spheres of production and personal consumption, comparing resources (material, labor, financial) and their needs. The system of these resources in the management of business activity makes it possible to ensure the balance of both

individual sections and the plan of economic and social development in general. With the help of the balance sheet method, economic connections, proportions of the production cycle are revealed, bottlenecks and disproportions are identified, and quantitative parameters of imbalances in various branches of the economic activity of enterprises are established [17].

The method of financing is a set of methods and directions aimed at focusing enterprises on internal financial sources and resources for the formation of business activity, at a time when external sources play a supporting and regulatory role. The main methods of financing modern enterprises are self-financing, state financing, investment, progressive financing, credit provision [19].

Price regulation at the enterprise is the process of setting the price for a specific product. The price of the enterprise's products is largely determined by external factors, including: the influence of competition, participants in the channels of movement of goods (suppliers, intermediaries), state policy [13].

Therefore, the basis of the economic aspect of enterprise management is the creation of prerequisites and the implementation of certain measures that ensure a positive result of economic activity, optimal use of potential opportunities and available resources of enterprises directed to the organization of business activity of the enterprise.

Therefore, "business activity" allows to evaluate the financial condition of the enterprise, helps to determine the strengths and weaknesses for the formation of the development strategy, characterizes the level of utilization of the potential, determines the position of the enterprise on the market, its competitiveness.

Purpose. High-quality enterprise management very often relies on the successful experience of global enterprises, which managers transform in accordance with the development of their own enterprise. An effective solution to the problems that arise with increased competition in the market is possible by reorientation of management activities in the area of support for the prospective development of business activity. This orientation is of great importance in the processes of increasing the effectiveness of the functioning and development of domestic enterprises and their success in the future. The dominant factor in this process is the business activity of the enterprise, its comprehensive study and analysis, which establishes the need to define its functional areas and requires practical application at the enterprise level. That is why the main goal of the current study is to develop a methodological basis for managing the business activity of enterprises in the conditions of globalization.

Methods. During the research, empirical methods (observation, forecasting) were used - for an overview and comprehensive presentation of the indicators and features of the business activity of the enterprise, (analysis, synthesis, abduction, comparison of different systems of other countries) - for a visual representation of the features of the tools of business activity. Each of these methods is used at a certain stage of solving the tasks. For example, it is advisable to use the observation method to understand the essence of the enterprise's activities in modern business conditions; the forecasting method can be used to determine scientifically based prospects for the

general dynamics of the development of events in the future; the abduction method will be useful for building a number of hypotheses, that is, proposals based on assumptions about the specific problem of business activity and the relationship with entrepreneurship as a whole.

Results. All businesses operate in a dynamic and aggressive market environment. It is according to his requirements, taking into account their capabilities, that the management of enterprises develops strategies, and the enterprises themselves adjust their internal activities. Therefore, one of the functional areas of business activity is market and commercial. It contains, respectively, two components: market and commercial, which are closely intertwined and complement each other, but also have certain differences that make their unification impossible. So, the main aspects of the market component should include: identifying demand for creating competitive products of enterprises, determining the most attractive market segments for its expansion and identifying new needs, creating artificial demand, developing strategies for the development of enterprises and competitive struggle, integrated growth, diversified development, formation image of enterprises and their products, etc. The commercial component of business activity is characterized by a set of measures aimed at the effective implementation of business processes by establishing partnerships with counterparties, concluding contracts with participants in commercial turnover for maximum satisfaction of market demand and ensuring high financial results of enterprise activity.

In other words, it is market and commercial activity that forms the basis and provides information for further planning of the enterprise's activities. Activity in this direction is of an extreme nature, characterized by constant aspirations to increase the efficiency of market and commercial activity (external activity of the enterprise), and there are no restrictions in these aspirations.

