

THE SYSTEM OF COMMUNICATION MANAGEMENT OF THE ENTERPRISE

Statement of the problem. Information and knowledge determine the successful development of any economic system. They acquire special significance in society, globalizing. Last characterized by truly revolutionary development of information and communication technologies are used at all levels, in all areas, sectors, geographical and temporal space management. A characteristic feature of the market economy is that information and knowledge embodied in the majority of wealth created. So in today's production, ensuring its effectiveness and quality of new growth in an unstable environment communications between people and organizations into a strategic resource management.

Analysis of recent research and publications. In the global and domestic literature explored the deepest problems of the theory, history, psychology, sociology, communication. These issues, especially on labor Bebik V.M. [1] A.B. Zveryntseva [2], the nature and classification of study Communication Management Orlova T.N. [4] Prus L.R. [5]. The development of communication management in industrial enterprises by Shpak N.O. in [8]. However, aspects of communications on the basis of diagnosis remain. Therefore requires further study the management of communication - namely, a system of communication management in the enterprise and its diagnosis.

Problem. The aim of the paper is to develop methodological and practical aspects of creating and managing enterprise communications system.

The subject of the study is methodological and practical aspects of creating and managing enterprise communications system .

The main material of the study. First of all, it should be noted that communication - the exchange of information between people, through words, letters, symbols, gestures, through which expresses the ratio of one employee for knowledge and understandings of another. This communication is achieved through confidence and *vzayemosprynyattya* views. This is an essential element in the manager, who, communicating with subordinates, obtains information for decision-making support relationships with partners. If you continue to communicate , the organization ceases to be managed, its activity becomes chaotic, uncoordinated nature.

Recognize three aspects of communication: technical, semantic and pragmatic. Technical aspect of the linking process of transferring information from one point to another person or equipment through appropriate channels. Semantic aspect reflects transmission and reception of information, including understanding the recipient. Pragmatic aspect includes the effect of the received information on the recipients' behavior and efficiency of information [6, 7].

Implementation of communication - a binding process required for each management action. It is believed that working effectively leaders - those who have succeeded in establishing communications.

The organization facilitates communication, on the one hand, increase productivity, and on the other - to achieve satisfaction in group interaction. In a broad sense communication is not only promotes intellectual development of the individual, but also is a means of social control or social group.

The importance of the problems of managing communications sector of society, the exchange of information, knowledge and intellectual property in the process of forming and developing economies contributed to the isolation of a special kind of self- management, which is called the communication management.

About the place and role of communication management system management as a scientific field can be found from Fig. 1 (compiled by the author based on [1]).

Thus, the role of communication management is primarily in information support implementation of all types and forms of management, as the main resource management is information, and mainstream technology - communication . Without it, the process control is impossible. A development of new information and communication technologies makes the so-called revolution managers still "revolyutsynishoyu" [1].

