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THE MODEL BASIS OF ORGANIZATIONAL AND ECONOMIC MANAGEMENT MECHANISM BY PROCESS OF THE ACCEPTANCE OF MARKETING DECISIONS

Introduction. The task of structural modernization of the economy, operating in a highly unstable environment, competition and globalization, information society, requiring companies forming a rational strategy, and to develop effective approaches to its implementation through the use of positive international experience. Achieve established in current and future periods of time economic and social benefits in the management of the development of enterprises to a considerable extent dependent on the efficiency of its management.

Statement of the problem. Compliance functionality and providing the target orientation of current, prospective and strategic management to achieve planned results of socio-economic development possible within the control mechanism as tools improve quality and quantity characteristics of targets used species management through intensification resource use of cell interaction, enhance organizational capacity and expansion of competitive advantage.

It serves an integral part of strategic management development company providing action on factors that affect the state of its development effectiveness, which can not only solve specific tasks in the market situation is, but also to respond quickly to changing conditions of the modern economy.

Analysis of recent publications and research. Current content category "control mechanism" in the scientific literature is quite broad and multifaceted. J. Lafta defines control mechanism as a set of influence (leverage) used in the management of [1, p. 61]. According to V.G. Afanasyev, management mechanisms are practical tools, actions, levers and incentives by which authorities can affect any system in order to achieve goals and resolve these objectives [2, p. 234]. Y.O. Tyhomyrov defines control mechanism as a way of organizing and functioning of the administration, which is the creation and development of management systems, promotion of reasonable goals [3, p. 49]. This view is shared by A. Omarov that characterizes management mechanism as a means of not only the organization but also the functioning of the management subsystem [4, p. 49].

In modern scientific literature provided a detailed definition of this category V. Kolpakov control mechanism is defined as a collection, integrity management objectives, forms, methods, tools, principles and instruments of the executive structures [5, p. 494]. I.A. Kuznetsov believes that management mechanism should be viewed as a system of management of the economic relations modernized between control subjects who lead purposeful activity management organization based on different methods [6, p. 104]. Another broader definition gives V.A. Vlasenko: control mechanism - a set of functions, methods, and principles of management, the main objectives and goals, forms, structures, technologies for efficient use of system resources, a system of factors that should be aimed at coordinating the functional aspects of the socio-economic system in order to preserve its integrity, maintaining a steady state in-

put and output parameters, the optimal flow processes within the subsystems and timely response to requests from the environment [7, p. 179].

Analysis of the views presented suggests that the mechanism of representation in relation to various scholars have differences, emphasizing the diversity of this category. However, we note that most authors distinguish between the presence of the necessary attributes goals and management tool that provides consistent control of subject to object management.

It may be noted diversity of mechanisms for object management: "Risk management mechanism", "quality of service management mechanism", "mechanism to prevent bankruptcy", "crisis management mechanism" or "crisis management mechanism" and so on. However, it should be noted that the study of the category "management decision-making mechanism" in the scientific literature paid little attention. Although this mechanism is often equated with control gear at all, in our opinion, this is not quite true: mechanism for management decision-making is a narrower concept, and can be a part of the overall control mechanism.

With the increasing competition, the growth of the information society, increasing consumer demands for quality and product range separation of the product from the company and giving it a unique competitive advantage becomes crucial role that needs to increase marketing efforts. Therefore, the important role of marketing solutions become, the subject of which can be all elements of marketing: goals and strategies of the company in marketing, pricing efficiency, the existing sales network and its development direction, forms of advertising and promotion of the product on the market, changes in the range of products that, implemented, and services, sales forecast accuracy, correctness selecting the target segment and so on.

Marketing solutions is an alternative choice purposeful set of interrelated measures designed in an integrated, planned and systematic study of patterns and characteristics of the market on the basis of factors external and internal environment to manage the contradictions between supply and demand and identify and meet consumer demand for more effective than the competition method [9].

Future management decision-making mechanism will be considered in the context of our marketing decision making, which also brings its specificity in its structure. We believe that it belongs to the category of organizational and economic mechanisms, since on the one hand, it reflects the marketing activities of the company, which is a component of economic activity, and the other - provides features aimed at organizing the management of this process.

Organizational-economic mechanism of management of marketing decision making (OEMMMDM) is a set of management objectives, principles, tools, information, organizational and resource support, aimed at ensuring cooperation and coordination of development processes, adoption and implementation of effective solutions to meet the customer demand [8].

Toolkit is a set of methods, models, technology, tools, and instruments of scientific and methodological, organizational, economic, psychological, legal, aimed at organizing the management decision-making in order to achieve economic effect. They can organize themselves in different types of technologies for integrated management impact. Information management is the effect of internal and external factors in the decision-making process is the basis for their development.