The level of business activity of enterprises depends on the availability, qualification and efficiency of the use of labor resources. Sufficient provision of enterprises with personnel of the appropriate level of qualification and professional skills, their rational use, high level of labor productivity are of great importance for increasing the volume and efficiency of production, and, therefore, increasing business activity [16]. The quality of performance depends on the extent to which the personnel (especially management staff, whose work is difficult to regulate) are satisfied with the results and conditions of their work, to what extent they have the necessary qualities and competencies, are able to apply new knowledge and technologies, respond in time and make the right decisions his professional duties, his dedication to the goals of the organization [14, 15]. It was the specified factors that led to the selection of personnel as one of the functional areas of business activity of enterprises.

A high level of their business activity is a significant driving force for modern enterprises to perform highly effective activities and achieve commercial success in the business process. The modern globalized economic and political environment places increasingly strict requirements on the quality of management processes as a whole, and business activity as a separate element of management. Today, high-

quality management of business activity is one of the basic determinants of the economic progress of enterprises at all levels of their development.

Quantitative methods of assessing business activity are characterized by the measurement of relevant absolute and relative indicators (net profit, amount of assets, revenue) [19]. They make it possible to assess the company's real chances in the competition for attractive market and geographic segments, to make balanced operational and strategic management decisions. However, the use of only quantitative methods for analysis makes it impossible to outline the reasons that led to a change (positive or negative) in the calculated indicators.

Quantitative methods of assessing business activity are characterized by the measurement of relevant absolute and relative indicators (net profit, amount of assets, revenue) [17, 18]. They make it possible to assess the company's real chances in the competition for attractive market and geographic segments, to make balanced operational and strategic management decisions. However, the use of only quantitative methods for analysis makes it impossible to outline the reasons that led to a change (positive or negative) in the calculated indicators. According to the form of expression of the result, the methods of assessing business activity are divided into: matrix, index and graphic. The business activity analysis matrix in its general form is an analytical-spatial model of a specific type of market and the prognostic position of the enterprise in it, which is due to the cross influence of a selected combination of certain factors of business activity in dynamics. Analysis using matrices involves comparing indicators of factors that characterize the business activity of a certain enterprise and other market or industry entities. At the same time, the selected factors cannot have a sharp functional dependence on each other, and their analytical indicators must correspond to the defined calculation method and be measured in the same time periods. The matrix methods of assessing business activity include: the matrix of the "Boston Consulting Group"; matrix of I. Ansoff; McKinsey matrix; Shell matrix; M. Porter's matrix of competitive strategies; matrix of A. Thompson - A. J. Strickland; Hofer-Shandler matrix [2, 9, 10].

The main advantage of matrix methods of assessing the business activity of enterprises is that in practice they are characterized by ease of use. At the same time, among the shortcomings, it is possible to single out the fact that in the process of assessment and when receiving the result, the enterprise receives a rather limited idea of the state of its business activity. This is explained by the fact that each method is based on the use of a limited range of factors that affect its level. Despite the mentioned advantages, matrix methods are limited in use mainly in the environment of capital-intensive industries (metallurgy, chemical industry, etc.).

Graphical methods of assessing the business activity of enterprises are a system of presenting information about the general state of a given indicator or its individual parameters, values, characteristics with the help of a visual representation of analytical quantities and their ratios using appropriate sign systems (lines; geometric figures, drawings, etc.) with for the purpose of their generalization and further analysis of business activity [7]. Graphical methods include the following: polygon of business activity; business activity radar; "profiles" method; model of consumer

satisfaction.

The features of graphic methods for assessing business activity are listed in Table 1. The analysis shows that the use of graphic methods for assessing business activity by modern enterprises is mainly determined by the availability of powerful and convenient programs for analysis on personal computers, which increases the scope of consumers of methods of graphical representation of statistical information.

