

ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ

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**PRINCIPLES OF PROFESSIONAL
 MANAGEMENT OF MULTI-APARTMENT
 BUILDINGS**

**ПРИНЦИПИ ПРОФЕСІЙНОГО
 УПРАВЛІННЯ БАГАТОКВАРТИРНИМИ
 БУДИНКАМИ**

Urgency of the research. Ukraine is at the stage of transition to market relations in the area of housing stock management.

Target setting. For today, the problem of efficient management of multi-apartment buildings remains unresolved. Although the first steps in the reform of this system have been launched, however, the state has not implemented any active actions. This problem does not acquire a special development in Ukrainian scientists' scientific researches.

Actual scientific researches and issues analysis. Housing management has been researched in the scientific works of such scientists as Yu. B. Baklahov, K. O. Vytryshchuk, Ye. M. Heleveria, Z. V. Honcharova, N. I. Oliinyk, H. I. Onyshchuk, H. M. Semchuk, T. V. Serdiuk, S. Yu. Yurieva.

Uninvestigated parts of general matters defining. The issues of professional management of multi-apartment buildings are not sufficiently studied.

The research objective of the article is to formulate and substantiate the principles of professional management of multi-apartment buildings.

The statement of basic materials. The analysis of the authors' approaches to the definition of general management principles and in the sphere of housing and communal services has made it possible to propose an improved systematization of their types in relation to the management of the objects of the housing stock. These principles should be taken into account by the housing owner (co-owners) in the transition to the form of multi-apartment building management that is professional management on the basis of the agreement of the housing cooperative with the manager, since it is the knowledge and taking into account the principles of management in practice are the most important conditions for its effectiveness.

Conclusions. Introduction of apartment buildings professional management will give a significant impetus to the creation of a competitive environment in the market for providing housing management services, improving the quality of housing and communal services, increasing the safety and comfort for citizens living.

Keywords: housing stock; management principles; manager; housing cooperative; utilities.

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Актуальність теми дослідження. Україна знаходиться на етапі переходу до ринкових відносин у сфері управління житловим фондом.

Постановка проблеми. На сьогоднішній день проблема ефективного управління багатоквартирними будинками залишається невирішеною. Хоча перші кроки у сфері реформування даної системи започатковано, проте активних дій з боку держави так і не здійснено. Дана проблематика не набуває особливого розвитку і у наукових дослідженнях українських вчених.

Аналіз останніх досліджень і публікацій. Управління житловим фондом досліджено у наукових працях таких вчених, як Ю. Б. Баклагов, К. О. Витришук, Є. М. Гелеверя, З. В. Гончарова, Н. І. Олійник, Г. І. Онещук, Г. М. Семчук, Т. В. Сердюк, С. Ю. Юр'єва.

Виділення недосліджених частин загальної проблеми. Питання професійного управління багатоквартирними будинками є недостатньо дослідженими.

Постановка завдання. Метою статті є формування та обґрунтування принципів професійного управління багатоквартирними будинками.

Виклад основного матеріалу. Здійснене аналізування підходів окремих авторів до визначення принципів управління загалом та у сфері житлово-комунального господарства зокрема дозволило запропонувати удосконалену систематизацію їх видів стосовно управління об'єктами житлового фонду. Ці принципи повинні враховуватися власником (співвласниками) житла при переході до форми управління багатоквартирним будинком – професійного управління на основі договору ОСББ з управителем, адже саме знання й урахування принципів управління у практичній діяльності є найважливішою умовою його ефективності.

Висновки. Запровадження професійного управління житловим будинками дасть істотний поштовх у напрямі створення конкурентного середовища на ринку надання послуг з управління житлом, підвищення якості житлово-комунальних послуг, зростання безпеки та комфортності проживання громадян.

Ключові слова: житловий фонд; принципи управління; управитель; об'єднання співвласників багатоквартирного будинку; житлово-комунальні послуги.

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Urgency of the research. There is a professional management system for multi-apartment buildings provided by privately owned companies in European countries. Owners of individual apartments take an active part in discussing and making managerial decisions by creating associations of co-owners and passing the implementation of these decisions to competent and qualified managers. In Ukraine, legislation has already determined certain prerequisites for the managers functioning, but the development of a professional management system for multi-apartment buildings has not been achieved yet.

