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O. G. Goncharenko, Doctor of Economic Sciences,
Associate Professor**AS TO THE PROBLEM OF PRODUCTION COMPLEX MANAGEMENT OF
THE CRIMINAL AND EXECUTIVE SYSTEM OF UKRAINE**

Abstract. *The development of market economic relations changes the forms and methods of the criminal and executive system production complex management, requiring new approaches to defining its place and role in the national economy. Criminal and executive system of Ukraine passed different stages of its development, which are characterized by changing in criminal legislature, departmental affiliation, and inmates number. These aspects had impact on the process of management, production complex and on the efficient use of its resource potential.*

Keywords: *resource potential; resources; strategy; efficiency.*

О. Г. Гончаренко, д. е. н., доцент**ДО ПИТАННЯ УПРАВЛІННЯ ВИРОБНИЧИМ КОМПЛЕКСОМ
КРИМІНАЛЬНО-ВИКОНАВЧОЇ СИСТЕМИ УКРАЇНИ**

Анотація. *Розвиток ринкових умов господарювання змінює форми і методи управління виробничим комплексом кримінально-виконавчої системи України. Ця залишилась єдиною сферою, де збережено управлінський вплив центральних і територіальних органів управління. Дослідження діяльності виробничого комплексу дозволяє виділити особливості функціонування та організаційно-економічні проблеми, які існують на сьогодні, а також комплекс напрямів його розвитку в сучасних умовах господарювання. Підвищення економічної ефективності використання ресурсного потенціалу виробничого комплексу можлива лише за умови самостійності, ініціативності та креативності керівників всіх рівнів управління.*

Ключові слова: *ресурсний потенціал; ресурси; стратегія; ефективність.*

О. Г. Гончаренко, д. э. н., доцент**К ВОПРОСАМ УПРАВЛЕНИЯ ПРОИЗВОДСТВЕННЫМ КОМПЛЕКСОМ
КРИМИНАЛЬНО-ИСПОЛНИТЕЛЬНОЙ СИСТЕМЫ УКРАИНЫ**

Аннотация. *Развитие рыночных условий хозяйствования изменяет формы и методы управления производственным комплексом криминально-исполнительной системы Украины. Эта система осталась единственной сферой, где сохранено управленческое влияние центральных и территориальных органов управления. Исследования деятельности производственного комплекса позволяет выделить особенности функционирования и организационно-экономические проблемы, которые существуют сегодня, а также комплекс направлений его развития в современных условиях хозяйствования. Повышение экономической эффективности использования ресурсного потенциала производственного комплекса достигается только при условии самостоятельности, инициативности и креативности руководителей всех уровней управления.*

Ключевые слова: *ресурсный потенциал; ресурсы; стратегия; эффективность.*

The development of market economic relations changes the forms and methods of the criminal and executive system production complex management, requiring new approaches to defining its place and role in the national economy. Criminal and executive system of Ukraine passed different stages of its development, which are characterized by changing in criminal legislature, departmental affiliation,

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and inmates number. These aspects had impact on the process of management, production complex and on the efficient use of its resource potential.

The criminal and executive system has three-level management and is probably the only sphere where the managerial influence of the central and territorial bodies of administration is preserved. In connection with this two interconnected complexes enriching each other—that is the state and law institution with the elements of psychological and pedagogical influence and the social and economic institution can be marked out in the activity of the criminal and executive system from the point of view of the social values produced by it. In modern conditions of production complex management of the State criminal and executive system of Ukraine the problem of functioning the organizational and economic mechanism of resources potential management is becoming very actual, this defines resources as factors to get complete preferences. The analysis of the organizational and economic activity enables to define some peculiarities of the organizational and economic problems and the complex of the major trends of its development in the conditions of the economic relations system existing in the production complex of the criminal and executive system.

Modern tendencies of criminal and executive system production complex reorganization requires using of new approaches and managerial methods which are implemented by number of production and organizational measures. Increasing effective of resource potential use is possible only under condition of independence, initiative and creativity of managerial bodies of different levels.

Urgency of the research. The process of economy reforming in Ukraine changes the system of production sphere management. The re-distribution of managerial functions from the central and territorial bodies of administration to producers is being held in the society. The criminal and executive system is probably the only sphere where the managerial influence of the central and territorial bodies of administration is preserved. The state criminal and executive service of Ukraine is to solve the task which are connected not only with punishment, convicts' conveying and guarding, detective activity, educational work and some other related functions but it is to organize production supplying and sale, to provide convicts' secondary education and professional training, sanitary and preventive work and convicts' medical care, to take part in social work and to keep control over the people who are released on parole.

Target setting. Using of new approaches, principals, methods, technics in the criminal and executive system production complex management in order the market mechanism to function effectively is a guarantee of the efficient use of its resource potential. The analysis and improvement of criminals and executive service management as a social and economic system and its production complex promote innovative methods of managements, which meet modern needs.