An integral assessment of the enterprise's business activity involves conducting a comprehensive analysis of it by calculating an integral indicator [11]. The main advantage of this method is that the enterprise can supplement it at its own discretion with appropriate directions for analysis and coefficients. However, a significant drawback is the limited application of the method. When assessing business activity by analyzing production, innovations, the market, satisfying the needs of consumers, or enterprise counterparties, only a separate direction of research or a corresponding functional area of business activity should be used for the reliability of the analysis. Such conditions significantly complicate the implementation of a qualitative comparative analysis of the business activity of two or more enterprises due to the differentiation of production lines, the use of financial, innovative, personnel resources, etc.

Table 1

Peculiarities of graphical methods of assessing the business activity of enterprises

No	Method name	The essence of the method
1	A polygon of business activity [9]	It is a graphical combination of assessments of the state of business activity of the enterprise and competitors according to the most significant parameters (criteria) and allows you to compare these criteria.
2	"Radar" method [8]	It is based on the creation of a polygon built on axes that correspond to the indicators of the business activity of the enterprise. For comparison, the radars of business activity of competitors are built on the same circle.
3	"Profiles" method [10]	Allows to evaluate the level of business activity of the enterprise according to a certain group of factors. A profile is a graphic representation of selected indicators of business activity according to certain rules. It is used to assess the level of business activity by comparing the profiles of different enterprises built on the same assessment field.
4	Model of consumer satisfaction [17]	The list of possible attributes of business activity is applied. These attributes are considered separately, and not in aggregate, which simplifies the procedure for identifying the key characteristics of the indicator. The result of applying the method is the breakdown of attributes into 4 groups: 1) necessary, standard; 2) critical, one-dimensional; 3) additional, attractive; 4) indifferent.

Source: Formed on the basis of sources [1; 5; 9].

The next index method of assessing business activity is the benchmarking method. In general, it is characterized by the study of the driving factors of the business activity of industry leaders or indicators of their business activity for comparison with their own indicators. The compliance of this method with index methods is determined by the presence of those parameters that are used to analyze business activity: market share, profitability of production, cost of production, proximity to suppliers and sources of raw materials, etc. The indisputable advantages of benchmarking are the use in the process of analysis of the indicators of a "reference company" for comparison with one's own, which makes it possible to manage and aim for the achievement of these indicators in the future; determining the reasons for a low or high level of business activity. At the same time, it is impossible to make a reliable assessment of the leading enterprise due to the lack or absence of the necessary analytical indicators.

The method based on the theory of effective competition defines as more competitive those enterprises that have the best organization of the activities of their departments and divisions. At the same time, four areas are analyzed: finance, product competitiveness, production activity and sales activity. The application of this method in the process of analyzing the business activity of enterprises helps to determine the integral indicator, taking into account the main areas of enterprise activity. However, the method has certain disadvantages, which are characterized by the limitation of data for assessment in the form of only four aspects of business activity, while it includes a larger range of indicators. In addition, it is quite difficult to use due to the difficulty of obtaining the necessary information about competing enterprises.

The breadth of the selected methods is due to the uncertainty of the selection criterion or, conversely, the refusal to use one or another method for analysis. The functional appropriateness of the classified methods of business activity analysis is of great importance for conducting such an analysis, since each of the above approaches can be suitable for carrying out different areas of analysis: from the general characterization of the state of individual components of business activity to the calculation of its integral indicator, analysis of the market environment, or determination of competitive advantages.

Conclusions. Modern conditions of development require enterprises to apply a new business model for the development of the domestic economic system. Therefore, tasks should be one of the elements of the organizational mechanism of business activity management. In the process of research, several of these tasks were separated. First, it is the determination of the course of strategic development. Here we are talking, first of all, about the choice of the level and direction of the integration of the enterprise into the economic system: horizontal (cooperation of similar enterprises) or vertical structure (from production to processing and distribution of manufactured products), with the aim of increasing production efficiency, improving the quality of products, labor and management processes, which collectively directly affects the level of business activity.

