

THEORETICAL BASES OF MONITORING IN THE PROCESS OF MANAGEMENT OF SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE

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Abstract

The successful functioning of the enterprise in modern realities depends on providing the necessary and comprehensive information support of the process of management of sustainable development of enterprises; therefore, the development of scientific and practical recommendations for the monitoring of sustainable development will allow to obtain a comprehensive assessment of the state of the enterprise, to develop measures to achieve the stability of its internal environment and ensuring sustainability in a changing external competitive environment.

The methodological basis for the study is made up of the dialectical method of scientific knowledge, the methodology of system analysis. To achieve the goal set in the work - to determine the essence of the concept of "monitoring the sustainable development of the enterprise", the method of logical and theoretical generalization of the results was used.

According to the results of the generalization of different points of view on the essence of the concept of monitoring, three approaches to its definition are

identified: either as a separate process or as a system of information gathering and its further processing and as a management tool. It is proved that the most expedient, from the point of view of consideration of all key elements of the concept, is a combined approach, based on which and taking into account all the main signs of sustainable development - the essence of the concept of monitoring the development of the enterprise as a process is specified, as a process of tracking quantitative and qualitative indicators of the stability of the internal environment of the enterprise and stability in the external environment, in order to identify trends in the state of change and the creation of information support for making managerial decisions.

On the basis of reasonable monitoring objects using the structural and logical scheme of research it is expedient to create a model of monitoring of sustainable development of enterprises, which outlines the necessary evaluation procedures for its objects. Keywords: monitoring, sustainable development, enterprise management, elements of monitoring, monitoring objects.

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Introduction. The provision of up-to-date and comprehensive information support for the process of managing sustainable development of enterprises is of particular relevance in a modern, dynamic economic environment, requiring enterprises to take a proactive reaction to changes in it. As a result, one of the main problems faced by modern enterprises is the search for mechanisms and methods to provide a systematic information and analytical basis for achieving sustainability in a changing and rigid competitive environment and the stability of the internal environment of the enterprise.

Consideration of monitoring as an integral part of the management process, will provide a comprehensive assessment of the state of the enterprise and respond effectively to the emergence of problems in achieving sustainable development. This suggests that the topic of this work is relevant.

Analysis of recent research and publications. Theoretical and methodological aspects of the management of the development of enterprises are shown in the scientific works of N. V. Kasyanova, E. I. Kozyrenko, N. S. Makarova, O. V. Rayavneva, A. V. Sudorina and etc. Some constructive results regarding the essence of sustainable development of enterprises, its components are obtained in the works of A. I. Balashova, V. A. Vasylenko, K. R. Grushakova, I. Y. Epifanova, V. V. Kolocheva, V. V. Prohoreva, V. A. Titova, N. V. Shandova and etc. Problems of the monitoring methodology in the management process are dedicated to works of M. M. Berest, I. O. Vidomenko, E. M. Komisarenko, I. O. Kuznetsova, L. G. Lipuch, O. G. Melnik, G. A. Nadyon, O. G. Penkova, I. O. Piyurenko, M. V. Pugachova, N. A. Khomyachenkova, I. D. Chulip and etc.

However, despite a significant number of works, there is a lack of a definition of the place of monitoring in the management system of sustainable development of the enterprise, the groundlessness of the objects of monitoring sustainable development. The urgent need for further development of scientific approaches to certain issues, considering the specifics of enterprises, conditioned the relevance of the topic and identified the purpose of the study .

The purpose of the article is to develop the scientific foundations and to specify the essence of the concept of "monitoring sustainable development of the enterprise". Justification of the logical

elements of the definition of this concept and the specification of the problem in the process of information support for making managerial decisions in the study.

The methodology of the research is based on the synthesis of knowledge of laws of the dialectic, sociology of science, the theory of knowledge, the structure and economy of enterprises, information processes in the enterprise, management theory, and other sciences, which contribute to the development of theoretical and scientific and practical principles of monitoring as part of the management process of sustainable development of the enterprise.

The concept of "monitoring" comes from the Latin "monitor" - warning, prevent and English "monitoring" - control [1].

