

OPERATIVE MANAGEMENT OF PRODUCTION

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In conditions of transition to market relations, when flexible response to changing consumer demand for one or another type of product, the role of operational management of production, which is a process of managing current events, that is, a set of measures that allow to influence specific deviations from the established objectives of production.

The purpose of operational management is to create a management system to achieve the current goals of the enterprise, as well as timely measures to optimize the ratio of costs and results.

The content of operational management of production is to establish the place and time of manufacturing products, assembly units, parts; account of the actual course of the production process; the determination of deviations from the pre-established plan and the regulation of the production process, carried out in order to eliminate the effects of unwanted deviations and to ensure the timely implementation of the main tasks of operational management.

Operational goals, defined in specific parameters, help the company to avoid failures and risks associated with the realization of long-term goals. In doing so, the priorities of the activity and criteria for determining the quality of the organization. In general terms, short-term goals become tasks. This makes it possible to establish a link between the needs and opportunities of development and to determine the prospects for using existing production potential.

The system of operational management of production is a complex organizational and planning system, which includes functional, elemental and organizational subsystems.

In functional terms, operational management of production varies as follows:

- at the level of enterprise management, it consists in organizing the movement of objects within the year, quarter, month;
- at the management level of the shop such a breakdown is carried out within the limits of a quarter, a month, a week;
- at the control level of the polling station - within the limits of the month, week, days, changes and hours.

Elementally, depending on the level of operational control, changes:

- in the composition used and qualifications of management personnel;
- on mathematical maintenance of tasks of planning of production;
- on composition and number of complexes of technical means used;
- according to the schedule of scheduled standards; according to planned accounting units;
- on the composition and content of the planning and accounting documentation; by the nature and intensity of information flows.

In organizational terms, the system of operational management of production carries out its functions with the help of:

- planning and dispatching department at the enterprise level;
- planning and dispatching bureau at the shop level;
- planning-managerial staff of the district at the district level.

The functions of the system of operational management of production include:

- 1) leadership as a decision-making process;
- 2) planning as a process of determining the line of behavior of the object of management to achieve this goal;
- 3) accounting as a process of monitoring, analyzing and detecting deviations from the given plan of the object's line of behavior;
- 4) regulation as a process of localization of emerging deviations and preservation of a given line of behavior of the controlled object.

The set of controlled operational control indicators is wider, more detailed and specific than strategic management. It is determined on the basis of current performance indicators of the enterprise,

as well as the analysis of weak manufacturing sites, taking into account the specifics and characteristics of the enterprise. However, only the definition of current performance indicators of an enterprise is not enough for the early detection of a crisis situation: it is necessary to have information about the criteria that can indicate the level of efficiency or lack of enterprise activity and the trends in the situation.

The management structure of the operating system covers all possible actions, processes, receptions associated with the immediate release of products (provision of services).



All of these management subsystems are equitable and have their respective policies, methodologies and implementation tools.

Also, the feature of operational management is that the entire system of management of results and costs is carried out on the basis of accounting for marginal profit. This system assumes when planning a calculation to take into account only a limited cost. The rest of the current expenses is not included in the calculation, but is reimbursed by the total amount without distribution in the objects of expenses from the proceeds from sales of products. The amount of profit from sales of products can be obtained as the difference between the amount of coverage and constant costs. In this case, the amount of coverage is determined by the excess of net turnover over variable costs.

The use of this system avoids errors in the traditional calculation of costs at full cost, when the object costs include not only variables, but also constant costs. However, the nature of these costs is such that they can't be accurately attributed to the object of expenditure, so they are included in the cost of products, works and services in proportion to the chosen basis of distribution, which, accordingly, leads to changes in cost. In addition, the definition of full cost in the case of shortage of production capacity leads to the inclusion in the calculation of idle costs, which also changes the actual value of the cost of production of this product. Thus, the changed information on the cost price of manufactured products may lead to errors in the adoption of operational decisions, especially in the selection of optimal production volumes, in assessing the profitability or loss-making of products, product groups, individual liability centers, etc.

The combination of strategic and operational planning at the enterprise allows to achieve harmony of perspective and short-term interests of the enterprise. Reasonable construction of strategic policy allows the company, adjusting the current actions, to ensure effective activity in the future period of time. Proper organization of operational planning allows to achieve effective production in the current period of time and realize today's interests of the enterprise.

Reference

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