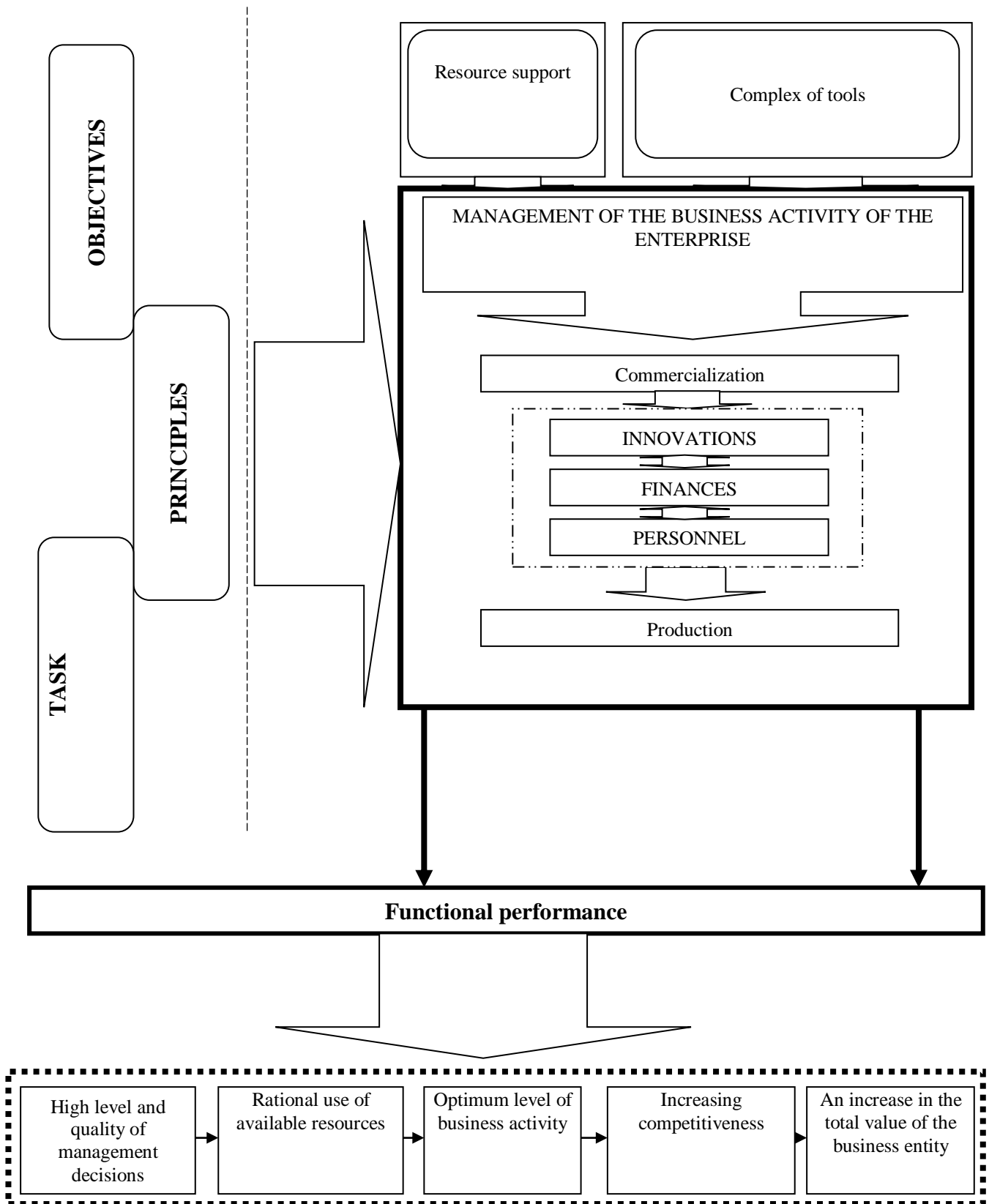


Fig. 2. Methodological basis of management of business activity of the enterprise

Source: author's development.

