
УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Professor,**R. V. Yankovoi**, Candidate of Economic Sciences,
Associate Professor**THE ROLE OF COMMUNICATION MANAGEMENT IN THE STRATEGIC MANAGEMENT SYSTEM
OF HIGHER EDUCATION INSTITUTIONS**

Abstract. *The essence of communication management is specified, the importance of the role of communication management within the enterprise is substantiated, its functions are highlighted.*

Keywords: *communication management; communication processes; communication system; enterprise; management system.*

O. I. Гарафонова, д. е. н., професор,
Р. В. Янковой, к. е. н., доцент**РОЛЬ КОМУНІКАЦІЙНОГО УПРАВЛІННЯ В СТРАТЕГІЧНІЙ СИСТЕМІ УПРАВЛІННЯ ВНЗ**

Анотація. *Уточнено сутність комунікаційного менеджменту, обґрунтовано важливість ролі комунікаційного менеджменту на підприємстві, визначено його функції.*

Ключові слова: *управління комунікацією; комунікаційні процеси; система зв'язку; підприємство; система управління.*

РОЛЬ УПРАВЛЕНИЯ КОММУНИКАЦИЕЙ В СТРАТЕГИЧЕСКОЙ СИСТЕМЕ УПРАВЛЕНИЯ ВУЗ**O. I. Гарафонова**, д. э. н., профессор,
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Аннотация. *Уточнена сущность управления коммуникациями, обоснована важность роли управления коммуникациями внутри предприятия, выделены его функции.*

Ключевые слова: *управление связью; коммуникационные процессы; система связи; предприятия; система управления.*

Introduction. 21 centuries is characterized by globalization, it is a time when knowledge, information is the driving force are in one fields. They are the basis for creating most of the benefits and determine the successful development of any economic system. A characteristic feature of a market economy is that information and knowledge are embodied in most of the created benefits. Therefore, in conditions of modern production, ensuring its efficiency and new qualitative growth in an unstable external environment, communication between people and organizations turns into a strategic resource of management.

Recent research and publications. In the world and domestic literature of communications are considered in such sciences as history, psychology, sociology, management. The works and problems of communication management are devoted to the works of V. Bebique. [1], Zverintseva A. B. [2]; Orlova T. M. [3], Prus L. P. [4], Shpak N. O. [5], Spivak V. A. [6]. However, enterprises ignore the development of communication management within the enterprise, believing that external communications are more important.

Target setting. The purpose of the article is to develop methodological and practical aspects of creating and managing a communication system within the enterprise. The subject of the study is the

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

methodological and practical aspects of the establishment and management of the enterprise communications system.

Actual scientific researches and issues analysis. Communication management refers above all to the top management, which should build connections within the enterprise, both horizontal and vertical. Successfully built communications are a guarantee of timely response to emerging problems, conflicts, and response to them in the first stage - the stage of occurrence.

Only in the case of the manager's awareness of the entire work of the company, he can plan employee work, assign tasks, monitor, make changes and provide employees with resources.

Communication involves the relationship of staff, ensures the coordination of its activities, which is aimed at achieving the goals of the enterprise.

The concepts of communication "communication" quite a lot, consider this concept in terms of economic approach (Tab. 1).

Table 1

Interpretation of the essence of communications

| Author | Concept | Comment |
|-------------------------------------|---|---|
| Miller B. Z. [9] | The process by which managers develop a system of information provision, the transfer of information to a large number of people in the middle of the enterprise and individuals and institutions outside it. | Missing in determining the feedback from subordinates to the manager. |
| Khmil F. I. [10] | The exchange of information, as a result of which the manager receives the information needed to make effective decisions and bring it to the attention of employees. | There is no feedback, only the receipt and analysis of information is available. |
| Hirchenko T. D., Dubovyk O. V. [11] | Effective communication with actual or potential buyers of products. | Lack of communication in the internal environment. |
| Zhigailo N. [12] | Exchange information with words, letters, symbols, gestures, through which the manager receives information to make effective decisions and bring them to execution. | Only the traditional means of information exchange is shown, there is no technological aspect. |
| Yalovegha N. I. [13] | A set of measures aimed at establishing a two-way communication between consumer cooperatives and other market players through the use of appropriate tools to enhance the efficiency and impact of the market. | There is no attention to the availability of information as an object of the communication process. |

On the basis of the generalization of the approaches of different authors to the definition of "communication", we propose to consider the communication process between the subjects of the management system, the exchange of relevant, accurate, complete and timely information, using verbal and non-verbal methods, with the help of developed technical infrastructure, for the sake of effective management at the enterprise. The main time of its work, the worker of an enterprise of any level spends on the exchange of information within the enterprise, and from the outside: the establishment of relations with external consumers, contractors, etc.