In the international scientific space, monitoring, beginning from the 90's of the last century, reliably enshrined in economic research, which revealed the issue of identifying the role of monitoring in the management of the enterprise, the development of methodical tools for the definition of monitoring indicators, the introduction of monitoring system at the enterprise. The issue of conceptual foundations and the development of a methodological basis for monitoring is being paid more and more attention today.

Depending on the scope and scale of the conduct, monitoring can be carried out at different levels, such as:

-national (state), which involves tracking the development of the object on the basis of common state standards [2];

-regional - conducting research object at the level of the region, city / district [3, p. 239-243];

-local, which is associated with the organization and conduct research within the enterprise [4].

Considering the local level of monitoring, it can be noted that over a period of time monitoring was perceived as a process of monitoring the changes in the environment [4, p.95; 5, 6]. Monitoring - "continuous systematic monitoring, evaluation and forecast of the parameters of the enterprise environment, in order to obtain information about threats and opportunities for the development of managerial effects of preventive nature" [4, p.95]. To the tasks of monitoring authors [4, 5] include the definition of the availability and nature of changes in the environment, predicting their impact on the enterprise. With this position of determining the monitoring Piyurenko I.O. agrees. According to the author, taking into account detected deviations and trends occurring in the external environment, will allow to develop mechanisms for counteracting external influences.

Komisarenko E.M., Khalina V.M., Khomyachenkova N.A. in their research, develop an integrated approach to using the information of the external and internal environment of the operation of the enterprise in the process of monitoring. So, Khalina V.M. considers monitoring as a system that allows to "control the indicators of financial activity, the state of the economic object, evaluate and quickly identify the results of the various external factors" [1]. According to the author, the comprehensiveness of the coverage of information is a priority task

Gushko S.V. emphasizes the role of monitoring as the formational system, and notes that the main advantage of monitoring in the enterprise is "the possibility of obtaining information that is not available within the framework of traditional statistical and financial reporting" [7, p. 15].

Making managerial decisions in modern complex and dynamic conditions of management requires qualitative information support based on the principles of systematic and comprehensive coverage of the functioning environment. Monitoring should be considered not as a separate

monitoring process and collecting information, but as a system that includes, in addition to the above, other components of the process such as assessment and forecast.

Such interpretation is also present in the works of Vasylenko V.O. The author emphasizes the fact that the monitoring system should consist not only of the information gathering system, but also data analysis, clarification, adjustment and planning.

Systematization and generalisation of works on the given topic allows to emphasize common vision of scientists and distinguish three main approaches in the definition of the concept of "monitoring": as a separate process or action [8-15], as a system for collecting information and its further processing [16-19], and as a management tool [1, 20-22] (Table 1)

Table 1: Interpretation of the concept of «monitoring»

№	Author	Source, pages	Definition
«Monitoring » as a process or action			
1	Komisarenko E.M.	[10]	Monitoring is a systematic and continuous process of supervision and control of indicators of the functioning of an enterprise
2	Litvak B.G.	[11, p.84]	Monitoring is the process of detecting significant deviations in the course of the production system operation
3	Khomyachenkova N.A.	[8]	Monitoring - is a purposeful process of optimal choice of methods of eternal control, allowing the company to function effectively and to develop steadily over a long period of time. This process involves the collection of data that tracks the dynamics of changes in the state of the enterprise and the identification of trends in its development.
4	Vasylenko V.O.	[9]	Monitoring is a process of inseparable unity: information gathering - generalisation - an analysis of the obtained results- the identification of the reasons that led to them and the trends that are manifested in it-the development of measures that, on the one hand, would limit, or even better, fully overcome adverse factors, but on the other hand - would open the space for a better manifestation of the positive factors - the introduction and clarification of changes in the development of the enterprise
5	Korotkov E.M.	[12, p.293]	Monitoring - is a systematic tracking of processes or trends, constant tracking in order to timely assess emerging situations
6	Gushko S.V.	[13, p.15]	Monitoring - the regular fixation of the state of economic processes reflected in the sphere of interests of the object of management, which can form the information basis for making various managerial decisions
7	Berest M. M.	[14, p. 54-59]	Monitoring is a permanent or regular observation of an object or process for the purpose of evaluation, comparison and forecasting of its development; it

