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**ADAPTIVE MANAGEMENT METHODS OF TRADE ENTERPRISE  
(АДАПТИВНІ МЕТОДИ УПРАВЛІННЯ ТОРГОВЕЛЬНИМ  
ПІДПРИЄМСТВОМ)**

*Розкрито значення, місце та роль методів адаптивного управління в діяльності торговельного підприємства, наведено його різновиди.*

Objective reality, which is caused by the influence of the external environment and multiple state institutional changes at the modern stage of state development, leads to a steady increase in external and internal influences on trade enterprise. Such circumstances usually create an environment with a high uncertainty for management decisions. The lack of management techniques of trade enterprise, taking into account the uncertainty of external factors, affects the results of the commercial enterprise operation.

The trade enterprise belongs to a class of complex systems, and therefore, has its own particular properties. The development of the enterprise and increase or at least maintaining it at the required level of competitiveness in a situation of continuous interaction with the dynamic environment is possible due to the active use of adaptive management techniques.

Active use of adaptive management methods allows the enterprise to occupy leading positions on the market and achieve at a certain interval of time specified enterprise goals. At the same time, companies, that use the adaptive management techniques, faces a significant risk, which is determined by the stochastic nature of innovation. The central point of adaptive management is the acceptance of administrative solutions for selection and implementation of the development strategy.

The process of acceptance of administrative decisions, according to specific criteria, is a task of adaptive management with elements of uncertainty, in the solution of which many factors must be taken into account and large amounts of information should be processed in a short period of time. Adaptive management methods are necessary tools, which allow increasing the speed, accuracy and scientific validity of solutions of this problem.

In modern conditions in the daily activities director performs management functions, uses various principles and methods of management, adhering to his own particular style. None of management

system can carry out its activities without the use of management methods - ways in which the management functions are implemented. Another definition of management method – is a set of techniques and methods of influence on the managed entity with the purpose of solving questions and tasks.

In practice of adaptive management usually simultaneously different techniques and their combinations are used. All management techniques supplement each other and are in constant dynamic equilibrium.

However, despite the significant amount of researches of adaptive management techniques and the active searches of ways of their application, many methodological and methodical questions of this important issue has not been resolved. The use of adaptive management methods does not require the analysis of individual data elements and simple connections between them, but the study of complex aggregates that form integral information systems.

Thus, adaptive management methods of trade enterprise – are the ways of administrative activity realization, which are used for the formulation and solution of problems of stable functioning, as well as for the development of complex organizational systems.

In the practice of management at the same time different methods are used. The following management techniques can be distinguished:

1. General scientific techniques (systematic approach, a comprehensive approach, modeling, experimentation, concrete historical approach, methods of sociological researches).

2. Specific methods that are implemented in three main areas:

- management methods of functional subsystems organization (marketing, innovation, production, finance, personnel, etc.);

- methods of governance functions realization (forecasting and planning, organization, coordination and control, activation and stimulation, control);

- methods of acceptance of administrative decisions (setting problems, problem solving, selection decisions and organization of making management decisions)

The organizational – economic mechanism of adaptation in the competitive environment is an integral part of the adaptive enterprise management system; it provides the integration of functions and adaptation tools, and also purposeful influence on the factors that are important for the effective functioning of the enterprise.