

The development of transfer system as one of the areas of management improvement by industrial enterprises

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Abstract – In a competitive market economy many enterprises feel that they need an effective management, which can be achieved on the basis of system approach. That's why most managers invest heavily in search and application of new methods of management. However, the managers do not evaluate enough the potential opportunities of the companies, including transfer potential, which describes the opportunities for the effective transfer of various types of resources. However identifying the potential transfer of an enterprise does not mean solving commercial manufacturing and current financial problems, that's why for its implementation it is necessary to develop a transfer system and define the basic facilities of transfer for the purpose of effective use of transfer capacity.

The main purpose of the transfer system is to ensure efficiency for an enterprise management due to mutually operations exchange and transfer of the objects moving..

Key words: enterprise, management, transfer, transfer system, object of transfer, transfer operations.

I. Introduction

Competition in the domestic and international markets is constantly enhancing through the competition among producers to obtain high profits and gain new markets. It forces manufacturers of finished products to search and introduce various measures, including administrative measures aimed at increasing of the key indicators of the finished product competitiveness.

II. Formulation of the problem

One of the areas of improvement is the management development and implementation in industrial transfer system, which is due to optimizing the transfer of core resources, will significantly reduce the company the cost of the finished product

III. The solution of the problem

Modern economy is based on the use of different resources, which are transmitted from their owners and successful enterprises to less efficient companies as a result there is a growth of their industrial production. In this case, there is a transfer process of resources between different types of enterprises and the subjects of their outer environment.

During the activity of an enterprise its structural divisions operate as a single entire organism, while their performing production tasks are aimed at getting the best financial and economic results. The impact of the

production to a large extent depends on the level of organization and interaction between these units that while form a hierarchical system.

The mentioned interaction is not effective enough, because it depends on the level of transfer coordination between different types of resources (raw materials, financial, energy, labour, etc.) intermediate goods, certain types of services, information, innovation etc.

In addition to this transfer efficiency of operations also affects not only the managers' decisions of senior management, but also affects directly the performers and middle management managers. This requires a transfer system that would ensure the efficient operation of an enterprise, by increasing motivation, initiative and personal responsibility as well as managers and direct executors.

In addition to the scientific literature it is widely used a concept of "technology transfer", "interbudgetary transfers", "transfer price", "transfer pricing", "transfer capital, "etc. [2]. These concepts are common, and some of them take place in enterprises of various industries. Industrial enterprises regardless of their industry sector, the processes are constantly sharing various resources, semi-finished and finished products. These movements are caused by the needs of an enterprise and occur between units and departments of an enterprise itself and beyond it that confirms the fact of continuity of transfer operations of enterprises that establish and implement the management and production targets.

Transfer operations are carried out starting from the purchase of raw materials and energy and ending with the finished product. These operations include transfer of financial resources, raw materials, various energy (electrical energy, thermal energy) scientific and technological information and innovative solutions, labour, technological equipment, semi-finished products and so on (Figure 1).

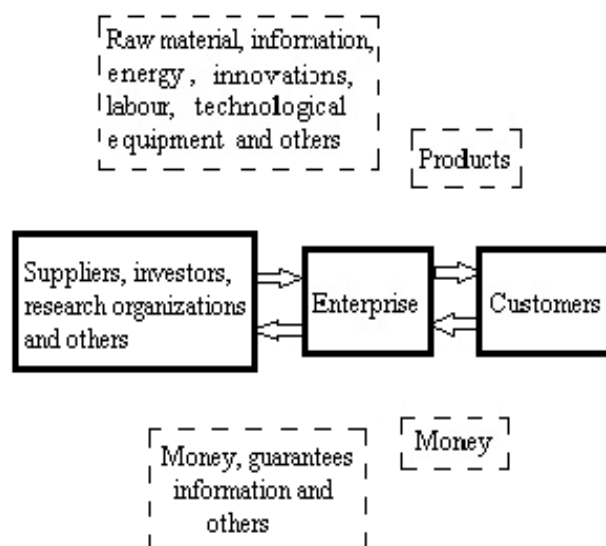


Fig. 1. The transfer operations of an enterprise

At each stage an enterprise management one finds out a common effect of these transactions on one another, which together characterize the dynamic transfer system.

Thus, the transfer system is a set of interrelated operations the movement and sharing facilities with the aim of ensuring optimal functioning of the company and its structural units.