№	Author	Source, pages	Definition
			provides systematic diagnostics of the observation object using a clear system of indicators and evaluation criteria.
8	Blank I.A.	[15]	Monitoring - a specially organized, systematic observation of the economic state of objects, phenomena, processes for the purpose of their estimation, financial control and forecast
«monitoring» as a system for collecting information			
9	R. Mann	[17, p.60]	Monitoring - a system of secondary observations on one or more elements of the economic activity of production systems in space and time with a specific purpose in accordance with predetermined system of indicators
10	Bilyk G.G.	[18, p. 67]	Monitoring - a system of continuous observation of processes and identifying the main trends that occur in the external and / or internal environment of the enterprise in order to timely operational assessment of emerging situations, and therefore includes methods and tools aimed at the functional support of the enterprise management system in the field of its information support
11	Piyurenko I.O.	[16]	Monitoring is a special surveillance system which includes the collection, accumulation, analysis of information on processes occurring in the economic sphere of its functioning, forecasting on the basis of objective data of the dynamics of economic indicators, the main trends of development and the development of scientifically substantiated conclusions that are necessary for making effective managerial decisions
12	Cherkasova S.O.	[19]	Monitoring is a system for collecting, processing, storing and distributing information, forecasting on the basis of objective data of dynamics and main tendencies of their market development and developing scientific substantiation of recommendations for making appropriate management decisions.
«monitoring» as a management tool			
13	Burova T.A.	[20, c.3]	Monitoring – is a modern management tool, the main content of which is to operatively monitor the performance of the enterprise, assess and provide the necessary information to decision makers
14	Ishchenko L. F.	[21]	Monitoring acts as a management tool that develops targeted installations and outlines the problem
15	Khalina V.M.	[1, c.332]	Monitoring - is a tool for continuous observation, collection, processing of information about the state of the object in order to identify patterns of its change and development of compliance with the given parameters
16	Maksymova T.S.	[22, p. 114]	Monitoring is an instrument of strategic management

№	Author	Source, pages	Definition
			of the organization's activities

Source: compiled by the author

Representatives of the first, more general approach, Blank I.A. , Khomyachenkova N.A. , Komisarenko E.M. , Vasylenko V.O., Litvak B.G. and etc . determine monitoring as a separate process for collecting information or observation of indicators of the functioning in the enterprise [8-15].

The authors, whom we attributed to the second approach (R. Mann, Bilyk G.G., Piyurenko I.O., Cherkasova S.O.), consider monitoring not only as a separate observation process, but as a system for collecting information, its detailed assessment in order to track the patterns of deviations of indicators from normative or planned values, the connection between phenomena and processes, and identification of the causes of their occurrence [16-19].

The point of view of the necessity of considering the monitoring as a management tool, share the researchers Burova T.A. , Ishchenko L.F. , Khalina V.M., Maksymova T.S. At the same time, they emphasize the importance of information in ensuring the management process [1, 20-22]

In our opinion, the role of monitoring in the management process is that it allows you to identify the deviations themselves, and most importantly, it provides tracking of the connections between events, the causes of their occurrence, and thus are the basis for effective management actions.

In determining the content of the monitoring of sustainable development of the enterprise, we came from the position of the combined approach, taking into account the essential properties of monitoring and highlighting the signs of sustainable development of the enterprise.

By the monitoring of sustainable development of the enterprise, we consider it appropriate to understand the process of tracking the quantitative and qualitative indicators of the stability of the internal environment of the enterprise and stability in the external environment in order to identify trends in the state of change and the creation of information management decision making. Logical elements of the definition of "monitoring sustainable development of the enterprise" is presented in fig. 1.

Based on the well-founded list of components of sustainable development of the company, also, based on the fact that the ultimate goal of the company's operation is satisfying the needs of consumers through the creation of consumer value, we specified the logical elements for determining the objects of monitoring sustainable development of the enterprise (Fig. 2).

After justification of monitoring objects of sustainable development of the enterprise, appears the task of determining the indicators for objects. Summarizing the results of the calculation of indicators will determine the level of stability of business processes of the enterprise, stability of capabilities and financial sustainability of the enterprise. But the informational support for making managerial decisions of an enterprise requires the development of a recommendation on the methodological support of monitoring of sustainable development. Therefore, in the conceptual model of monitoring of sustainable development of the company, we have identified two main blocks. The first block is the monitoring stages, the second block is a task that needs to be solved for the implementation of certain stages. Alloted blocks are represented on (Fig. 3).

