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**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**PERCULARTIES OF MANAGEMENT  
MECHANISM FORMATION BY MEANS  
OF CHANGES AS THE BASIS  
OF STRATEGIC DEVELOPMENT  
OF BUSINESS ORGANIZATIONS**

**ОСОБЛИВОСТІ ФОРМУВАННЯ МЕХАНІЗМУ  
УПРАВЛІННЯ ЗМІНАМИ ЯК БАЗИСУ  
СТРАТЕГІЧНОГО РОЗВИТКУ  
БІЗНЕС-ОРГАНІЗАЦІЙ**

**Urgency of the research.** The complexity and multi-vectority of the external factors influence predetermine the need to form a system of management of business organizations that would be ready and capable not only to anticipate new development trends, but also to respond accordingly, modernizing approaches to managing all internal processes of a business organization functioning.

**Target setting.** Further research requires the development of a managing changes mechanism in business organizations, including planning changes, evaluating and monitoring the implementation of changes.

**Actual scientific researches and issues analysis.** A number of scholars engaged in the research and selection of processes for management change, as well as the management mechanisms formation of these processes, namely: I. Adizes, L. Greiner, F. Guyar, J. Duck, R. Daft and others like that.

**Uninvestigated parts of general matters defining.** Different approaches to the management mechanisms formation are presented in the literature, but further research of management changes mechanism formation needs a condition in a business organization.

**The research objective.** The purpose of this scientific article is to identify and generalize approaches to the management change mechanism formation as the basis for the strategic development of a business organization.

**The statement of basic materials.** The article presents the approaches to the definition of the concept of "change" from the economic and philosophical points of view. The concept of "managing changes mechanism in business organization" is substantiated and singled out. The approaches to management change mechanism formation in a business organization as the basis of its strategic development are presented.

**Conclusions.** To ensure the management of any changes, it is necessary to create a methodical and methodological framework that will allow business executives to design and implement change processes and evaluate their effectiveness.

**Keywords:** management changes mechanism in a business organization; strategic development; transformation; a business organization.

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**Актуальність теми дослідження.** Складність і багатовекторність впливу зовнішніх чинників зумовлюють необхідність формування такої системи управління бізнес-організаціями, яка б була готова та спроможна не тільки передбачити нові тенденції розвитку, а й відповідно реагувати на них, модернізуючи підходи до управління всіма внутрішніми процесами функціонування бізнес-організації.

**Постановка проблеми.** Подальшого дослідження потребують проблеми розробки механізму управління змінами бізнес-організацій, у тому числі: планування змін, оцінка та моніторинг здійснення змін

**Аналіз останніх досліджень і публікацій.** Дослідженням та виокремленням процесів управління змінами, а також формуванням механізмів управління цими процесами, займалися ряд науковців, а саме: І. Адизес, Л. Грейнер, Ф. Гуїяр, Дж. Дак, Р. Дафт тощо.

**Виділення недосліджених частин загальної проблеми.** В літературі наведено різні підходи до формування механізмів управління, але подальшого дослідження потребують умови формування механізму управління змінами бізнес-організації.

**Постановка завдання.** Мета даної наукової статті полягає у виокремленні та узагальненні підходів до формування механізму управління змінами як основи стратегічного розвитку бізнес-організації.

**Викладення основного матеріалу.** В статті наведено підходи до визначення поняття «зміни» з економічної та філософської точок зору. Обґрунтовано та виокремлено поняття «механізм управління змінами бізнес-організації». Представлено підходи до формування механізму управління змінами в бізнес-організації як основи її стратегічного розвитку.

**Висновки відповідно до статті.** Для забезпечення управління будь-якими змінами необхідно створити методичну та методологічну базу, яка дозволить керівникам підприємств проектувати і реалізовувати процеси змін, оцінювати їх ефективність.

**Ключові слова:** механізм управління змінами бізнес-організації; стратегічний розвиток; трансформація; бізнес-організація.

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**Urgency of the research.** The complexity and multi-vectority of the external factors influence predetermine the need to form a system of management of business organizations that would be ready

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and capable not only to anticipate new development trends, but also to respond accordingly, modernizing approaches to managing all internal processes of a business organization functioning.

