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СТРАТЕГІЧНІ ОРІЄНТИРИ УПРАВЛІННЯ СОЦІАЛЬНО-ЕКОНОМІЧНИМ РОЗВИТКОМ МІСТА

Л. В. Козлова

*Донбасська національна академія будівництва і архітектури,
2, вул. Державіна, м. Макіївка, Донецька область, Україна, 86123.*

E-mail: manage_nasa@mail.ru

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Анотація. У статті розглянуто удосконалення управління реалізацією стратегії соціально-економічного розвитку, яке потребує глибокого вивчення сучасного стану соціально-економічного розвитку міста. Відзначено, що стратегія координує зусилля. У цьому випадку стратегія сприяє координації діяльності, а під час відсутності стратегії територію охоплює хаос, коли менеджмент «тягне віз» у різні сторони. Визначено суть та основні складові стратегічного управління містом. Запропоновано вдосконалення структури управління містом за рахунок оцінки реалізації стратегічних напрямів розвитку території.

Ключові слова: стратегія, стратегічне управління, стратегічний менеджмент, стратегія соціально-економічного розвитку.

СТРАТЕГИЧЕСКИЕ ОРИЕНТИРЫ УПРАВЛЕНИЯ СОЦИАЛЬНО-ЭКОНОМИЧЕСКИМ РАЗВИТИЕМ ГОРОДА

Л. В. Козлова

*Донбасская национальная академия строительства и архитектуры,
2, ул. Державина, г. Макеевка, Донецкая область, Украина, 86124.*

E-mail: manage_nasa@mail.ru

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Аннотация. В статье рассмотрено совершенствование управления реализацией стратегии социально-экономического развития, которое требует глубокого изучения современного состояния социально-экономического развития города. Отмечено, что стратегия координирует усилия. В этом случае стратегия способствует координации деятельности, а во время отсутствия стратегии территорию охватывает хаос, когда менеджмент «тянет воз» в разные стороны. Определена сущность и основные составляющие стратегического управления городом. Предложено совершенствование структуры управления городом за счет оценки реализации стратегических направлений развития территории.

Ключевые слова: стратегия, стратегическое управление, стратегический менеджмент, стратегия социально-экономического развития.

STRATEGIC ORIENTATIONS FOR SOCIO-ECONOMIC DEVELOPMENT MANAGEMENT OF THE CITY

Liudmila Kozlova

*Donbas National Academy of Civil Engineering and Architecture,
2, Derzhavina Str., Makiyivka, Donetsk Region, Ukraine, 86123.
E-mail: manage_nasa@mail.ru*

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Abstract. The article considers the improvement of the management of the realization of the strategy of socio-economic development, which requires an in-depth study of the current state of socio-economic development of the city. Noted that the strategy, coordinates efforts. In this case, the strategy promotes coordination, and during the absence of the strategy of the territory is covered chaos when management who pulls in different directions. Defined the essence and the basic components of strategic management of the city. Proposed to improve the structure of city management by assessing the implementation of the strategic directions development of the territory.

Keywords: strategy, strategic management, macro system, strategy socio-economic development.

Statement of the problem

In modern conditions the value of urban strategic planning is constantly growing. Strategic plan in the world practice of municipal management is already recognized as a pivotal element in the system of methods for the regularization of development of the city and allows to create conditions for future development in conjunction with the adoption of current decisions on the strategic objectives. In the conditions of socio-economic transformation, involving adaptation of the structure of the city to requirements of the market economy, intercity and interregional competition strategic plan is the most adequate tool to unite the efforts of the administration and society in general, to support the competitiveness of the city.