The ownership structure as a direction of business activity management is determined by the specific weight of total assets per shareholder. The distribution of assets is an atypical situation for domestic business structures, when the owners try to maintain full control over the enterprise. At the same time, the "ability to share" acts as a direct competitive advantage of the owner, improves the level of business activity, because for investors it means an increase in business transparency and the independence of the company from sole management. Corporate management of the enterprise also affects business activity from the point of view of transparency of activity. The sale of part of the business to a strategic partner known in the business environment becomes a signal of transparency for investors, thereby attracting additional financial sources, improving financial and other functional areas of business activity.

Among the areas of business activity management, measures of reputation management were singled out, the main goal of which is to improve the perception of the enterprise by the external audience, which has a general negative impact on the organization as a whole, and business activity in particular.

For enterprises with a diversified structure of economic activity, one of the important directions of business activity management is the presence of strategic communications, when the role of correct positioning of current events is characterized by fundamental importance, ensuring the preservation of leadership positions, increasing sales, active participation in the development of the economic complex of the state.

The development and adoption of decisions regarding the management of the business activity of enterprises requires managers to follow certain rules that affect their quality and timeliness. The main ones are: delegation of authority, strict control, ability to make decisions, responsibility before the company and the law. The presence of management rules, their observance and specification will ensure more effective performance of functional duties by each employee.

Thus, by applying analytical tools in the management of business activity, the company gets the opportunity to:

- visualization of empirical and analytical information for a deeper understanding of the problems of the state and management of business activity;
- understanding of existing problems and deviations in management and economic processes;
- determination of regularities of processes on the basis of historical data;
- implementation of the "if" scenario to analyze the impact of various parameters on the necessary indicators of business activity.

The logistics toolkit provides for the active use of the potential of the main functions aimed at managing business activity at the enterprise. Among these, it is possible to note the development of logistics plans to ensure the necessary level of coordination and regulation of financial and material flows; logistics organization as a way of establishing rational relationships and functional interaction between the structural divisions of the enterprise and its counterparties. That is, the use of logistics tools (optimal determination of a profitable place and time) leads to a decrease in

costs, an increase in profitability and an increase in the quality level of business activity management.

The use of project management tools is quite important for achieving the optimal level of business activity, as it is a way of managing large-scale tasks and goals in conditions of time and resource limitations. Project management should ensure the implementation of planned indicators of business activity by launching those initiatives that will bring the greatest benefit to the enterprise; to obtain the necessary results, adhering to the established deadlines, including synchronization with the project-dependent activities of the organization; and finally - to effectively manage resources (personnel, finances, production, information, etc.).

Among the outlined tools of the organizational mechanism for managing the business activity of enterprises, marketing ones were also identified, which include: promotion in social media, Universal Analytics, SEO, SEM methods and so on - a large number of channels, methods and programs aimed at obtaining opportunities to determine consumer behavior, changes in sales dynamics, and thereby aimed at a potential increase in the customer base with varying degrees of awareness of the product or company. An important point in the management of the business activity of the enterprise is the solution of issues related to the development of marketing policy, the creation and maintenance of the image of the enterprise. The aggravation of competitive relations does not allow us to ignore the needs and requests of potential customers and consumers of goods and services. The calculation of the perspective of one or another product or type of activity becomes relevant. At the same time, special marketing tools are used (advertising campaigns, promotions, exhibitions, etc., with the aim of forming a stable favorable image).

The use of strategic management tools helps to create unity of a common goal within the enterprise, develop the enterprise's adaptive capacity, increase its competitiveness, which contributes to the improvement of the enterprise's business activity indicators.

The availability of investment tools for business activity management characterizes ways of investing financial funds in one or another asset. They represent a variety of options, with the help of which the enterprise is able to provide a financial basis for increasing the qualitative and quantitative indicators of business activity and realizing large and small goals. Depending on the needs, opportunities, desired level of business activity, such instruments can be shares, investment funds, exchange funds, derivative financial instruments, etc.