**Target setting.** Further research requires the development of a managing changes mechanism in business organizations, including planning changes, analyzing the potential of a business organization for change, evaluating and monitoring the implementation of changes.

**Actual scientific researches and issues analysis.** A number of scholars engaged in the research and selection of processes for management change, as well as the management mechanisms formation of these processes, namely: I. Adizes, M. Aistova, A. Armenakis, O. Vinogradova, D. Voronkov, L. Greiner, F. Guyar, O. Guseva, J. Duck, R. Daft, S. Dovbnya, I. Ignatieva, O. Kasich, J. Calli, J. Kotter, I. Mazur, V. Mikitenko, A. Nalyvayko, V. Otenko, V. Ponomarenko, J. Pfeffer, O. Pushkar, G. Tarasyuk, R. Hall, M. Hannan, C. Filonovich, K. Freilinger, V. Shapiro, S. Shershnyov, G. Shyrokov, and others like that.

**The research objective.** The purpose of this scientific article is to identify and generalize approaches to the management change mechanism formation as the basis for the strategic development of a business organization.

**The statement of basic materials.** Change is a gradual or step-by-step process of transferring an organization to a new level using existing ideas and concepts. In accordance with the economic content, the concept of "change" can be interpreted as "a stay in any position or as property, capital, the property of any person" [1, p. 883]. The state of the system is characterized as the set of properties and functions of the system in a certain period of time [2]. That is why in order to know the essence of the state of a business organization, its potential it is necessary to carry out research of the processes of its functioning, as well as to diagnose all subsystems. The state of the system is determined by the continuous or discrete values of the elements of the system. The main meaning of the concept of "state" for modeling is the ability to link a single output variable with each input variable using the state of the system as a parameter. The state of a business organization system is, in a way, its potential. That is, the availability of resources and opportunities that ensure its adaptation to the external environment, form the direction and systemic. From the point of philosophy view, the state of an object is defined as a source for awareness of development and is a fundamental property [3, p. 473]. The scientific foundation of the theory of change management is the basis of various concepts, namely: crisis, cycle, change, state, development, action, functioning, etc. Thus, the knowledge of the essence of changes in an enterprise from an economic point of view is possible only through the prism of the study of such concepts as: "cycle", "state", "operation" and "development" of the enterprise.