Having analyzed the terms, communication is the exchange of information between people, which is necessary for the leader to make effective decisions. The quality of decision-making depends on how well communication is managed. Otherwise, people may misunderstand leadership desires, and spoil interpersonal relationships. The effectiveness of communications is often considered the degree of implementation subordinates adopted by the leadership.

Without communication processes, the organization ceases to be managed, its activities become chaotic, uncoordinated.

There are three aspects of communication management: technical, semantic and pragmatic. The technical aspect reflects the processes of transmitting information from sender to receiver on different channels. The semantic aspect reflects the transmission and reception of information, including its

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

understanding by the recipient. The pragmatic aspect takes into account the influence of accepted information on the behavior of recipients and the effectiveness of the use of this information [7; 8].

With the advent of communication management, management began to focus on setting up communications within the enterprise, which affects productivity and operational efficiency.

No company can operate without an external environment. The external environment includes all of the organization's links with which the company meets in its day-to-day and strategic activities. These are all connections outside of the company, because all elements of the environment affect it. The environment is not stable, therefore, each enterprise should know the competitive environment, receive timely information on the nature of its changes and respond to these changes. If the uncertainty of the level of the environment increases, then the uncertainty of the external and internal state of the enterprise increases, management processes become more complicated, information exchange and expenses of the enterprise increase.

The internal environment is no less important than external, it takes managerial decisions. The environment inside the enterprise is a separate functional areas and groups of resources, which is common to all business entities. Internal communications depend on the size of the enterprise, the type of its activities and the current stage of its life cycle. The communications system of a large diversified enterprise requires continuous reengineering. The communications system of a small enterprise with a limited range of products may have such a margin of power that will enable the necessary business processes to be serviced, even if the company's rapid growth and a partial change in technology and activities. In addition, such communication systems do not lead to excessive costs for its operation and maintenance.

Table 2

The place of communication management in the management system

| | | |
|-----------------------|--------------------------|-------------------------|
| Personal management | Communication management | Legal management |
| Marketing Management | | Economic management |
| Knowledge Management | | Social management |
| Production management | | |
| Innovation management | | Political management |
| Financial management | | Humanitarian Management |

Source: compiled by the author on the basis of [1]

The place and role of communication management in the management system both in the scientific field and in the interconnection of internal organization is reflected in Tab. 2.

The main purpose of the enterprise communications system is to provide the necessary and sufficient information exchange between the structural elements of the organization [1]. Mandatory conditions in the system: sufficient speed of information exchange, minimal losses and the necessary level of protection of confidential data. The communication system should be provided with sufficient input resources, technologies and interactions between internal elements.

The internal communication is provided by the following components: personnel qualification, its psychological characteristics, conflict, leadership, technology, software, channels and information processing systems. It is impossible to achieve complete automation of communications, therefore, the socio-economic component evaluated by certain indicators is more important. In addition, in the event of a failure of technologies that provide communications, you can switch to tighter communication management in the normal mode (communication).

The effectiveness of communication management manifests itself as a result of the qualitative filling of the classical functions of management of the new content, as well as the result of the implementation of a number of specialized functions that are due to the use of new managerial, marketing and information technologies, the innovative activity of economic systems [13].

To assess the level of communication processes can be analyzed by elements of the management of communications (Tab. 3).