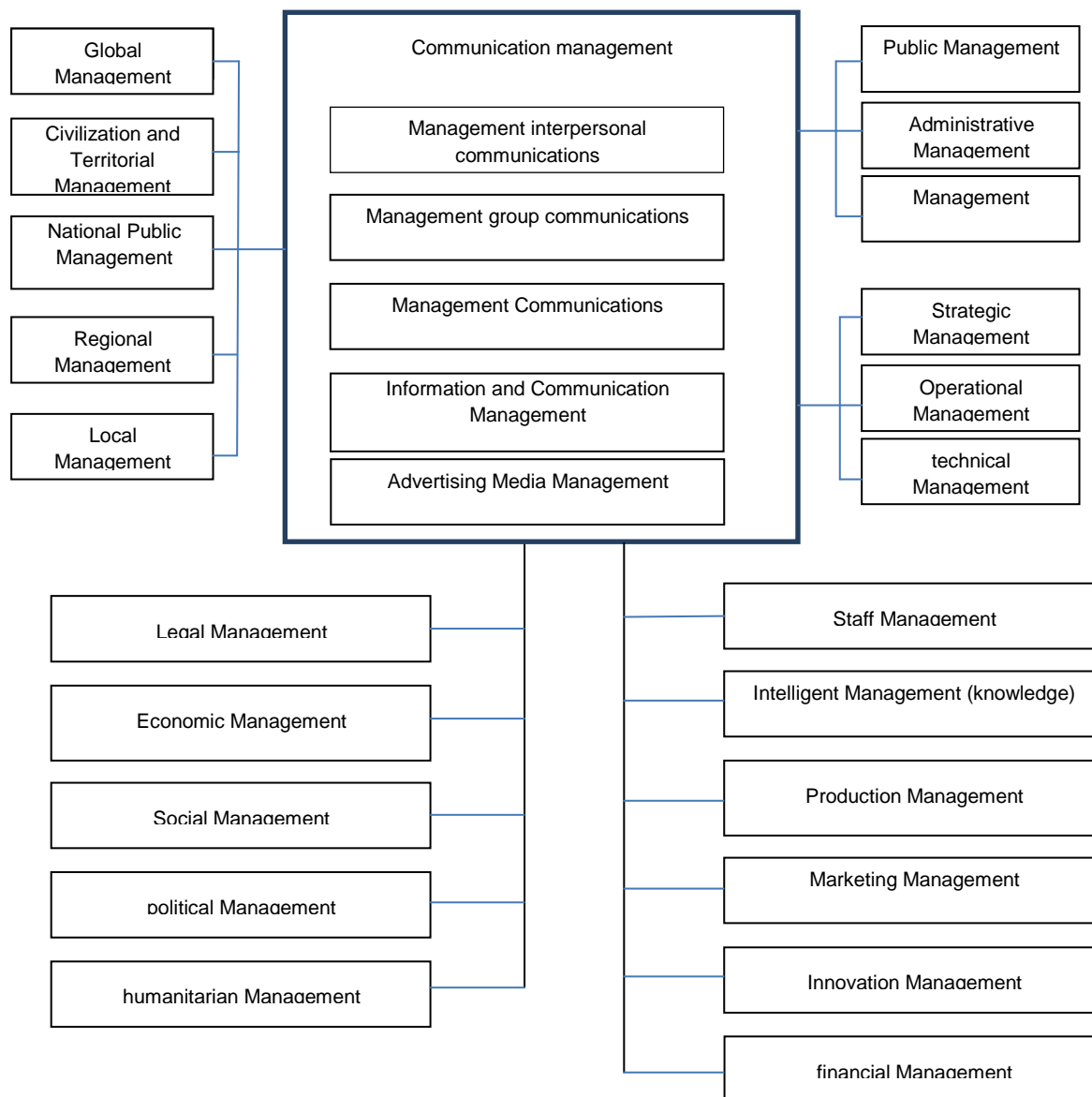


Fig 1. Place in Communication Management Management System

Source: compiled by the author based on [1]

Realizing the importance of managing information and communication processes in society, we can give the appropriate definition of this type of management.

Thus, under the management of communication should be understood system of information and communication sector of society through the use of forms, methods and techniques of legal, economic, social, humanitarian and political management and marketing [1].

Of all spheres of society (legal, economic , social, political , humanitarian , etc.). Information and communication sector is developing fastest. The rapid development of Internet, media, mobile, etc. made a powerful catalyst for economic modernization first of all spheres of society. Today it is no surprise concepts such as electronic business (e-business), electronic commerce (e-com-merce) more. And the economy is the main driving generator globalization, led to fundamental changes in the legal, political, social, humanitarian and other spheres of society.

Revealing the essence of communication management as a factor in improving the management of most economies, it is appropriate to emphasize its dual nature. [4]

On the one hand, communication management is an integral theory of management of economic systems. He studies the interaction and relationship in time and space elements that shape and effectively use all kinds of economic capital systems, and knowing the laws of the exchange of information, knowledge and intellectual property in the formation and development of the economic system. On the other hand, communication management is seen as an independent professional activities of producers, intermediaries and consumers (subjects and objects of the economic system) to implement the communications strategy, formed in accordance with the motivations, attitudes, interests, attitudes and specific objectives of each [4,

5].

Thus, we can conclude the mission communication management: formulation and implementation of strategies increase the value of man as an entity through an increase in all types of capital economic system [5].