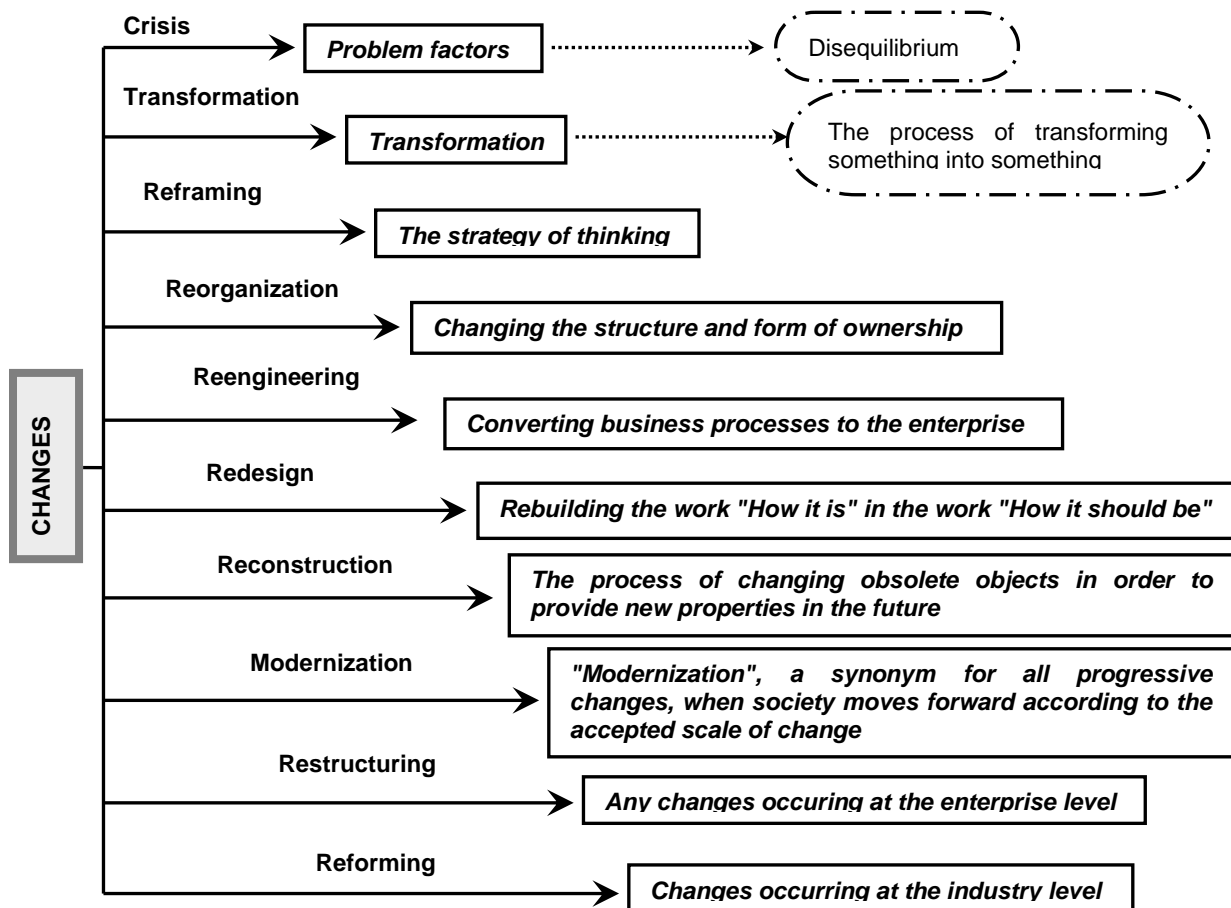
That is why development is a qualitative change in the object, which, from the point of philosophy view, «exists» in various forms of transitions and transformations" [3, p. 474]. The economic dictionary treats development as "the process of natural change, the transition from one state to another, more perfect, the transition from the old qualitative state to the new, from simple to complex, from lower to higher".[4]

Considering the processes of enterprise development, one should keep in mind these processes only their progressive nature (qualitative changes). Objective criteria for such processes are the following: improvement, differentiation and integration of system elements; complication of connections within the system and complication of relations between systems; increase the information capacity of the system; expansion of the range of real opportunities for further development; growth rate. The processes of development of a business organization are not defined and assume the influence of cases, deviations, the struggle of opposing forces. The management of these processes is strategic in nature.

On the basis of the research carried out the concept of "change" from the philosophical and economic point of view, the author's interpretation of the concept is proposed: the change is the transformation or incorporation of one state of the enterprise into another state, which, unlike the previous one, is characterized by qualitative tendencies of growth or decline due to influence of various exogenous and endogenous factors of the existing environment of the business organization (external and internal) in the conditions of the crisis situation in the country. Summarizing the different points of view

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and opinions of most scholars, both domestic and foreign, we shall distinguish the following concepts that characterize changes [1-5]: crisis; transformation; development; modernization; modification; redesign; reconstruction; reorganization; reframing; reforming; transformation; reengineering; restructuring. The essential characteristic of these concepts is shown in Fig. 1.