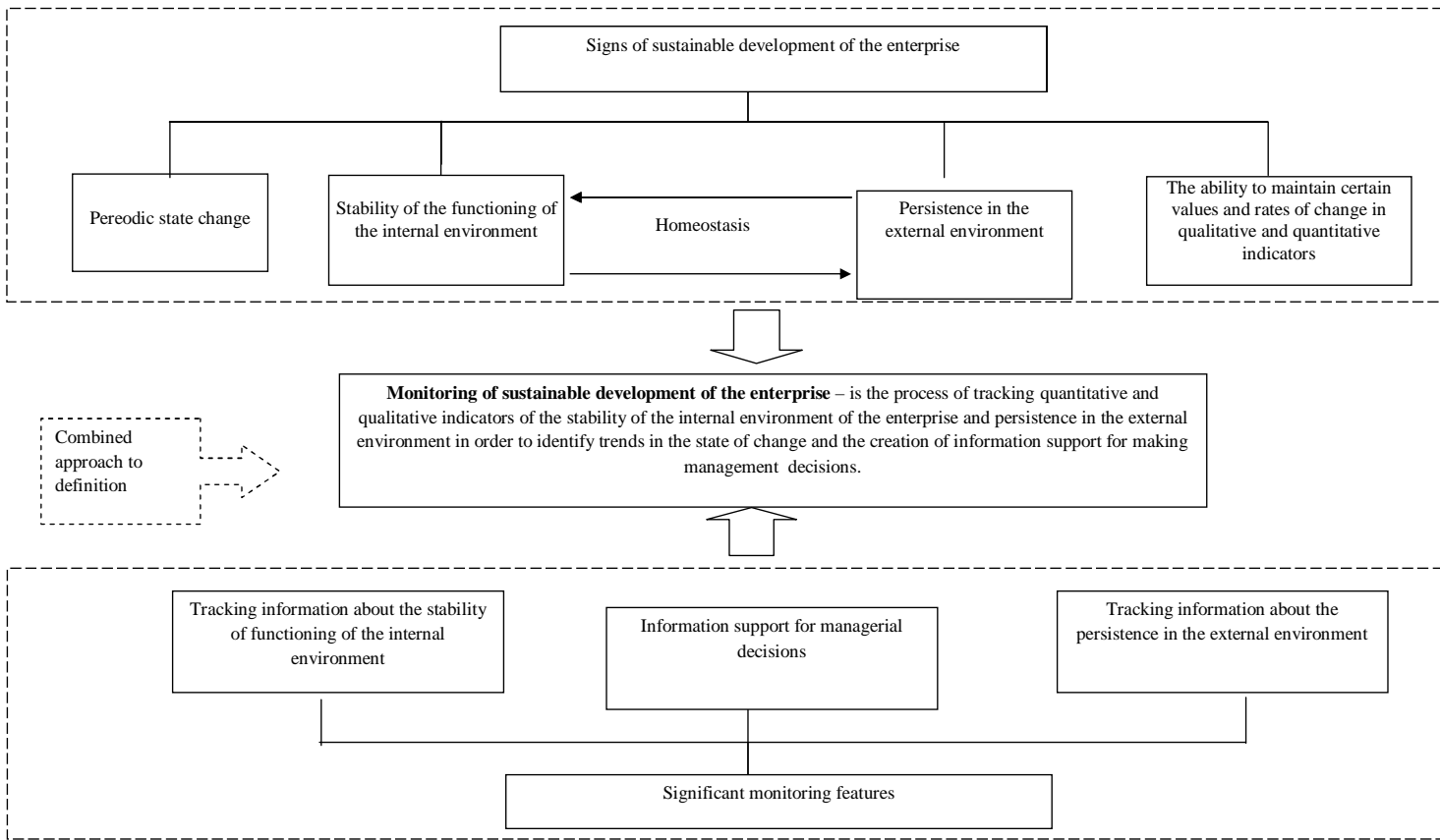


Fig 1. Logical elements of the definition of "monitoring of the sustainable enterprise development"

Source: [24, 25]