Target setting. After the adoption of the Law of Ukraine "On the ownership right realization peculiarities in a multi-apartment building" [1] a number of innovations have been introduced aimed at providing co-owners of multi-apartment buildings with a mechanism for making decisions on managing their common property. In particular, Article 9 mentions three forms of management: by co-owners, by association of co-owners of a multi-apartment building or by manager. The practice of European countries and scholars has proved that the most effective form of management of multi-apartment buildings is professional management based on an agreement between housing cooperative / co-owners and manager. For the practical implementation of the professional management of a housing stock in the activities of business entities, it is necessary to adopt appropriate regulatory acts. Article 10 of the aforementioned law stipulates that the management of an apartment building by a manager shall be carried out on the basis of an agreement on provision of management services for an apartment building, which conditions should be in accordance with the terms of a standard contract approved by the Cabinet of Ministers of Ukraine [1]. However, for today, a standard contract on the provision of management services for a multi-apartment building between the manager and condominiums / co-owners is not created, which prevents the introduction of this form of management. By law, there are no clear requirements for managers that would provide consumers with the opportunity to receive quality services. In order to ensure the good performance of the manager, it is necessary to define and adhere to the principles of management, which expresses the basic requirements of the system, structure, organization and management process. Accordingly, it is necessary to clarify the basic principles of management of multi-apartment buildings.

Actual scientific researches and issues analysis. The problems of management of multi-apartment buildings are studied in scientific works by Yu. B. Baklahov, O. M. Bilianskyi, K. O. Vytryshchuk, Ye. M. Heleveri, Z. V. Honcharova, L. V. Levkovska, N. I. Oliinyk, H. I. Onyshchuk, H. M. Semchuk, T. V. Serdiuk, S. Yu. Yurieva.

Uninvestigated parts of general matters defining. Scientists' achievements in this field are important, but the problem of management of multi-apartment buildings remains unresolved and requires further research.

The research objective of the article is to formulate and substantiate the principles of professional management of multi-apartment buildings.

The statement of basic materials. The management principles are understood as the rules of conduct, according to which certain tasks of management are implemented, the management potential is increased, and the management object relations organization with the environment of its functioning is improved [2, p. 75-76].

There are several approaches to the classification of management principles. According to scientists [3, p. 75], the most complete interpretation is given by H. Koontz and S. O'Donnell in the book "Principles of Management: Analysis of Management Functions" (sixth edition, translated in 1981 in Russian by the title «Управление: системный и ситуационный анализ управленческих функций»), where the authors consider ten principles of planning, fifteen – of organization, ten – of motivation and fourteen – of control. However, one of the founders of the scientific organization of work, author of the theory of administration H. Fayol believed that the number of management principles is unlimited, since there are very effective forms of management in practice, which are not always based on the well-known theoretical foundations [4, p. 58].

The approaches analysis of individual authors to the definition of the management principles in general and in the utilities sphere in particular made it possible to propose an improved systematization of their types in relation to the management of the housing stock (Tab. 1).

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Let us turn to a more detailed consideration of the concept and definition of each proposed governance principles. We believe that one of the main principles of housing stock management is case-by-case principle.

Table 1

Principles of professional management of multi-apartment buildings

Principles	Principles essence
Case-by-case	Management is carried out for each individual apartment building as an independent object
Purposefulness	The owner (co-owners) in relation to each object of management has (have) to identify and fix the target aimed at making managerial decisions which achievement the object serves. A professional manager directs his activities to achieve the goal and fulfillment of the tasks set by the owner (co-owners)
Unity of action	All actions having the same goal must be carried out according to a single plan
Efficiency	Achieving the established by management goal (a certain qualitative activity result or a qualitative object condition) with optimal expenses
Systemicity	Efficient housing stock management system is achieved by dwelling owner (co-owners) and professional manager joint efforts
Professionalism	Personnel qualification and business quality level is a decisive factor for improving the housing stock objects management efficiency
Client orientation	Professional manager activity is characterized by a focus on meeting the needs of the housing owner (co-owners) as clients
Delegation of authority and responsibility	Each owner (co-owner) as well as the professional manager must be delegated with authority sufficient to be responsible for their duties conduction
Optimal combination of state regulation and economic independence in management	Basis of state regulation of activity in the field of housing stock management is the various legislative and regulatory acts that must be known by each participant in the management process and act in accordance with these acts.

Source: created by the authors on the basis of [2-6]

Each apartment building (housing complex) is an individual real estate object, which is determined by the building structures peculiarities, engineering systems, equipment, its level of accomplishment, its level of demolition of building structures, engineering systems and engineering equipment. The object is a land plot with geographic, geological, geodetic features, as well as beautification and landscaping elements. Thus, a housing property is a very complex engineering system and requires an individual approach to its managing.