Knowledge of the enterprise as an economic system based on the application of systems theory, which was developed for the needs of engineering and technology, but also used in many related fields of study such as biology, sociology, economics, management and so on. System - means any material or energy conceptual set of interrelated components that combined forward and backward linkages together. This system features not common sum properties of elements of the system. If the system is composed optimally, then the sum of its beneficial properties significantly exceed the amount of useful properties of its individual elements, moreover, can be qualitatively new properties of the system that are not proslidkovuvalysya in pure form in any of its elements. A striking example of this can serve as a communications system company [8].

No production system (company) does not function in a vacuum, it surrounds differentiated competitive environment. The external environment includes all forces and organizations with which the company encountered in their daily and strategic operations. This concept can be attributed almost everything that is out now, because all the elements of the environment affecting it. The environment is never stable. So every company should know the competitive landscape, receive timely information about the nature of its changes, and respond to these changes. With increasing uncertainty of the environment, increasing the uncertainty of the Company and, therefore, more complex management processes, information exchange, and increasing costs.

The internal environment in which management decisions are taken, it is understood by us as universal, regardless of the legal form of the organization and integrates all functional environment within the production system. The environment within the enterprise are separate functional areas common to all types of businesses. In addition to functional areas and isolated group of resources used by the company.

In this case, all of the interactions between elements within the system and the environment are accompanied by appropriate communications, the quality of which depends directly on the efficiency of enterprise management and outcome of its activities.

Depending on company size, type of activity and its life cycle stage of its development is changing the nature of the elements of communication, as well as their contribution to the effectiveness of the final set of communications. If the company is large and has been diversifying its activities - its communications system will require constant re-engineering. If the company is small and produces a limited range of products - communications system may have the headroom that will help maintain essential business processes even with the rapid growth of the company and partial changes in technology and activities. This redundancy capacity communications system does not lead to excessive costs of its operation and maintenance.

The main purpose of communication is to provide businesses the necessary and sufficient information exchange between the structural elements of the organization. This should be provided sufficient data exchange rate, minimal loss and distortion of messages and the required level of protection for sensitive data. Communication system shall be provided with inputs, technologies and interactions between internal elements.

Each of the elements of communication has its own unique characteristics that can be measured by specialized and integrated indicators. While these elements are variable and are arranged differently, based on the work [8] should highlight the main ones:

1) Socio- economic component includes the following elements:

- Qualification of personnel (general professional) - Education, experience (experience) of the results of evaluation, self-education, training,
- Qualification of personnel (for IT) - Computer, programming languages, software packages and operating systems
- Psychological characteristics - adaptability, willingness to change, loyalty, perceptions of corporate values, communication, openness, emotionality, responsibility;
- Social interaction - conflict, feedback, cohesion, group interaction;
- Role in the management - loyalty to the leadership, awareness goals, initiative, ability to participate in governance.

2) Process component contains the following elements:

- Hardware - number and models of computers, wear, load level, capital;
- Software - the number, types, cost, progressiveness, efficiency, safety,
- Communication channels - types, congestion, bandwidth, speed, crashes, noise protection;
- Networks - types, degree of protection, sufficiency ;
- Information processing - 1C, ACS, software and hardware, MES- system.

Socio-economic component of communication is important that the full automation of information exchange can not be achieved. Since the information is staff, its characteristics influence the effectiveness of communication. So, will the value of professional qualifications of staff and level of ownership of information and communication technologies and the psychological characteristics of employees, their traits and quality

of social interactions in groups and so on. Each of these elements of the socio-economic system of communication can be measured by several indicators.

The technological component of communication is its instrumental part that provides automation of information exchange. The main elements include hardware, software, and communication channels. Each of these elements has certain technical and economic characteristics that determine the effectiveness of this component of communication.

A good communication system should be based on a balanced group of elements that make up the social and technological components. However, in practice, often one of these components did not meet the established criteria. If a weak base, the communication management slows down. This occurs in enterprises that operate in the market recently and keep competitiveness by enthusiastic staff and relatively small demand for input data. If behind the software, the communication management can ensure their good quality. This disadvantage can be compensated for stricter control on condition that the processes worked and soon will not require significant changes. In addition, staff and technical infrastructure should provide a margin of safety communications system.