However, the realization of ideas of strategic planning often leads to disastrous results. Strategic plan, which is written, but not provided an effective mechanism to incorporate citizens in its implementation, immediately forgotten in everyday life. Many strategic plans, written in a short period of time the groups invited scientists remained only scientific metaphorical documents created only for the presentation. Written in beautiful scientific language and reasoned large amount of numbers and formulas, they never touched the interests of the majority of the population, which is played only the role of the contractor in the implementation of these plans. First specified functions of the strategic plan did

not work in full. Expected fulfilment of the functions of the strategic plan: the preservation of stability of process of development of the city, saving united directed in the event of a change of leadership and, finally, examination of management decisions for the solution of the current problems of the city life.

The reason of failures of strategic planning often is that transforming the form of strategic planning from the experience of development of cities in Western Europe unacceptable to the Ukrainian reality.

It is because of the strategic plans of cities abroad, contain, as a rule, activities to promote the development of those sectors and areas of activity, which determine the successful activity of the city in the global and national economies.

In Ukrainian conditions, the main problem is the comprehensive development of the city, covering all areas of life support.

Complex development of the town is a priority of social economic development priority of the social aspects of urban governance in front of program-targeted or structural-functional approach, the priority of the development of civil society before achievement of high economic indices of the industrial production.

Analysis of research and publications

Questions of development of socio-economic development strategy and its implementation were the

following authors: T. I. Zaslavskaya, A. G. Granberg, D. S. Lvov, L. V. Kantorovich, L. I. Abalkin, O. T. Bogomolov, A. Martynov, I. Ansoff, P. Drucker, M. Porter, A. A. Thompson, K. Batman and others, but all described in detail the technique of the development of the strategy of socio-economic development and the ways of its realization practically do not do. It is because the success or failure of the implementation of the strategy is mainly determined not by the general theory, but specific characteristics of the city (region, the company), professional and personal qualities of the head, the situation etc. Therefore, the scenario of implementation of the strategy of socio-economic development is in some sense unique, and that brought a brilliant success of one city (a region of the company) may fail miserably fail in another.

The purpose of the article

The aim of the article is the proof of the necessity to improve the quality of life of the population as a strategic tasks of modern social policy and communication of key role in this process, the entire system of state governance. Organization of activity of the population is closely connected with the problem of work of the bodies of all levels of management and, first of all, the bodies of local self-government, so the results of the research quality of life provide the ability to add managerial decision of specific spatial-temporal parameters. Further implementation of socio-economic development strategies and identify the coordination places requires activation of theoretical researches and development of practical recommendations, which would take into account the present state of social-economic development of Ukraine and its features.

Summary of the basic material

Today is increasingly determined by the necessity of conscious change management based on a scientifically procedures for their foresight, regulation, adaptation to external conditions, which are changed. It is the uncertainty of the environmental factors and the dynamic markets of Ukraine stipulate today a considerable relevance of using the concept of strategic management.

The strategy is a generalized model of actions necessary to achieve these management objectives on the basis of selected criteria (indicators) and efficient allocation of resources [4, p. 40].

Prerequisites strategic urban management [6, p. 91]:

- the overproduction of – the saturation of the market with goods and services;
- exactingness increase the level of citizen demands on the quality of products due to the growth of income and the freedom of choice;
- innovation – technical possibilities of production of new goods and services that considerably improved;
- dynamic orientation to reduction of terms of introduction of new products in connection with the reduction of the product life cycle;
- diversification of the increased demand on the types and levels of production and development of new sectors of production;
- differentiation is the growing diversity of needs of the population and a significant increase in the range of goods and services;
- competition – fighting organizations for their market segments, the potential contingent of consumers and growth in the volume of goods and services;
- irregular demand – changes in consumer demand of the market for goods and services in connection with seasonality, breaking stability of production;
- drop in demand – reduction of demand, significant for producers of goods and services despite the decline in the quality or price growth;
- marginalization – the growth of full and partial unemployment among the population and the increase of the contingent low-income and demand;
- intervention – international competition of large foreign corporations and attempted seizure of national markets.

Strategic management management activities, aimed at achieving the set goals in the conditions of unstable competition, market environment, including diagnostic analysis of the region, strategic planning, and implementing the chosen strategy [4, p. 42].