The purpose of the article. OEMMMDM should be integrated into the overall system management, and therefore must take into account the approaches to the selection of such management schemes. Model base management mechanism reflects the position of various aspects of this process and actually determines the instruments on which the robot mechanism. The aim of the article is to describe the components of the model base OEMMMDM (Fig. 1).

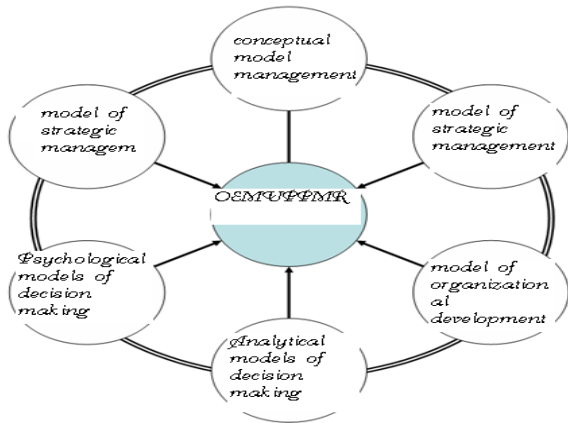


Figure 1. Model OEMMMDM R basis

Developed by the author.

The main results. An important role in this basis takes the conceptual model of management, which form the basis of relevant theories. They describe manage-

ment as a whole. Currently, there are quite a number of such models. The most common are presented in Table 1.

These models define the type of control depending on the representation of the internal structure of the enterprise, and as a result, make a significant impact on decision-making processes.

Since the decision process is based on solid interaction with the external environment of the enterprise, then its maximum adapting to changes in this environment in order to reduce uncertainty and risk. This leads to the need to define a management model based on its adaptation to environment.

Among the conceptual model of management on the grounds emit organic (adaptive) and mechanistic (organization-machine, bureaucratic) model. Notice recently that this classification also includes synergistic model that is based on the laws of self-organization of complex economic systems.

With the above in the table 1 models often produce immediate management models that describe different approaches to mapping relationship arrangements with the formation and use its resources for the purpose of achieving the intended objectives and the operational and strategic goals. This group includes conflict, problem and cyber, institutional and other models. They are in any degree reflect the laws of society.

For making marketing decisions often used famous models of strategic management are presented in Table 2. They reflect the application development of Western companies - leaders in business consulting: science advisory group, "McKinsey", "General Motors", "Arthur D. Little" and others.

At first glance, these models are similar, but the initial assumptions they are different, what determines the choice of the model and the outcome of its application.

The model of an enterprise oriented towards the search for change and consumers and their requests. The key objectives of the company are to improve product or service quality improvement, development of new products or services and work with consumers.

An important role of process control mechanism making marketing decisions play's development of

Table 1

Content management concept models

type of model	Content model
model "organization-machine" (F. Taylor, A. Fayolle, M. Weber)	organization is represented as devoid of personality as a mechanism for multi-administrative hierarchy, which consists of formal structures, relationships and systems of relations between its elements;
model of "natural" organization (T. Parsons, R. Merton)	organization occurs naturally and develop their own laws, is capable of self-organization in response to internal and external disturbances;
model of "community organization" (E. Mayo).	organization serves as a community, which is the main regulator adopted rules of conduct for its members, interpersonal relationships, commitment to the common purpose of the joint problem solving;
socio-technical model (A. Raye, E. Trist)	organization is represented as a result of the dynamic interaction of social and technological systems, balanced managed by the moderators;
institutional model (D. North)	organization is represented as a political institution a structure that is a combination of different social groups, each pursuing their goals. Relations between them are formed under the influence of institutions - the norms and traditions;
intercommunicative model (C. Bernard)	organization is seen as a system of long-term interactions between its members, who contribute to her own expectations and values;
conflict model (R. Hall)	organization is represented as a set of groups that pursue antagonistic objectives;
cybernetic model (S. Beer, J. Forrester)	Organization serves as the structure, management which is carried out by studying the feedbacks between its elements; description of the system based on its analytical representation using mathematical relationships;
organic model (T. Burns, D. Stalker)	organization is represented as a living organism, in which everything has to be balanced, like wildlife;
problem model (V. Franchuk)	functioning of the organization is described as a set of decision problems that reflect its natural needs and opportunities.

Developed by the authors to systematize [10-12].

organizational models that reflect the changing social relations, attitudes of people and organizational structure to improve adaptation to the requirements of changing technology and market. The main types of models are presented in Table 3

We support the authors [17, p. 107] that any of the presented models provide only partial-depth description of parameters, not taking into account other equally important. Therefore, they are unlikely to be widely used in management practice and back can't also be the basis for the creation of an integrated, practically oriented model of structural change in market conditions.