The necessity and urgency of this principle is confirmed by the author Andrieieva V. M. [5, p. 286], saying on the basis of management object control principle is carried out for each individual apartment building or residential complex, as an independent object of management, taking into account its technical condition, the housing improvement degree, the land condition where the apartment building is located, with the beautification and landscaping elements on the basis of goals determined by the co-owners of the common property of a particular building in the statute and other constituent documents.

We believe that the side-by-side principle refers to administrative, financial-economic, engineering and information support services for managing the housing stock.

The manager is obliged to provide separately for each management object:

- preservation and maintaining the technical and legal documentation for the house and its territory in the proper state; consumers and shares of house separate premises owners in the right of joint ownership accounting; displaying information about the object in the obligatory accounting data;
- formation of a tariff (carrying out calculation of economically justified expenses) for object management and maintenance; keeping records of incomes and expenses, as well as accounting and / or management accounting of operations related to the utilities provision and other services to consumers;

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- conducting regular and extraordinary surveys, providing suggestions for assessing the technical condition of construction structures and facility equipment, the possibilities for its reconstruction, overhaul, energy saving and other measures of co-owners interests;

- organization of permanent work with the object co-owners on issues related to the house and its adjoining territory management, etc.

The principle of purposefulness of management - the owner (co-owners) must determine, agree with the manager and fix the specific goals for each object of management, which is guided by the manager in making managerial decisions and which achievement serves the object. The target should be clearly formulated and have time orientation. The goal should be specific and relevant in the given period, measured according to certain criteria and indicators that are peculiar to this goal and achievable during the marked period. In turn, the professional manager directs his activity to achieve the specific goals and tasks fulfillment set by the owner (co-owners). Determining the specific objectives, detailed discussion and final agreement between the co-owners and the manager should take place at the housing cooperative / co-owners' meeting. The manager is required to make strategic and prompt plan of identified management tasks by developing objectives and optimal ways to achieve them. Discussion of plans and their approval is made at the housing cooperative / co-owners' meeting. In case of deficiencies revealing by the co-owners, the plan is returned to the manager for revision, which in turn is obliged to improve the plan within one month from the moment of submission or proposals submission for its correction. The final stage is approval of the plan by the board of housing cooperative or the co-owners (authorized person) meeting in the houses where the association was not created.

The activities of the manager should be directed towards achieving the following objectives: economic - effective use of consumers' funds to maintain and improve the technical condition, aesthetic appearance of the residential building and adjoining territory; social - maximum satisfaction of the consumers' needs, comfortable living and uninterrupted high-quality utilities; technological - providing maintenance on the proper level and improvement of technical condition of a residential building.

The principle of action unity implies that planning in the area of housing stock management, in particular the development of individual long-term, short-term maintenance programs, as well as annual financial and business plans, should be of a systemic nature. The concept of "system" in this case means that all elements of the system that are closely interrelated are oriented in the same direction of development and aimed at achieving the stated goals. The realization of this principle consists in the fact that all actions having the same goal must be carried out according to a single plan.

The principle of the management effectiveness is to achieve the goal of management (a certain qualitative performance or object quality status) with optimal costs. Ensuring effective management at the macro level is achieved by the replacement of administrative relations in the housing economy sphere; formation of entrepreneurship subjects equal rights for all ownership forms; the formation of competitive relations; tariffs regulation and housing services providers performance monitoring.

The multi-apartment buildings management efficiency is achieved by the manager by ensuring maintaining and improving the technical condition of the multi-apartment building, providing the necessary (planned) amount of services to consumers of high quality and optimal use of consumers' funds. An efficiency indicator of the manager's activity should also be the achievement of a certain level of profitability as an entrepreneur.

An efficient housing stock management system is achieved through the joint efforts of its owner (co-owners) and professional manager. The management system of housing specific objects forms the unity of the following main elements:

- activity of the owner (co-owners) in the choice of the professional manager, the form of the agreement, which enters into between the parties, the order of revision of the management objectives and terms of the contract, control over the object of management and the activities of the professional manager should be fully formalized;

- the owner (co-owners) of the object is (are) obliged to create conditions for free choice of the way to achieve the goal set to the professional manager;

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- periodic reports by the professional manager on the management decisions taken and the results of their implementation to the owner (co-owners), analysis of the effectiveness of the management decisions taken based on the results of the checks and reporting;

- implementation of constant monitoring of the professional manager activities and the management condition objects by the owner (co-owners);

- functioning of the housing stock management system, the sequence of all entities interaction of this system, should be regulated in detail by the relevant legislative and regulatory acts.

It is the inseparable unity of these elements that makes the governance system principle.

