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ORGANIZATIONAL PERFECTION AS THE BASIS OF ORGANIZATIONAL CHANGES

VIKTORIIA KRALIA, OLHA PODOLSKA

Kharkiv Petro Vasylenko National Technical University of Agriculture, Ukraine

The main purpose of the organization is to meet the needs of the environment. The activity of the organization is considered successful, if it achieves its goals. External environment is susceptible to change, their needs change, so the requirements for the functioning of the organization are also changing. To achieve success, the organization must meet these requirements and be able to adapt to them promptly and adequately. Inconsistency with the environment will also cause changes in its activities, but the destructive character of the organization can lead to the liquidation of this organization. Besides external factors, the organization is influenced by internal factors which serve as impulses for the development of the organization [6-7].

Task formulation. Effective management of organizational change means to provide the purposeful activity of the organization, constantly improving and developing it, and achieving success. But it is exactly the perfect structure of organization that success of realization of organizational changes depends on [1, 2].

Results, their discussion and perspectives.

At the 58th Congress of the American Quality Association James Harrington presented 5 main components of organizational perfection, that reveal the essence of the theoretical foundations of managing change in the organization:

1. Process management.
2. Project management.
3. Change management.
4. Knowledge management.
5. Resource management.

Knowledge represents one of the most valuable assets of any organization and that is why a quality management is needed. Knowledge that creates the basis for gaining competitive advantages from the company, since any ready-made technologies can be copied and transferred to the most remote corner of the world instantly. Economic indicators of the company depend on the rational management of resources and assets of the organization. And the full use of the company's potential is possible only on condition of the effective concerted management and perfection of all constituents and cooperation between them. Consequently, the concept of organizational perfection aims at continuous improvement of the organization by managing the listed components.

Process Management – The concept of process approach is the basis of almost all methodologies for improving the organization. Under the process, we understand the sequence of actions to convert incoming data to the output, during which added value is created. That's exactly what makes the basis of everyday activity of the organization. To manage the process, the requirements for the characteristics of the output between the process manager and the customers must be established and agreed, requirements are set for the input characteristics of the process between process manager and suppliers, process parameters are defined, which must convert the input resources into the output product, the adjusted feedback between process and consumers, process and suppliers, a built-in system for measuring the parameters of the process throughout its path. These mandatory conditions must be fulfilled in the development of any process. However, most organizations do not form a majority support processes in advance. They are developed after they are needed. Most employees often follow the path of the least resistance, so over time they begin to operate at the minimum acceptable level.

Project management - production processes determine the activities of the organization, and projects provide a means to improve them. Projects have an important value critically, that is why it is impossible to underestimate importance of their timely completion, the result of that is creation of high-quality products. Organizations with an automated management system that have implemented project management standards and established project management offices (PMO) significantly reduce cases of closing projects, increasing their budget, or extending deadlines. The most important projects include projects of modernization and restructuring of production processes.

The most common reasons for failure are projects [8, 9].

Inability to observe the schedule of work execution through:

Economics

- Rejection of the duration of work from the planned;
- Lack of work in the work schedule;
- Delay in performance of previous works;
- Changes in the content of the project.

Improper use of resources due to:

- Lack of specialists;
- Ineffective distribution of time;
- Incompliance of performers with qualification requirements.

Ineffective project portfolio management, consisting of:

- Incorrect selection of projects in a portfolio.

In most large organizations, several projects are executed at the same time, and projects can be interconnected, requiring the same resources. Requirements and project timetable may change. It does not allow organizations to manage each project in isolation and forcing them to use a portfolio approach to managing all projects while ensuring optimal allocation of performers and priorities between them. This project management must ensure their effective integration into daily operations, which combines projects, resources and knowledge of the organization to achieve common goals.

Change Management - that organization changed really, top management must be the first in business to show their ability to change. The organization must have a change management system, the main tasks of which are [11]:

- Identifying the need for change;
- Identifying ways of making changes;
- Implementation of change.

Most modern organizations have not yet fully realized the need for integrated change management systems. Top management must clearly present, which changes are necessary for organizations, and understand that the simple improvement of processes is not the right thing. These are the fundamental principles of the organization. This means that the company must have a clear vision of its strategic future, understand the nature of the driving forces of its business and their mechanisms of action, and determine trends in changing the main factors affecting business [3].

Knowledge management, in the modern terms of knowledge, is the key factor of success of the organization. The Internet and modern information technologies open up unprecedented opportunities to access the information. But most of the organization's knowledge can't be documented, as it is a personal experience of people who do certain work. This knowledge of the dismissal of an employee can be lost forever. Therefore, there must be a knowledge management system that allows to filter out unnecessary information and knowledge necessary to save and accumulate. Taking into account that the amount of information is endless, management system must be concentrated round the knowledge which is the base for the company. Knowledge is understood as a collection of experience, rules, traditions, values, expert judgments, intuitions, representing the working environment and serve for further experience and information.

Resource Management - Every task, every project in the organization needs the necessary resource support. The number and variety of resources used by the organization makes it extremely difficult to manage them [5].

Conclusion. In the conditions of the rapid development of technology and technology, dynamic changes, the development of interdependence in the management of the principles of importance becomes the desire for organizational change as an opportunity to hinder stagnation and ensure the effective use of all available resources of the organization. The main source of all these features is change management, aimed at sustainable and effective development of the organization.

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