According to the above model, the manager becomes a bystander in a position that does not interfere with the natural processes that occur in an organization or

position demiurge, claiming that he alone determines the logic changes or position gambler. Most of these theories differ sidedness, and none of them can claim to be the base model even with their significant additions and modifications.

Among the variety of modes of action on consumer behavior special place in the modern market economy is a process of consumer psychology relationships. For this purpose, using models of consumer relationships that are formal rules that determine how "synthesis" overall assessment of the indicators of significance and severity of certain attributes of the product. Characteristics of these models are presented in Table 4.

Using the presented models allow to influence consumer behavior. In particular, consumers may find it a

Table 2

Contents of models of strategic management

Type of model	Content model
matrix "product-market" (I. Ansoff)	Reflects the degree of riskiness of one of the four strategies based on intents to implement traditional or new products in existing or new markets. It is diagnosing tool that allows you to describe the degree of acceptability of the strategy in the growing market. Certain improvements of this model is the matrix D. Abel, which assesses solutions in three dimensions: customer groups, customer needs and technological capabilities;
matrix "Boston Consulting Group"	It is based on growth rates of sales and product ratio between the market shares of the enterprise and its main competitor, modifications of this model is the Matrix "Mc Kinsey" matrix balance life cycles;
Model ADL / BOS Arthur D. Little	Its basic theoretical position is business analysis of any corporation to perform according to its stage of the life cycle and the relative competitive position in the market;
Shell model / PDM	is a two-factor matrix of size 3x3, which is based on estimates of both quantitative and qualitative parameters of business: prospects for business and competitiveness. Compared with the model "Mc Kinsey" in this made greater bias toward quantitative assessment parameters;
segmentation model for engagement (L. Volkov)	range of marketing solutions to promote the product on the market in accordance with the distribution of customers by the number of purchases;
model Hofer-Shendela	The following types ideal for business recruitment firms: a set of growth, set profit, balanced set. The structure model of the vertical axis shows the stage of market development, and on the horizontal axis-relative competitive position of a particular type of business. Investigated parameters are: market growth, the pace of technological change product growth process of technological change, changes in the growth of market segmentation.

Developed and systematized by the author [13-15].

Table 3

Contents of models of organizational development

Type of model	Content model
type of model structural and situational (J. Lorsch and P. Lawrence, J. Thompson)	treated as a complex artificial system that consists of heterogeneous, autonomous parts on seeking to balance with "their" fragments environment. Depending on the structural divisions such fragments may be the market of goods and services, technology market, labor market and so on. Organizational development enterprises represented as a product of conscious adaptation to the requirements of the structure of the environment and are defined innovations. In general, such a strategy can be described as a strategy of "fixes";
Innovation (M. Kirton, R. Duncan, SM Syhel, I. Ansoff)	Provides for changes not only internal but also external environment of the enterprise. The company is treated as a piece-rational, instrumental, under the target system that is constantly being reconstructed under the new challenges and is seen through the prism of innovation. Organizational development company is rationally planned, deliberately caused and controlled process of structural change;
Phenomenological (K. Wake, B. Haynins, R. Greenwood, C. Renson, A. Pettyhryu, Art. Robbins)	Organization is described as a collection of independent, small and stable structures, relations between them are unstable and produce uncertainty relations, which is a condition which causes the capability of the organization to learn and adapt. The constant uncertainty forces modify the structure of the organization and focus on the rejection of mechanical structures and the search for more flexible, mobile and organic.
Conflict (R. Edwards, M. drill)	Considering the source of conflict for power changes. The structure of the product and the resultant individual or group pressure. The model focuses on the description of dynamic processes in a single organization that is treated as a development system for the purposes of decision makers;
Selection (Oldrich J., M. Hannon, Dzh.Frimen, R. Carroll)	a focus on organizational development environment where staff efficiency as a means of adapting the enterprise to him. The model considers the processes of adaptation and selection in relation adaptive learning involves the selection of individuals to certain behavioral patterns and variations, adaptation same level of organizational populations requires selection among members of the population.

Developed and systematized by the author [16-17].

very important product attribute for selection, on the other hand perceive it weakly expressed in it. In this case, a task, or to strengthen the presence of this feature in the product, or use a system of communication with consumers to convince the target market that this property is represented adequately.

The complexity of marketing decisions due to the fact that their target customers are people whose behavior in a particular situation depends on a number of factors: interests, character, temperament, emotions and so on. This makes it necessary to study and requirements of each particular person. For this purpose, it is expedient to use psychological (situational) model.