The essence of strategic management is most fully revealed through a set of basic categories of strategic management (control) [10, p. 23].

1. Sections of strategic management include the basic theoretical elements of strategic management: the fundamentals of strategic management, strategic planning and management of the implementation of the strategy.

2. Research methodology – a set of general and specific methods used in strategic management: system analysis, SWOT-analyses, target management and other.
3. Stages of strategic management – elements of a process of research, development and implementation of the strategy, starting with a diagnostic analysis of the formation of the sections of the strategic plan a macro system and ending with the changes in the city.
4. Macro system – large parts of the city, combining the related sectors of the economy.
5. The stage of the life cycle of the city reflect the main stages of development of the organization: the birth, growth, maturity and decline. They cannot be confused with the stages of life cycle of products and services.
6. Types of development strategies – types of generalized models of the behavior of the cities in the near future.
7. Position in the national market – the city's position (five varieties depending on the share of the national market).

Of great importance in strategic management have five components (Figure).

The ability to simulate the situation (problem identification allows you to establish long-term directions of development and indicates the intention of the city to take certain positions in the national

market. Search grounded answers to the question: «What is our vision for the future development of the city? What we intend to do and what to achieve?» forcing city officials to determine the direction of development of 5–25 years.

Ability to identify the necessary changes, to formulate goals is to identify areas of city development.

The ideal is the case when imposed by management tasks include the long-term goals. Long-term goals show the leadership that is necessary to do to city took a position which would allow him to work well for a long time. Short-term objectives associated with the results, which management intends to obtain in the near future.

The ability to develop a strategy of change (choice of the basic strategies) has in mind the decision of the main management problems: how to achieve the necessary results with regard to the situation of the city and its prospects. A goal is a «results», and the strategy means of achieving them. Development strategy begins with an analysis of the internal and external situation of the city. Only after managers will get the results of the analysis of the external and internal environment of existence, they will be ready to establish sound strategy to achieve financial and strategic results. Incorrect results of the analysis or a lack thereof considerably increases the risk that will be made by the irresponsible actions that have long-term consequences.

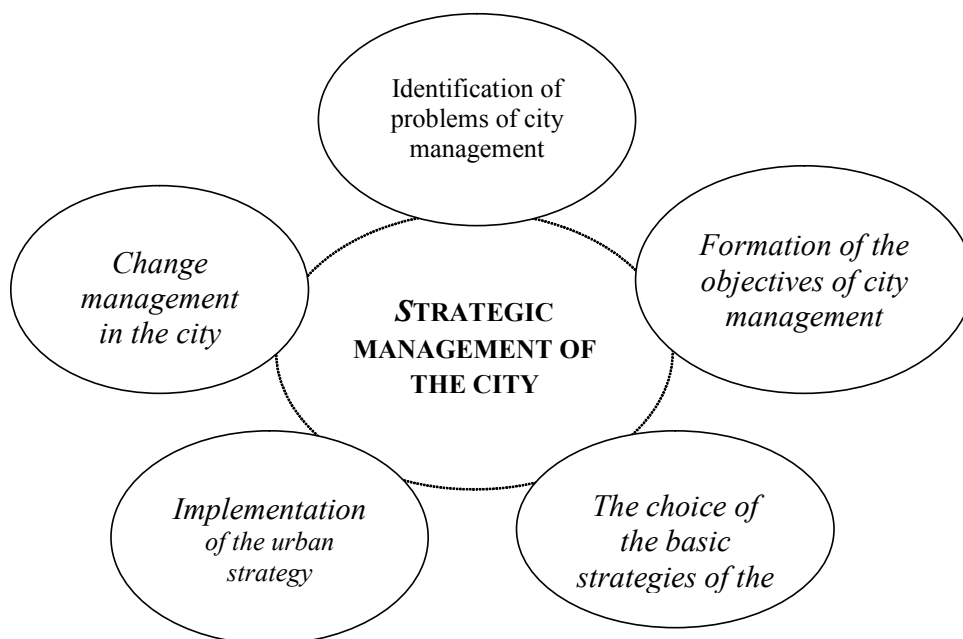


Figure. The basic components of strategic management of the city.