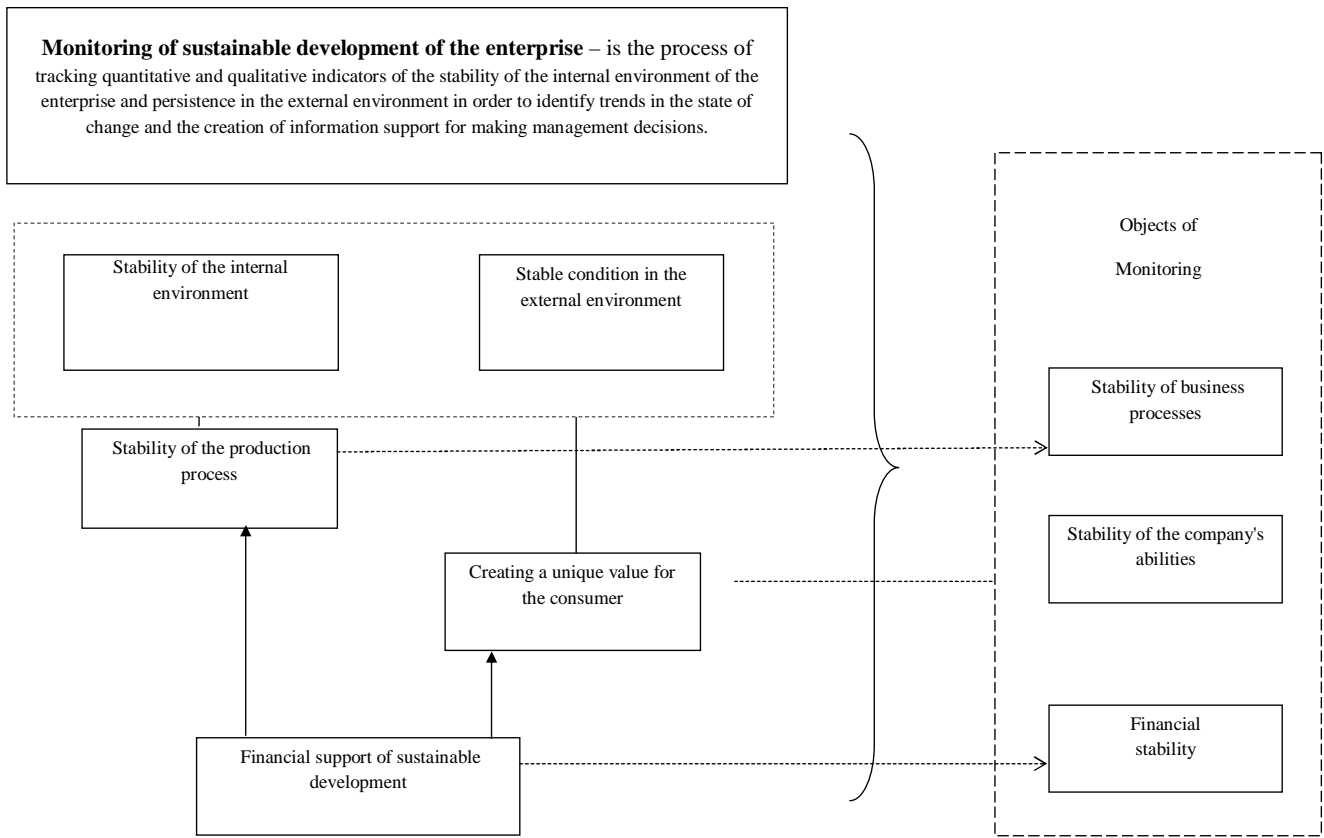


Fig 2. Logical elements of the definition of monitoring objects of sustainable development of the enterprise

Source: [25,26]