One of the most important skills of a manager is the ability to motivate his subordinates for greater productivity and return. An important role is played by selected motivational tools (project motivation, motivation by solving future problems, cascade, cumulative motivation, motivational core, etc.), the choice of which is complicated by the rapid development of the economic mechanism and its subjects, the transition to the intertechnological phase. Thus, the effectiveness of the use of motivational tools in order to improve the business activity of personnel should be manifested by determining the combinations of motivating mechanisms or targeted measures and actions corresponding to the individual characteristics of

employees.

Among the tools of the organizational mechanism for managing business activity, the presence of chain communications and connections was chosen in order to develop a business model where the boundaries between its sectors should be minimal. With this approach, the processes are interconnected and coordinated, and cross-functional teams are created to work in them - a mutual distribution of the role of a leader, where everyone is ready to take on a leadership role depending on the circumstances. For enterprises to achieve the required level of business activity, such a structure is more effective than traditional divisional or line-functional ones, where decisions are often locked on one leader. On a global scale, the boundaries between divisions are blurring even faster, which is why one of the important catalysts for optimizing business activity is the established communication link of all active subsystems of enterprise activity.

The main properties of the organizational mechanism for managing the business activity of enterprises are defined as: complexity, dynamism, integrity, synergism, transparency, combinedness. The complexity of the organizational mechanism is determined by the combination and interaction of its various constituent elements of a functional and supporting nature, classified according to certain criteria and directions, the formation of which is unique for a specific enterprise, focused on improving the level of business activity and the development of interstructural relationships. Dynamism as a property of an organizational mechanism means its effectiveness, which is ensured by the speed of development of its elements through interfunctional connections.

The formation and development of business activity management measures requires a systematic approach. In this connection, there is a need to achieve a synergistic effect between the components of the system. Its emergence is possible due to the property of emergence - that is, new qualities obtained as a result of combination, connection, integration of individual parts into a single system. So, synergism is such an effect of the interaction of the elements of the mechanism (resources, methodological base, tools, etc.), thanks to which the state of business activity significantly improves.

The integrity of the developed organizational mechanism is manifested through its completeness, self-sufficiency, integrity and autonomy of complex structural objects, characterizes their qualitative originality due to the specific patterns of development of the business activity of the enterprise. The nature of transparency is the property that contributes to the effective functioning of the business activity management mechanism and its successful implementation. At the same time, the combination of the mechanism is determined by the presence of an optimal combination of its constituent elements.

The current situation in the national economic space determines new requirements for the construction and formation of the structure of organizational and management mechanisms and their implementation. The need for such a mechanism arises in the event of planned changes in the development of the enterprise's business activity, deterioration of its general condition (including crisis situations), or unclear

prospects for further work. In such a situation, the structure of the organizational mechanism is multifunctional and interdisciplinary in nature. Its effectiveness includes the interaction of various types of business activity, affects technological, economic, financial, legal, psycho-sociological, political and other aspects of business activity. Based on the dynamics of changes in the components of the mechanism, the manager formulates recommendations related to the main goals, business policy and strategy of general planning, structure and control over the state of the organization's business activity.

It is obvious that in the conditions of a rapidly changing economy, the systematic use of static elements and parameters of the system is a rather complex process. Therefore, the main requirement that the developed organizational mechanism of business activity management meets is its adaptability to external and internal changes and risks of influence. In addition, its functional structure can be used for the organization of decision-making and control systems, information management, as well as for the creation and mobilization of activities and processes of managing business activity in crisis (complex) situations. Thus, a fairly stable and flexible basis is created, which allows the organization to work as productively as possible and optimize the level of business activity.

The importance of the developed organizational mechanism can be proven when solving the problems of structuring factors, processes and tools of business activity management, development of investment projects, acquisition of new production facilities, complexes or technologies, coordination of various financial systems, etc.