Ability to use different modes of action (implementation strategy) is to run strategy and get the necessary results in the planned time. To correctly install, what should be done for the introduction and effective implementation of the strategy, as well as obtaining good results, we need high qualification. Implementation of the strategy is mainly practical administrative task, which includes the following aspects:

- improvement of the management structure of the city, capable successfully to use the strategy;
- development of a financial plan directs resources in the most important for the strategic the success of the region;
- maintenance strategy policy and introduction of the practice of continuous improvement;
- creating motivation for the citizens of the city, which would stimulate vigorous achieve the set objectives;
- communication system of rewards to results achieving the set objectives;
- the creation of a culture of management and business climate, which would contribute to the successful implementation of the strategy;
- creation of such internal support system that would allow staff sectors of the economy to effectively carry out its strategic function;
- introduction of the system of internal leadership, necessary for career management strategy forward and continuous improvement of its implementation.

For the development and implementation of the city development strategy must be the formation of the system of strategic planning and management to ensure the implementation of the tasks and goals in the development of industries of municipal economy using the correct choice of priorities and the optimal allocation of resources available in the city. The system will create an effective mechanism to implement the mission of the town, as well as create favorable conditions for solving the problems of social importance.

Experience in strategic activities in other cities shows, that for successful realization of Strategy of development of the city to a number of important conditions.

Firstly, the professionals involved in the development and implementation of strategic decisions have to be creative participants in all stages of the process.

Secondly, in the process of developing and implementing strategies, programs and projects must not only use the existing potential, but also to identify and create new strategic resources and to attract external resources.

Thirdly, budgetary sources should be used mainly to create conditions for the formation and implementation of the strategy, the involvement of different extra-budgetary funds, requires the development of appropriate mechanisms in financial management.

Fourth, it is necessary to improve the legal base of strategic activities, including the provision of appropriate status of developed documents: concepts, strategic plan, programs and projects.

Fifth, in some cases it is expedient to create special subjects of strategic activities for the solution of new tasks of strategic development.

Development and implementation of strategy is a continuous process, which can connect at any time to all interested persons and organizations, who are not indifferent to the fate of the city and the region. Strategy should include all economically feasible projects and programmes developed by local organizations, aimed at improving the quality of life of the population of the city.

At the same time, in the framework of the strategy is the implementation of the following activities:

- monitoring of the key development problems of the city;
- identification of strategic partners of the city;
- formation on the basis of these ideas of specific development projects;
- appraisal and approval of strategic projects between actors on the city territory;
- development of resource schemes and implementation of projects.

Conclusion

Search of ways of successful implementation of the strategy is a continuous process. Some strategic tasks are solved easily, others are not amenable to solution. Implementation of the strategy is possible joint actions of the totality of management decisions and many incremental actions performed by the various target groups and individuals. Revision of the financial plans, policy changes, reorganization, changes in personnel, improvement of the educational process, cultural events – all these and other actions, typical managerial instruments used to implement the development strategy of the city.

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Козлова Людмила Вікторівна – к.е.н., асистент кафедри економіки підприємств Донбаської національної академії будівництва і архітектури. Наукові інтереси: соціально-економічний розвиток регіону.

Козлова Людмила Викторовна – к.э.н., ассистент кафедры экономики предприятий Донбасской национальной академии строительства и архитектуры. Научные интересы: социально-экономическое развитие региона.

Kozlova Liudmila – PhD, Assistant Department of Business Economics, Donbas National Academy of Civil Engineering and Architecture. Research interests: the socio-economic development of the region.