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Table 3

Influence of communication processes on the organization's activity

| Element | The scope of questions | Importance |
|---------------------------------|--|--|
| The structure of communications | The degree of internal integrity of the organization, the consistency of decisions, the speed of receipt of information, the specifics of internal and external information flows and communication networks. | The speed of obtaining information depends on the structuring and networking of communications. |
| Downstream communications | The state of communication between different levels of the hierarchy: communicating management directions, information about organization goals and development prospects, as well as questions about expected results and rewards, standards and criteria for evaluating work, encouragement and punishment, distribution of organizational values and operating principles. | The speed and quality of obtaining subordinate information from the management. |
| Horizontal connections | The state of information exchange between different departments and officials at one level of government, the level of coordination of activities of subdivisions and executives, the use of working groups, consisting of employees of different units, to solve production and management tasks. | Coherence and purposefulness of the activities of units and executives who are at the same level of management. |
| Communication channels | Provision of technical means of communication, the level of expenditures on technical means of communication, the correspondence of the use of channels specific message and the goals of communication, the level of ownership of technical means of communication, the quality of written communications. | Using a variety of communication tools. |
| Information needs | For senior management, the following parameters are evaluated: preliminary analytical processing of information, quality of internal and external information, awareness of the state of affairs on the ground. To determine the level of satisfaction with the information needs of departmental managers and employees: awareness of the organization as a whole, about future changes in the work environment, expectations of management and possible remuneration, as well as the quality of information received and its adequacy for the performance of official duties. | Identifying the needs of everyone, trying to match the goals of the employee with the goals of the organization. |
| Communication climate | A sense of importance for an organization, job satisfaction, trust in leadership, traditions of joint problem solving, interest in a joint result, level of communication competence, mentoring, transfer of experience and traditions, atmosphere of cooperation and team-friendliness, loyalty to the interests of the company. | Categories of assessment that reflect the socio-psychological aspects of communication activities. |
| Feedback | The ability of employees to provide feedback, ask questions and make suggestions, as well as openness of leadership to questions and suggestions of subordinates. The senior management evaluates the organization's interest in disclosing the potential of each employee and its inclusion in the management process, as well as the availability of personnel opportunities for making proposals for the development of the organization. In assessing the level of customer feedback, factors such as the availability of opportunities for customers to make suggestions on improving product characteristics, service and warranty service, information channels, assessing the level of customer satisfaction, and identifying unsatisfied customers determine. | Quality of feedback both within the organization and with clients. |

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Thus, the diagnosis of communication communications is an important task for enterprise managers who must simultaneously monitor the development of external and internal connections, receive an inverse flow of information from customers, listen and respond. A continuous process of improving communication at the enterprise is a team of teams in one team, working for a single blessing. The success of communications depends on the existing competence of the manager who has received the status of a leader, positively affects others, understands psychology well, motivates other behavior, and is able to direct the team to a specific purpose.

Preparing a communication plan for project management involves six key points that define the audience, define requirements, create a communication schedule, finds a responsible team member for the preparation and planning of communications, defines communication tools and, finally, prepares content.

1. Definition of the audience. This is the simplest element in creating a communication plan. What needs to be done in this area by listing key stakeholders who need information on the course of the events in the project.

2. Definition of requirements. In this part, the project manager answers the question: "What are the key stakeholders?" This question should be answered depending on the level of technical knowledge of the audience.

3. Create a communication schedule. At this stage, the project manager should have audience information and requirements. Now is the time to answer the question: "When to do this?" Such a schedule should be prepared and verified by the audience. The graph should be flexible and respond to the situation when the meeting was missed. This plan should also be consistent with the project development schedule.

4. Find a responsible member of the team. A project manager can do this on their own, but involving team members or managers in communication provides a high level of commitment to the project. Consequently, at this stage, a group must be selected to manage the communication process.

5. Definition of communication environment. Information should be provided smoothly, especially for interested parties. They do not participate in the project, but they need to know what's going on. At this stage, the appropriate environment should be chosen to ensure that information is provided to interested parties in a successful manner.

6. Preparation of the content. Now that everything is determined, the project manager (or designated team member) must prepare the content of communication. The content must be verified by the project manager before representing the stakeholders. The content should include the purpose of the process, the steps involved in the process, as well as the roles and responsibilities of team members at the current stage of the project. Using a template to prepare content generally accelerates this final step.

Conclusions and further research. 1. Well-planned and effectively implemented communication system is extremely important, it provides effective information exchange between managers and employees to achieve the goals and objectives of the organization.

2. The importance of managing communications and information contributed to the separation of a new type of management - communication. Its meaning is the exchange of information, knowledge and intellectual property in the organization's operation.

3. Effective communication system work requires appropriate inputs, technologies and management interactions. The effectiveness of enterprise management and the result of its activities greatly depends on this.

5. To diagnose and eliminate contradictions in a timely manner, they conduct diagnostics of the enterprise with the help of a list of indicators and norms. This received information as a result of diagnostics becomes the basis for developing a set of measures to improve the communication processes in the enterprise between subordinates and management working for the development of the enterprise.

6. Prospects for further study of the problem are the analysis of the peculiarities of business communication while managing the organization in the context of the global financial crisis.

The essence of communication management has a dual nature. On the one hand, communication management is an integral part of the theory of management of economic systems. He studies the

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

interaction and interconnection of time and space elements that form and effectively use all kinds of capital of economic systems, as well as laws of information, knowledge and intellectual property exchange. On the other hand, communication management is considered as an independent professional activity of the manufacturer, intermediary and consumer (subjects and objects of the economic system) to implement a communicative strategy, formed in accordance with the motives, attitudes, interests, relationships and specific goals of each.

Consequently, communication management is above all, public relations, with public opinion.

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