

SECTION 3

ENTREPRENEURSHIP, MANAGEMENT AND MARKETING

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FORMATION OF INFORMATION FLOWS IN THE ORGANIZATION

Background. Business enterprises and organizations in the difficult conditions of dynamic market economy and highly competitive require reducing the cost of business processes, improve internal production processes, expanding the range of goods and services, and reduce redundant work within the organization. In today's world of social and economic development in particular has become an important area of information management process consisting in gathering and processing information necessary to make informed management decisions. Before the governing body are usually problems getting information, its processing and the generation and transmission of new information in the form of derivative control actions. These influences are made in operational and strategic aspects and based on previously obtained data on reliability and completeness of which depends largely on the successful solution of many problems of governance.

Problem of the study. Information management software plays a very important role. The secret of success in our society is the ability to clearly navigate the vast array of information and the ability to effectively use this information. It depends not only the fate of a particular individual, but the entire organization. Any decisions require processing large volumes of information, competence manager depends not only on past experience, but from the possession of sufficient information on the rapidly changing situation and the ability to use it.

The purpose of the analysis of information flow in the organization - identify places excess duplication and lack of information, the cause of failures and delays.

Analysis of recent research and publications. Information on modern society plays a crucial role in the organizations management process in the company. It is related to the development of new information technologies and the changes in technology management. There is a lot of research on the effectiveness of managerial influence information of businesses in today's environment. Including the subject of many works of domestic and foreign scholars, including F.F. Butynets, D.P. Domanchuka, M.I. Kovalchuk, N. Khrushchev, M.G. Chumachenka and others [1, 2]. However, the use of new means of communication in the process at putting new questions that are still not fully understood.

Statement of main results. Information can now be considered a specific commodity, whose main feature is its capability to navigate to the consumer, while remaining the manufacturer and do not break down, and sometimes does not turn into a process of consumption, like material goods.

Of course, any business activity is to make a profit. But the practice of modern enterprises shows that the organization is moving goods to market direct to consumers primarily focused on non-monetary outcomes:

enterprise via information (communication) achieve a clear separation of their products from those available on the market, the changes image of the enterprise, consumer information about new products or pricing changes, increasing the interest that leads people to the store, though without the intention to buy a product, the impact on the psychology of people in a certain direction and so on.

In the present development of new information technologies successful performance of any enterprise depends largely on the skill and experience leaders in the management of communication processes. Therefore, though communication process can often take several seconds, the analysis of the stages can show where the points where there are problems of information exchange in the conduct of business in today's market conditions. Information activities - it measures conducted by companies for information and analytical support - namely, the process of collecting and storing information [9, c. 145].

Each control function includes planning, organizing, coordinating, monitoring and motivation. The device management organization in today's must meet a number of the following requirements: be economical, to perform its functions at the lowest possible cost of labor and materials to work efficiently, timely perform its functions, operate reliably, that reliably reflect the actual situation of production and decisions taken; work optimally, to find the best solutions of technical, economic, organizational, social and other issues through multivariate calculations and select the most advantageous option.

Management system solves the complex problem of determining the strategic, operational and tactical plans and programs of action for various periods, including the coordination of flows of raw materials, production, components and other resources (including human), interacting with customers, suppliers and the parent organizations. The relationship between planning and management is complex and diverse. Intuitively, the ideal (which includes everything) system planning can make adequate program management and give up operational control. On the contrary, the system of operational control forced its functioning compensate for the shortcomings of planning, manifested as adverse deviations (eg, poor planning of industrial security program resources) and operational management should take into account these deviations. In addition, the control system provides control functions by observing functioning of management and adopts measures in case of deviation from the planned programs and technologies, identifies deficiencies and adverse disturbances. To manage the economic entities are required to systematically prepared information. With the further development of society is inevitable complexity of the processes of managing an organiza-

tion that encourages the development of information systems. There is a need for management to coordinate the working group that combined to achieve local and global goals. There are three basic areas of management, whereby shared most tasks, functions and objectives of management, including:

- Linear (plot-shop-business-industry association);
- Resources (financial, human and material resources);
- Functional (planning, accounting, logistics, etc.) [4].

It is clear that such coordination is difficult enough for quantitative analysis of some models of functioning of the organization. As well as productivity of the entire organization is the result of a simple assembly operation performance of its divisions. The results of the organization, its quality depends on the efficiency of management, and the last of the decisions taken. Rational organization's management system should provide: financial balance, a stable or maximize profits, search for and select strategic directions of the organization for its competitive existence over long periods of time, the ability to survival and profitability in the market, ensuring the sustainability of facility management, yield to foreign markets.