The functioning of the organizational mechanism assumes its integration into the general system of enterprise management, i.e. the unification of departments, zones and functions of business activity into a single system. The expected, desired result is an easy-to-use system that simplifies decision-making, reduces costs, and, in general, allows for more efficient management of business activity. Until recently, highly effective complex organizational mechanisms were used only in large corporations, mainly due to the high cost of implementation for small companies. However, in recent years, small and medium-sized enterprises also began to understand the advantages of management decisions made with the help of developed tools, resources, directions. The advantage of use is marked by the compliance of structural elements with often changing economic conditions due to risks and threats.

The new configuration of the organizational mechanism for managing the business activity of enterprises is characterized by an understanding of the essence of business activity, its ultimate goal. Traditionally, the implementation of this mechanism requires considerable time. In large corporations, this process can take a long time and involve many experts. This is not suitable for small and medium-sized enterprises, which is why the organizational mechanism was developed and is characterized by the possibility of further adaptation to meet the needs of managing various functional areas of business activity. Such a property should reduce the time required for implementation and prevent the separation of structural segments and their elements, which leads to an increase in the cost of implementation.

When implementing the structuring of the organizational mechanism for managing the business activity of the enterprise, it should be noted that the breakdown into components is somewhat conditional, since they are all interconnected and focused on solving a single problem - optimizing the level of business activity. There is no single correct version of the developed mechanism for all enterprises. Each enterprise is able to individually choose and define its elements, blocks, indicators, thereby reducing or supplementing existing ones. At the same time, the study showed the presence of common features and inherent characteristics determined in the analysis process:

1) functionality is the basis of any mechanism. The business activity of the organization is based on it, and the quality of management decisions regarding the optimization of its level should contain all the necessary functions of achievement;

2) practicality, i.e. adaptability of the mechanism to the needs of the enterprise, the specifics of its activity, business conditions with the aim of simplifying its use and reducing the costs of its implementation, and therefore - increasing the possibilities of integration;

3) manufacturability is a key principle of organizational development, which is a factor of compliance of the internal environment of the enterprise with the scale of activity (the internal environment does not hinder market activity), ensuring competitive advantages, transparency and manageability of the internal environment.

Thus, the author's approach to the formation of an organizational mechanism for managing the business activity of enterprises is characterized by a modular structuring of system elements, endowed with unique properties for each enterprise, aimed at effective interaction of employees and divisions, optimization of information flows, clear regulation of activities. At the same time, it is a comprehensive set of tools capable of integration processes, i.e. combining defined modules in real time.

The introduction of this mechanism to the economic and managerial activities of enterprises will increase the manageability of the enterprise, improve the technology of internal business processes and the efficiency of operations. Coordination of the internal functional areas of the enterprise will ensure compliance of the internal environment with strategic goals, establishment of an optimal level of business activity, increase of the added value of the enterprise in general. At the same time, the quality and speed of information processing, its reliability and the thoroughness of management decision-making require the development of analytical measures for the use and evaluation of available information indicators to ensure the necessary level of business activity of the enterprise.

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ABSTRACTS РЕФЕРАТИ

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Ptashchenko O., Shersheniuk O. METHODOLOGICAL BASES OF MANAGEMENT OF BUSINESS ACTIVITY OF ENTERPRISES IN THE CONDITIONS OF GLOBALIZATION

Summary. The main aspects of managing the business activity of enterprises in the conditions of globalization are considered in the presented work. The development of market relations, which is characterized by the complication of business processes, an increase in the required level of scientific knowledge of manufactured products, a reduction in the life cycle of goods and the development of information, leads to awareness of the importance and necessity of introducing innovations and ensuring innovative activity. With the help of innovations, a systematic process of creation, introduction of new goods, equipment or technology (production, management, information support, etc.) or reduction of the cost of existing products is carried out, with the aim of increasing business activity and obtaining a socio-economic effect. Thus, innovations are an important functional area of business activity of enterprises. **The purpose** of the work is research and development of methodological foundations of management of economic activity of enterprises in the conditions of globalization. **Research methods.** The main research methods are observation, forecasting, methods of analysis and synthesis, logical method. All proposed research methods are aimed at determining the main trends of modern times in the direction of managing the business activity of enterprises in order to increase their competitiveness in the conditions of globalization and changes.