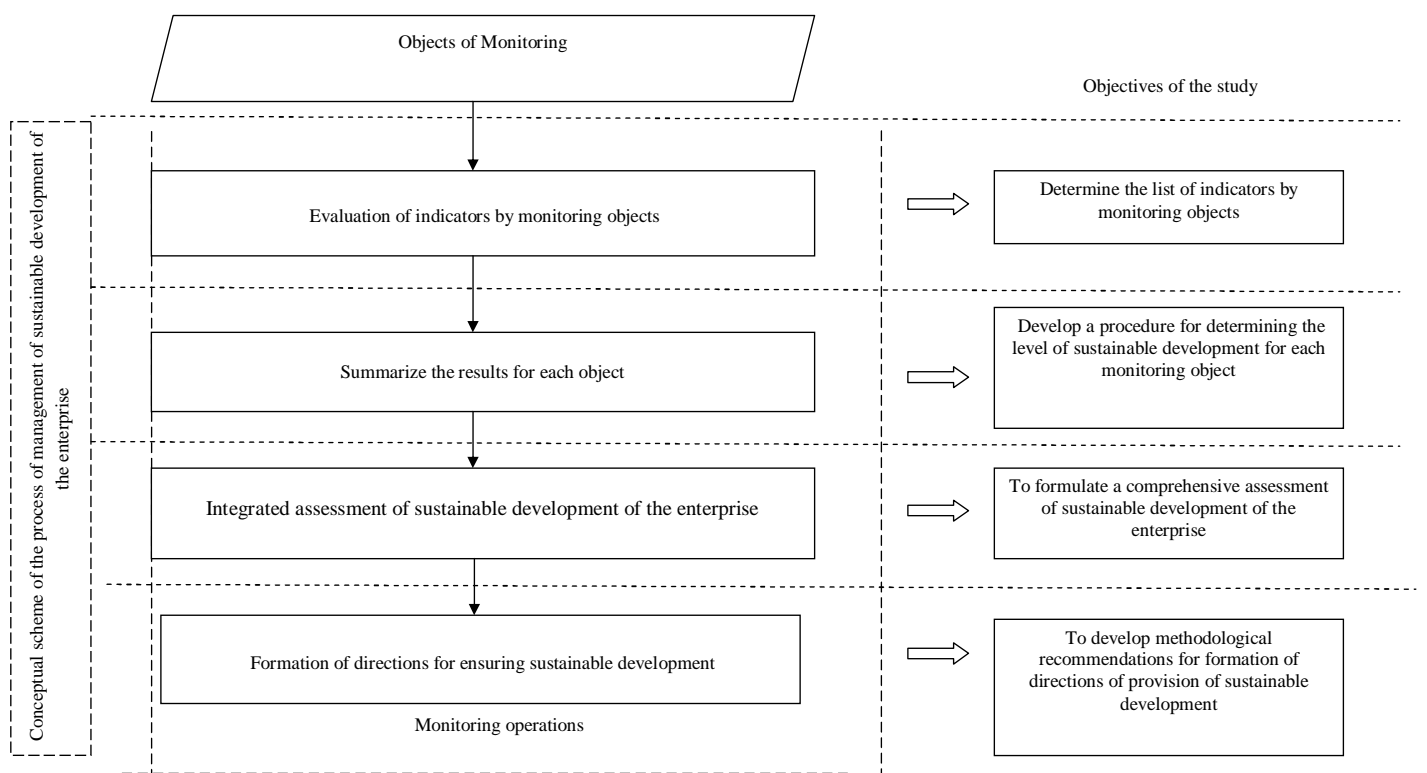


Fig 3. Structural and logical scheme of monitoring research of sustainable development of the enterprise

Source: [25, 27]

Based on the conceptual model of monitoring of sustainable development of the enterprise, the further tasks of our research are: the definition of a list of indicators on the objects of monitoring, the development of recommendations for determining the level of sustainable development for each object, the development of recommendations about a comprehensive assessment of sustainable development of the enterprise, and the development of a recommendation to support and improve the sustainable development of the enterprise.

Conclusions and perspectives.

1. According to the results of generalization of different points of view in relation to the essence of the concept of "monitoring", three approaches to its definition have been established, which made it possible to distinguish essential monitoring properties.

It is proved that the most expedient in terms of considering all the key elements of the concept, is a combined approach, based on which and taking into account the main features of sustainable development, the essence of the concept of "monitoring sustainable development of the enterprise" is specified.

2. Proceeding from the fact that the ultimate goal of the company's operation is to meet the needs of consumers through the creation of consumer value, we have specified logical elements for identifying the objects of monitoring sustainable development of the enterprise.

3. Based on an informed sequence of monitoring stages as a process of information provision for the making management decisions determined by the tasks of further research: the establishment of a list of indicators for monitoring objects, the development of recommendations for determining the level of sustainable development for each object, the development of recommendations for a comprehensive assessment of sustainable development of enterprises, and the development of recommendations for the support and improvement of sustainable development of the enterprise.

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