Fig. 2 shows the basic elements of the transfer system of management an industrial enterprise.

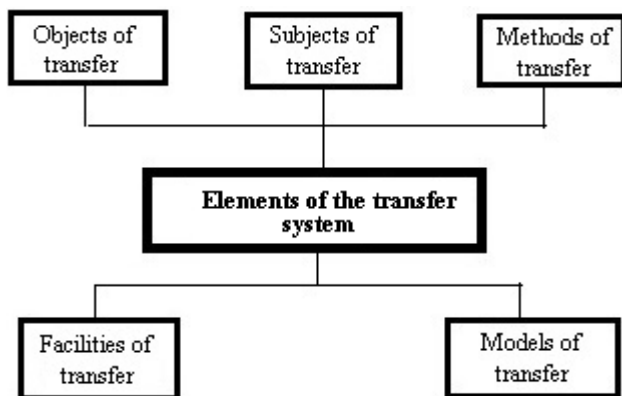


Fig. 2. The basic elements of the transfer system of management an industrial enterprise

For the solution of the above scientific task of creation of transfer system the need for defining the objects of transfer system occurs, which primarily include major types of resources used by the company in its activities (Figure 3).

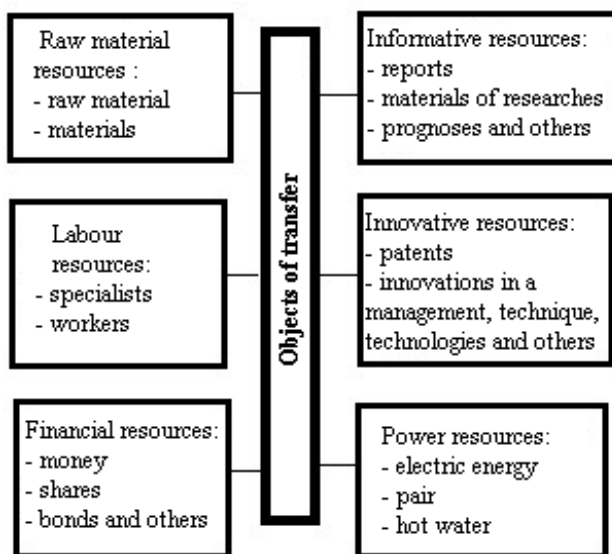


Fig. 3. The types of enterprise resources as an objects of transfer

Under the transfer of raw materials should be understood a set of operations of raw materials search, a realistic assessment of its cost, transportation and payments for it. Thus, the raw materials transfer forms a chain of interrelated transactions connected by one aim to obtain the necessary quality resources suitable for the implementation of technological process and in the right amounts at the best price.

Energy transfer lies in the choice of energy sources, systems of their transportation to the place of consumption at affordable prices and in required quantities. Taking into consideration the variety of energy sources for various properties, characteristics and energy transfer options are pretty diverse.

Labour resources of an enterprise are capable workers who are involved in the sphere of production. Accounting and control of labour resources of an enterprise is performed to determine their size and composition, qualifications and experience. Number and structure of labour resources describes the possibility of the amount of work an enterprise to provide primary and secondary production [1].

One of transfer operations of labour resources of an enterprise is recruitment professional staff. Of a particular value are the specialists who organize and implement of the basic process, as well as specialists who carry out operation and maintenance of process equipment. Not less important role plays the workers of major departments (technical, procurement, accounting, financial and economic, sales, and marketing) that organize and controls the production. Their proper theoretical preparation and practical experience enable the successful implementation of tasks and, accordingly, economic growth of the company.

Financial resources are the totality of funds that are at the disposal of an enterprise and are designed for a variety of financial transactions in order to provide the functioning of an enterprise. Partly they are formed at the beginning of an enterprise, so at the stage of creation of authorized capital. In the future, these funds are invested for production and economic activity, expansion and development of the production [3].

In addition, the financial resources are constantly providing and serving the productive, investment, innovative and other types of enterprise activities.

Speaking about information resources of industrial enterprises one understands the set of information about current status of financial and economic, productive and commercial, staff, investment and other types of enterprise activities that enable to organise operational management in the process of its operation.

Conclusion

The analysis of enterprise management systems shows that the transfer operation is essential elements of their operation. Thus, the lack of a systematic approach to management of these operations is a significant reserve of increase of enterprise performance in competitive circumstances in internal and external markets, that's why transfer system should be used for increasing the effective management industry.

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