Obviously, the management of any organization - a complex dynamic process. In such a dynamically changing site management settings and features that describe the state of the managed system. There is a continuous replacement of one state by another object management. Therefore, for the successful management of organizations must take into account these changes quickly, learn to predict their development, so as far as possible to manage them. Therefore, developments of managerial decisions in the end - is a continuous process of information processing. The optimality of solutions provided only by comparing their options, and the quality of decisions depends on the completeness of the set of alternatives under consideration. Production -marketing- sales - all links in a chain that can have different decision alternatives. Binds them together sharing information, with the closest ties to the horizontal. In the absence of the connection from implementation of information management systems will be ineffective and little impact on overall productivity growth throughout the organization and to reduce production costs.

Quality control is determined by such factors: the right choice goals and ways to achieve it, a rational division of tasks between the subsystems of control object, complete and timely information for management decisions, timely and complete problem solving, records, salary.

This leads to a fundamental reorganization of the structure, information flow and management technologies toward its optimization and increased automation and scale. Increase productivity and reduce costs provided not only the volume of investment in the development of information management systems, but also its structure. Capital required not only hardware and software but also for retraining, improvement of management. Stages of analysis of information flow. Before designing information management system to formulate the stages of the information process, which is to conduct the following activities: Installation information needs. Information needs arising from the need to address the problem of decision making. More precise planning and the associated best solution (shown as higher profits) opposing the costs of acquiring information because management should be used to identify information needs various personal and real assets (eg, costs of obtaining information, the cost of maintaining personnel costs of the facilities archives, telephone costs, etc.) [9]. From the perspective of the cost of any study is an economic problem. To solve this problem

you need to determine theoretically that precision planning by additional information can be achieved provided that the additional revenue generated as a result of improved planning (marginal revenue planning), were greater than the additional costs of obtaining information (marginal cost planning). But like the previous or conducted retrospectively determine the marginal cost is difficult, and determining the marginal revenue is impossible, because in practice it is impossible to determine the optimal need information conditional inequality: the marginal costs do not exceed the marginal revenue. In determining the optimal amount of information planning authorities should gradually gather information, to improve the information base from one stage to another. The final decision on the information obtained on the basis of heuristic knowledge accumulated as experience and intuition. Receiving and input information. Get information can rely on in-house sources of information (such as account statements, information obtained from employees), or on outside the organization sources (e.g. official statistics, consultants organization). Choosing between internal and external sources of information are not only cost issues, as some data can only be obtained from certain sources. In addition, the need to distinguish between personal (e.g. employees) and objective (e.g. data) sources. When you receive the information you need to pay attention to the fact that the information is timely and accurate. Information which do not possess at the time of the decision, is worth nothing. The information you received long before the decision can meanwhile become obsolete and should therefore extended with new data, which is associated with additional costs. In addition information may be inaccurate. This danger is particularly great when applying to personal information sources. Sources of error during data transmission may be errors that allowed people through irresponsibility, and sometimes intentionally. Temptation of deliberate falsification of information is especially great when the personal interests of the person occupying permanent positions in the organization deviates from the interests of the organization.

Accumulation of information. In the case of minimizing the cost of information will sooner or later come to the problem of accumulation of information. All this is due to cumbersome initial data coming from the source. If upon receipt of information, there is no actual need for the decision, while not completely necessary to retain this information. If later a situation when you need to refer to old data, in which case the information to be found among the primary statistical tax? If the information accumulated by the time of their admission, then they must be copied to the fact of the decision and to obtain information and update process. This appeal is sometimes called a secondary statistical method. By accumulating data smoothed difference in time between receipt of information and its use - as the accumulation of information can be interpreted as a temporary transformation of the data.

Information processing. Very often, information is needed not in the form in which it was collected. In this case it is necessary to process a number of specific information in order to form it in an easy to use form.

Transmission of information. Obtaining and processing information are expensive. In the process of information transfer must take organizational measures to optimize the internal flow of information. Usually enters information into the wrong parts of which it is required to justify the decision. The task of telecommunication systems is the uptime and timely transfer of accurate information at lower cost to other services, which is the transformation of local information.

Conclusions. Thus, an important factor in the success of the organization is management information



system that would be taken over the IT support management processes. Information management system is considered as an integral part of the management system, which includes the collection, analysis and processing of existing or creation of new information on the possible use of the latest advances in information technology. The main objective of information system is management. The main tasks of information management system are: the information display on the control object model and its functioning. To this end, the collection and processing of information about the object referenced data, organization of management of internal and external documents, improving quality control: full and timely provision of information, training solutions, solve management problems storing intermediate and output information, improving productivity of individuals who make decisions and staff management system, release them from routine work load, improving methods and tools of management, new management solution to problems, especially problems of optimization, complexity of optimization algorithms, complexity of decision-making algorithms, selective information provision managers, stabilization of the number of managerial staff for the growth of quality management, the role of primary information links and sources of information available for machine processing.

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