Results. A methodological approach to managing business activity has been developed. The analyzed methodological approaches to the analysis of business activity made it possible to classify them depending on the application of the used methods on the main functional areas of business activity of enterprises. Given that the functional areas of business activity are divided into five categories (market-commercial, financial, investment, personnel, production), the proposed classification of business activity analysis methods takes into account the specific properties inherent in each relevant area, which constitutes the novelty of the research. **Scientific novelty.** In addition, the author's development improved the structuring of business activity assessment methods, which today is characterized by differences of opinion regarding its implementation, assigning this or that method to a certain functional area. The given classification contributes to the systematization of methods of analysis of business activity, allows you to choose one or more of the most appropriate methods for a certain specific situation among their large number. Practical significance. **The proposed approach,** based on the structuring of methods for assessing the business activity of enterprises, allows optimizing marketing and management decisions at the enterprise and increasing its competitiveness.

Key words: management system, business activity of the enterprise, globalization process, components of business management, indicators of business activity.

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Птащенко О.В., Шершенюк О.М. МЕТОДОЛОГІЧНІ ОСНОВИ УПРАВЛІННЯ ДІЛОВОЮ АКТИВНІСТЮ ПІДПРИЄМСТВ В УМОВАХ ГЛОБАЛІЗАЦІЇ

Анотація. В представленій роботі розглянуто основні аспекти управління діловою активністю підприємств в умовах глобалізації. Розвиток ринкових відносин, який характеризується ускладненням бізнес-процесів, підвищенням необхідного рівня наукоємності виготовленої продукції, скороченням життєвого циклу товарів та розвитком інформацій призводить до усвідомлення важливості й необхідності впровадження інновацій та забезпечення інноваційної активності. За допомогою інновацій здійснюється систематичний процес створення, впровадження нових товарів, техніки чи технології (виробництва, управління, інформативного забезпечення тощо), або зниження собівартості вже існуючої продукції, з метою підвищення ділової активності та отримання соціально-економічного ефекту. Таким чином, інновації виступають важливою функціональною зоною ділової активності підприємств. **Метою роботи** є дослідження розробка методологічних основ управління господарською діяльністю підприємств в умовах глобалізації. Методики дослідження. **Основними методами дослідження** є – спостереження, прогнозування, методи аналізу та синтезу, логічний метод. Всі запропоновані методики дослідження спрямовані на визначення основних тенденцій сучасності в напрямку управління діловою активністю підприємств задля підвищення їх конкурентоспроможності у умовах глобалізації та змін.

Результати. Сформовано методологічний підхід до управління діловою активністю. Проаналізовані методичні підходи щодо аналізу ділової активності дозволили їх класифікувати у залежності застосування використаних методів від основних функціональних зон ділової активності підприємств. Ураховуючи те, що функціональні зони ділової активності поділено на п'ять категорій (ринково-комерційна, фінансова, інвестиційна, кадрова, виробнича), запропонована класифікація методів аналізу ділової активності враховує специфічні властивості, притаманні кожній відповідній зоні, що складає новизну дослідження. **Наукова новизна.** Крім того, в авторській розробці було удосконалено структурування методів оцінки ділової активності, яка на сьогодні характеризується розрізненістю поглядів щодо її проведення, віднесення того чи іншого методу до певної функціональної зони. Наведена класифікація сприяє систематизації методів аналізу ділової активності, дозволяє здійснити вибір серед великої їх кількості один або декілька, найбільш доречних у застосуванні до певної конкретної ситуації. **Практична значимість.** Пропонований підхід, що базується на структуруванні методів оцінки ділової активності підприємств, дозволяє оптимізувати маркетингові та управлінські рішення на підприємстві та підвищити його конкурентоспроможність.

Ключові слова: система управління, ділова активність підприємства, глобалізаційний процес, складові управління діловою активністю, показники ділової активності

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