Actual scientific researches and issues analysis. The problems connected with improvement of management system, special features and methods used in criminal and executive system production complex were investigated in the works of Ye. Barash, V. F. Haponenko, M. H. Hreschak, N. S. Matveeva, H. S. Mezlikina, A. A. Sadekov and others. But the problem of organizational and economic management aspects which can provide the efficient use of its resource potential in production complex and its integration to market economy were not touched enough.

Uninvestigated parts of general matters defining. The general concepts of changes in institutions was formed by P. Druker, who point at the necessity of resource revealing, spent on ineffective activities, but management efficiency is defined by making innovative decision. This approach can be used in the production complex where convicts sentenced to deprivation of liberty are involved to social and useful labour at the productions organized within the state enterprises.

The research objective is to study tendencies of increasing efficiency of criminal and executive system production complex management which could increase economic efficiency of resource potential use.

The statement of basic materials. In connection with this two interconnected complexes enriching each other—that is the state and law institution with the elements of psychological and pedagogical influence and the social and economic institution can be marked out in the activity of the criminal and executive system from the point of view of the social values produced by it. The sources of financing the criminal and executive system are accordingly the State budget and the production and economic

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activity organized involving convicts to social and useful work based on the expenditures of self-recoupment and incomes earning. In spite of the fact that the aim of the criminal and executive system activity is generally defined as social values production, each complex of the system has its specific, purpose-oriented direction.

The State and law institution with the elements of the psychological and pedagogical influence is aimed at punishment (convoying, guarding and some other functions) and educational, preventive and social work is oriented at convicts' forming and developing striving for social useful activity, carrying out the requirements of the laws and the rules of behavior existing in the society. The aim of the production activity is convicts' highly possible employment; production output and income earning to support, preserve and develop the production basis and to give the financial support to the budget sector in the conditions of the constant deficit and its untimely financing.

At present the three-level management system of the criminal and executive system in general, and of the production complex specifically, exists in the State Criminal and executive service of Ukraine. How are the rights between the three levels of management of the production complex divided?

Ye. Barash thinks that while defining the management structure of the criminal and executive system of Ukraine according to the corresponding functions, the following principles have been made basic in the structure of its management system: one-man management and personal responsibility, distinct definition of the expedient and real amount of work for each unit and every employee; distinct definition of management subordination and accordance of rights, duties and responsibilities of all level authorities.

The analysis of possibilities of three level management makes it possible to draw such conclusions: Firstly, the central bodies have considerable rights to organize, reorganize and liquidate the production complex enterprises. They have the right to possess, use and dispose the property of the penal institution, and the state enterprise in the name of the state and also to form off-budget funds, deductions to which are compulsory. Thus makes possible to control hard both legal and economic activity of the production complex enterprises. Second, penal institutions form state enterprises, organize and plan their production activity, dispose of property, products and profit.

The third, territorial bodies of administration are to confirm the structure and the list of the staff of penal institutions and state enterprises, to form off-budget funds and responsibility according to penal institutions obligations if they don't have means.

These facts prove that territorial bodies of administration are the intermediate link between penal institutions, state enterprises that don't have much influence on the production complex enterprises. The present legislature testifies to this. In practice, of course, territorial bodies of administration influence the production activity greatly, for instance, cooperating with local administration actively and taking part in regional programs, fulfilling regional orders. At the same time no legislative act obligates local administration to help production complex enterprises and we think that considerable reserves to increase their economic efficiency are concealed in this.

Production complex of criminal and executive system is compound and organizational. V. F. Haponenko defines the production in the criminal and executive system as an organizational totality of economic processes interconnected with engineering and technological principles of operation that foresees heredity of forms, mechanisms, types of production which are dynamically steady and self-sufficient in the wide reproduction of the main subdivisions of people's activities, built into this system technologically. [2]

In modern conditions of production complex management of the State criminal and executive system of Ukraine the problem of functioning the organizational and economic mechanism of resources potential management is becoming very actual, this defines resources as factors to get complete preferences. [5]

The possibility to develop production complex in the defined direction is placed into the resource potential itself. The economic profit placed into the resources is the potential which influences the future activity results directly or indirectly. In general the essence of the management is defined as the process of purposeful, planned influence on the certain system with different methods to maintain it in

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the steady condition or to turn into a new condition according to the aims of the production complex taking into account its objective characteristics and conformities. As A. Fayol says: "To manage is to lead the enterprise to its goal drawing maximum possibilities from the resources"[8]

Modern management requires forming modern systems of resources management which ensure the regulation of their expenses level to reach the aim by the management subject. The management mechanism is the motive part of the management system that ensures the effective influence on the factors which cause the result of the activity of the management subject consisting of some elements. L. Melnyk defines the management mechanism as the management system component that ensures the influence on the factors which define the result of the activity of the object which is under management[6]. Moreover, the goals, criteria factors, methods and results of management are considered as the elements of the management mechanism. O. Volkov thinks that the management mechanism itself that includes the principles, goals, management bodies structure, personnel, economic and legal methods and restrictions, information and technical aids of its processing can ensure dynamic and coordinated work of the enterprise[4]. A. Sadekov and V. Tsuryk consider the management mechanism as the system that influences the management object to reach the required result, as the system of economic process organizing that is presented by the complex of factors which are interacted and interdependent and have their own forms of managerial influence [7]. M. Hreshak thinks that the management mechanism includes state legal and normative regulation, the regulation of the market mechanism, the inner mechanism of some aspects regulation, the mechanism of information providing the methods of management and control [3].