In addition, the implementation of decisions, the person performing it, interact with each other and between them there likes and dislikes are formed group values and interests, psychological climate in the col-

lective. To implement effective management must also know human psychology, individual and group values and actively influence the formation of a favorable psychological climate in the team, which is very important in crisis situations. The most common psychological models are presented in Table 5.

Psychological models of decision making are common for both the above mechanism, and for the process. They can describe the properties and parameters of the decision process in order to predict the ways of its development in the future.

Managing the marketing decision-making is impossible without the use of economic-mathematical modeling, which provides powerful tools for analytical description of procedures for decision options and their assessment. Summary of the corresponding models presented in Table 6.

Table 4

Contents of models of consumer attitude formation

Type of model	Content model
Fishbein model	Consumer evaluates products according to the sum of estimates of various parameters of the goods. The model has the minimum estimates for specific characteristics and a high score of one parameter can compensate for a low score another;
disjunctive model	Consumer considers only those brands that are best for certain dominant attributes, regardless of the position of the other. That is a good position for the brand not the most important for the consumer characteristics are not taken into account because it does not compensate for lack of the presence of important characteristics;
conjunctive model	Brand should have a certain set of attributes - the principle of "no worse than" asking the level of compliance attribute minimum acceptable requirements. Make rejected if it does not exceed this minimum would be at least one of them. The high level of satisfaction from one or more characteristics does not compensate the poor performance of the other. The model has integrated assessment and involves the selection is for identification of one or more suitable brands;
lexicographic (multistage) model	Model assumes that the consumer evaluates products according to specifications ranked priorities and chooses the product that best meets the specifications of the highest priority. If two brands have the same position on the attribute, the process of selecting a consumer shift up a notch lower - the attributes that are of importance in second place, then - on the third and so on;
dominance model	Model allows consumers to evaluate products according to the number of characteristics that are satisfactory in comparison with other products. Unlike the lexicographic model, there are no parameters that have higher than other characteristics, the priority when making decisions, and poor evaluation at least one parameter can affect whether the purchase is made;
Decomposition model	model uses the ratings of different combinations of attributes, resulting in partial utility detects that underlie them, in order to play the global structure of consumer preferences;
compositional model	Assessment mark is calculated based on consumer perceptions regarding the determining attributes and their significance.

Developed and systematized by the author [18, 19].

Table 5

Psychological models of Contents

Type of model	Content model
Fiedler model	Management is based on the following factors: the relationship between the leader and team members, tasks and structure of authority;
Model Vroom-Yettona	management is one of five styles, depending on the extent to which subordinates allowed to participate in decision -making. They represent a continuum from autocratic style of decision-making and completing the full participation of subordinates. Select a style by using seven criteria, along with styles form a decision tree.
model and Mitchell House	manager can motivate subordinates to achieve organizational goals by increasing their personal benefit when they reach the goal of this work and explaining the means of achieving it, removing obstacles and traps and increasing the opportunities for personal satisfaction towards benefits;
model life cycle Hersey and Blanchard	most effective leadership style depends on the "maturity" of performers, which reflects the ability to be responsible for their behavior, the desire to achieve this goal, as well as education and experience relative to the specific task you wish to perform. Depending on the task, individuals and groups exhibit different levels of "maturity", whereby the manager can change and their behavior depending on the relative maturity of the individual or group.

Developed and systematized by the author [20, 21].

Table 6

Summary of analytical models

Type models	Summary of models
model compromises	describe how to weigh and evaluate substitutions in the media and purposes;
model analysis	designed to calculate the numerical characteristics of the sample data, the identification and evaluation of the relationship between indicators;
optimization model	aimed at building and evaluating alternatives and choosing the best one for a particular performance criterion;
simulations	designed for the experimental analysis of alternatives using computer simulation;
predictive models	focused on evaluating the behavior of the investigated system in the future;
multidimensional model	designed to process multidimensional data based estimates similarity of the objects on all parameters simultaneously;
dynamic models	focused on the study of the processes analyzed in time;
integrated assessment model	designed to assess the quality and effectiveness of alternatives, their rankings and determine the degree of suitability;
fuzzy multiple-model	intended to account for uncertainty in the construction and analysis of alternatives and decision making under numerical data presentation
models of statistical hypothesis testing	designed to test the assumptions about changes in the behavior of the system studied, the effect of a decision-making;
model of expert data processing	Designed to evaluate the alternatives based on the judgments of experts.

Developed and systematized by the author [22-26].

It should be noted that the analytical model can be used at any of the stages of decision making, but most of all a tool designed for training and evaluating alternatives.

Conclusions. Using the presented model tool allows you to combine experience, knowledge and intuition ODA to modern scientific approaches as to the general management and the design and decision making. This will save time and resources of the company and increase the efficiency and reliability of the process.

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