Often a situation arises where there is insufficient quality of social interactions or staff. Then even redundancy process of communication management is complicated. This is particularly felt in the implementation of organizational change.

In order to promptly address the imbalances in the system of communications companies to create effective diagnosis possible problems. Diagnosis involves a detailed and thorough analysis of the issues, identify the factors that affect them, the preparation of all necessary information for decision making, as well as identifying the relationship between the problems common objectives and results of the company. Agree with the idea that it is inappropriate to equate economic analysis and economic diagnosis. Although it is improving the economic analysis carried out in the use of diagnostic procedures and approaches, the difference between them is quite significant. The concept of economic diagnosis is broader because it includes economic analysis and involves determining the position of the object being studied market their products, evaluate its competitiveness, ie considering any economic organization and the external environment. Quantitative analysis determines the values of parameters, detects deviations from the norm of different options, plans and more. Diagnosis - is aggregated report on the state of the object, which is based on various analytical information, its synthesis and comparison. Because of the economic diagnosis implies that the set of exogenous and endogenous factors that determine the situation of the object of study.

One of the main tools of diagnosis are indicators because they reflect both the current state and emerging objective processes. Indicators contributing to the study of the relationship between the various elements together by presenting information in a user-friendly manner, allowing an analysis of the dynamics of the enterprise than on competitors or the industry as a whole, to forecast economic calculations. To find out which is best for performance display now reached the level of communication management. To do this, examine the existing classification of indicators, their distribution according to various criteria, covering thus the entire set of indicators analysis. Then you highlight the ones that should be used to evaluate the communications business. For each of the above elements of the Communication Management or groups to develop and continuously improve a set of indicators and standards. Based on the data necessary to develop and implement a range of measures to improve the exchange of information in the enterprise.

Conclusions. 1. Communication and information are extremely important in society. A well planned and effectively implemented communication system provides enterprises the possibility of effective communication between managers and employees to achieve the main goal of the organization. Therefore, effective communication at all levels - from consumer, supplier, with its own staff - is the same resource business as finances or time.

2. The importance of communication and information management processes for society as a whole and for the individual entity in particular, contributed to the isolation of a special kind of self- management, which is called the communication management. Its significance lies in the knowledge of the laws of the exchange of information, knowledge and intellectual property in the formation and development of the economic system.

3. System Communications Company should provide adequate information exchange between its internal functional components and the external environment. Efficient communication system requires adequate inputs, technologies and management interactions. From this greatly depends on the efficiency of enterprise management and outcome of its activities.

4. Communications system of any enterprise comprising two components: socio- economic (qualified staff, their psychological characteristics and social interaction) and technological (hardware, software, networks, communication channels) that are equally important for the operation of the business.

5. In order to timely identify and resolve contradictions among the elements of the communication management company must make its diagnosis. It will serve as the foundation developed a list of indicators and standards, each of which is a kind of indicator of a particular element. The resulting diagnostic information will be the basis for the development of measures to improve the exchange of information.

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Liubchenko N.L. THE SYSTEM OF COMMUNICATION MANAGEMENT OF THE ENTERPRISE

Purpose. The aim of the article is the development of technical and practical aspects of creating and managing of enterprise communications system.

Methodology of research. To achieve reliability and validity of the research we used the following scientific methods: in determining the main elements of the system of enterprise communications – methods structural and functional and system analysis; in identifying and analyzing the evolution of theoretical ideas about the nature of communication, ways to assess its components – the unity of the historical and logical methods, method of comparison, the economic analysis.

Findings. Two components of communication: social and economic and technological have been singled out in the article. These elements in terms of their components have been characterized. It has been established that each of the elements of communication system has its own unique characteristics that require evaluation by different parameters. It has been specified on the dual nature of the communication management as an important business resource.

Originality. Expediency of application the diagnostics of the system of communication management of enterprise by developing and improving of aggregate indicators for each of the elements of the system has been substantiated.

Practical value. It has been proposed the procedure for diagnosis of communication management system is the basis for the development of measures to improve the processes of exchange information in the enterprise.

Key words: communication, management, system, staff, qualifications.