The housing objects management effectiveness depends largely on who is managing them. The level of qualification and business quality of personnel is a decisive factor for improving the efficiency of real estate management.

The principle of professionalism in management is expressed in the professional manager's ability to assist the owner (co-owners) in defining the management objectives and formulating the needs expressed through the service order. In addition, the quality of management services and utilities depends not only on the objects technical condition, but also on manager's experience, special training, personal culture, scientific and creative approach to the solution of the tasks set to him. Taking into account that the manager's activity is multifunctional, complicated and responsible, we consider that the necessary condition for obtaining a permit by an individual to provide housing management services is the availability of an appropriate educational qualification level for them: the acquisition of higher education and the qualification "Manager of a dwelling house (group of houses)". Taking managing decisions, managers are required to have knowledge of the legal, financial, economic, technical and organizational aspects of housing management.

The principle of client orientation is the activity of a professional manager characterized by a tendency to satisfy the requests of the owner (co-owners) of the home as clients. The professional manager acts within the limits of the powers established by the management agreement, reporting to the owner (co-owners) in accordance with the procedure established by the current legislation and the contract. The importance of this principle of management is confirmed by Shevska O. I. [6, p. 145]. According to the author, the interests of all business entities, including users, owners, customers and contractors, should be taken into account in the management of the housing sector, but the interests of departmental services, enterprises and organizations should be secondary to the cities and municipalities population interests.

We believe that the implementation of this principle should be carried out by the manager on the basis of the following actions, which are the principle constituent elements of the customer orientation:

- keeping records of owners, co-owners, tenants and lessees of residential and non-residential premises;

- organization of accessible and most convenient for consumers system of collection of payments for utilities (its payment and recalculation);

- organization of communications with consumers through personal reception of natural persons and representatives of legal entities; targeted mailing of informational materials; placing ads, hits, messages and information leaflets in specially designated places; use of Internet service; holding meetings and general meetings, etc.;

- reporting to the owners, co-owners, tenants and lessees of the residential and non-residential premises of the facility, on the work carried out on the implementation of long-term and short-term home maintenance programs, contracts execution condition, as well as annual financial and economic plans;

- conduct consumer surveys to determine their satisfaction with the level of utilities;

- organization of relations between co-owners;

- coordination of relations between the owner (co-owners), tenants, lessees and other object users and the utilities performers.

The proposed list of manager's possible actions aimed at satisfying the owner's (co-owners') needs, tenants and lessees of residential and non-residential premises in a multi-apartment building is not final. Of course, in practice, it may be necessity in manager's other actions in relation to consumers as clients.

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The delegation principle of authority and responsibility is that each owner (co-owners) and the professional manager must be delegated with authorities sufficient to be responsible for the performance of their duties.

The principle of the optimal combination of state regulation and economic independence in management reflects a certain state interference in the economic activity of the housing stock management subjects and lies in combining state regulation and economic independence in management. In the modern market relations the state carries out the legal regulation of the administrative process, determining the degree of business entities independence.

The basis of state regulation of activity in the field of housing stock management is the various legislative and regulatory acts that each participant in the management process must know and act in accordance with these acts. Compliance with this principle stabilizes the management process.

State policy should focus on the introduction and development of professional housing management at all levels of government, taking into account the successful experience in leading European countries in this area. The implementation of this policy should include the development and implementation of targeted housing reform programs, regulatory support and regulation, facilitating entry into the market of professional managers and the development of a competitive environment for their functioning, participation in the financing of targeted programs, and creation of favorable conditions for attracting investments.

All offered principles of housing fund objects management are interconnected. They can not be divided into more and less important ones. Omission or lack of consideration of one of them in the process of housing stock management can lead to a reduction in the effectiveness of management decisions.

Conclusions. For today, the problem of efficient management of multi-apartment buildings remains unresolved. Although the first steps in the reform of this system have been launched, however, the active actions by state have not been implemented. This problem does not acquire a special development in Ukrainian scientists' scientific researches. Introduction of professional management of residential buildings will give a significant impetus to the creation of a competitive environment in the market for providing housing management services, improving utilities quality, increasing citizens' safety and comfort of living.

The following principles of multi-apartment buildings management are formed and substantiated: side-by-side, purposefulness, unity of actions, efficiency, systemicity, professionalism, client orientation, delegation of authority and responsibility, optimal combination of state regulation and economic independence in management. These principles should be taken into account by all subjects of the housing stock management system, regardless of the chosen form of management, since it is the knowledge and consideration of principles in practice that is the most important condition for effective management.

Prospects for further research may be the development of policies for the introduction and development of professional housing stock management.

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