That's why the main kinds of the management mechanisms are organizing, economic, structure mechanisms, the mechanisms of management organizing, technical and administrative, information mechanisms and others.

That's why management organizing is an important means which helps to turn initial resources into final products. The problems of resources potential management at the production complex enterprises should be considered at three aspects: the management object, the goal and tasks of management, organizational and economic management mechanism.

1) Management objects are the sources of resources forming, their cost characteristics, structure and combination, resources reserving technologies and resources use efficiency.

2) Convicts are involved into social and useful labour at the productions organized within the state enterprises which are parts of the production complex of the criminal and executive system of Ukraine but in the conditions of the market economy these enterprises are completely incapable as they can't compete with other national economy subjects. Taking into account mentioned above, the complex system of the resource potential management is suggested, it is a component of the general management system of state enterprises at penal institutions that are combined in the production complex of the criminal and executive system of Ukraine and consist of two elements (subsystems): the object and the subject of management.

The subject makes the processes of the object develop according to the set programme with the help of the functions performed by it. At the same time the subject arises from the object of management because its content and functions are defined by it. From the view of the systematic approach the resource potential management of the production complex is a system of management subject acts (the State Penitentiary Service of Ukraine) on the management object (state enterprises at penal institutions, united in the production complex of the criminal and executive system of Ukraine) in order to turn the object into the desirable state developing the parameters of its process.

At the state enterprises of the criminal and executive system profit is the important but not the major goal of the activity, that's why there are some peculiarities of the organizational and economic activity, namely:

1. the enterprises is in state ownership and participants of the labour activity (both managers and workers) can't appropriate the obtained profit;
2. people who perform their production activity at work directly are not employees who can choose their sphere of work themselves;

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3. the use of liberal and democratic way of management is becoming complicated and to a great extent the use of authoritarian power is possible. Besides, the mentioned enterprises have a certain specificity in using self-management potential and participation of the staff in the production management.

4. among the management methods of production activity, administrative methods not economic ones are given the highest priority;

5. the need to combine management functions of a penal institution (maintaining security, law and order) and of a state enterprise (production and economic activity).

Conclusions. The following organizational and economic problems of the production complex of the criminal and executive system of Ukraine can be defined:

In the first place, this is the choice of production organizing forms at enterprises and workshop. These forms make it possible to organize the production activity itself and to combine man power and production means. Their choice determines in many ways the effective use of production factors (land, labour and capital).

Second, this is the choice of contact forms between the main units in the system of management and its contacts with the outside world. These contacts are aimed at receiving material, financial, information resources from the outside world and output realization. The third, this is the choice of management structure including links and the number of management hierarchic levels. Fourth, this is the choice of total combination of production management methods that is the means of practical implementation of management aims, functions and goals etc. The analysis of the organizational and economic activity enables to define the complex of the major trends of its development in the conditions of the economic relations system existing in the production complex of the criminal and executive system. The main criterion of defining this complex is the functional and purpose-oriented character of each trend that has its own forms, limits and peculiarities of functioning, implementation of which should ensure achieving the following results:

1. Organizing activity in the production sphere according to the modern managerial principles that are in the national economy. In the conditions of the market economic relations there is competition, it's necessary to use all possibilities of entrepreneurial activity in the production complex of the criminal and executive system.

2. Accordance of State enterprises activity of the criminal and executive system with achievements of modern science, new technological elaborations that also make it possible to occupy its place in the competition for new markets. These elaborations are concerned with not only the output of new goods, implementation of progressive technologies, original methods of work at the market but innovations in the sphere of production as well.

3. Accordance of the state enterprises activity in the production complex of the criminal and executive system with the methods of work at the market. Most participants of such activity as it is abroad, first do detailed researches of market demand, analyze competitors' activity in the field before producing goods. Market activity is the most adequate to the mentioned conditions.

4. Obtaining the necessary volume of resources by the production sphere of the criminal and executive system for the fulfillment of the tasks. The investment aspect is very important not only for achieving the current goals. Investments into production will ensure the wide reproduction that is the necessary condition of the production complex functioning in future.

5. Accordance of the managerial staff with the level and work specificity in implementing the abovementioned trends. This concerns both the personnel training for the production complex of the criminal and executive system and the advanced training of the working staff.

6. Accordance of the managerial structure of the production complex with the characteristics and level of the goals which are to be fulfilled. The major issue is the optimal correlation of the centralization and decentralization levels in management, responsibilities and accordance of the managerial bodies of different levels: central, regional and penal institutions themselves.

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