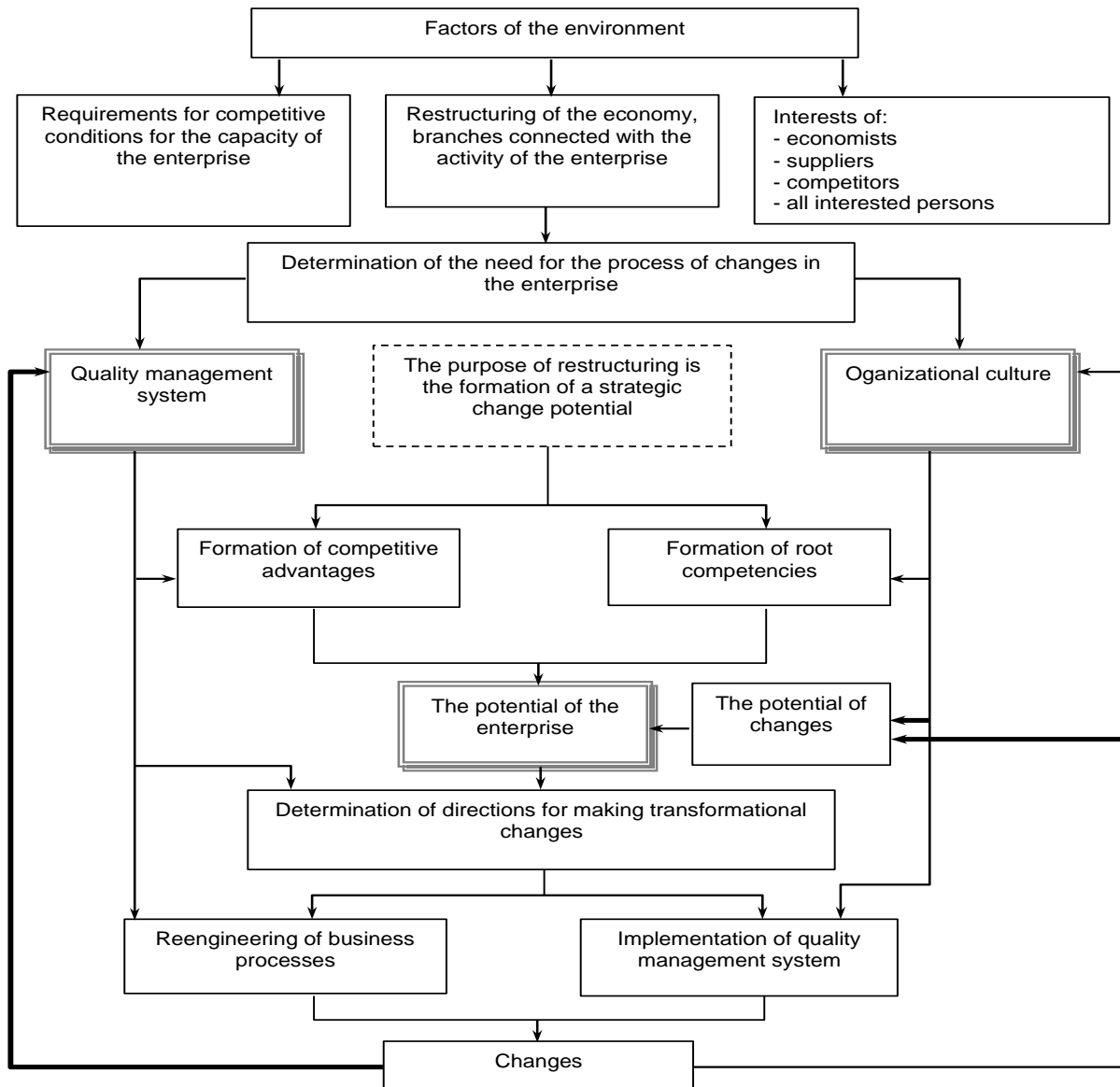
**Fig. 1. Theoretical approaches to the definition of the concept of "change"\***

*Source: systematized and constructed by the authors*

The theory of the life cycle was created to predict the changes expected in an enterprise that is at one stage or another of strategic development.

Thus, from the author's point of view, the mechanism of the process of managing changes in a business organization (Fig. 2) is a set of different elements, levers, instruments and organizational, managerial and economic methods aimed at developing the adaptive capacity of change and ensuring the creation and preservation of the competitive position of a business organization as a whole, as well as meeting the needs of consumers, which ultimately contribute to the strategic development of a business organization in the future.

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**Fig. 2. Managing changes mechanism in a business organization \***

Source: made by the authors

**Conclusion.** Strategic, organizational and incremental changes are the basis for the development of a change management theory that influences the formation of a strategy for implementing change and is the basis of the change management process. To ensure the management of any changes, it is necessary to create a methodical and methodological framework that will allow business executives to design and implement change processes and evaluate their effectiveness. When deciding whether to make changes, managers must clearly state the position of the company, its desired state, and be able to apply the algorithm to make the desired changes.

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Thus, change management can be considered as one of the key areas for enterprise development, and methodical and methodological support for managing change can be considered as an actual scientific problem.

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