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Myronova O., *PhD, Associate professor*
Kazmin I., *PhD student,*
Simon Kuznets Kharkiv National University of Economics,
Kharkiv

TYPES OF ORGANIZATIONAL TRANSFORMATIONS DURING AN ENTERPRISE DEVELOPMENT

Today, Ukrainian businesses meet many challenges, such as the constant volatility of the economic environment, the COVID-19 pandemic, and now the War. In such conditions, companies must constantly look for ways for further functioning and development. The functioning of the enterprise, as well as its development, is possible due to the introduction of organizational transformations that will allow to adapt to new conditions and bring the enterprise to a new, higher level of efficiency.

Various foreign and Ukrainian scientists dealt with the issue of organizational transformations at an enterprise: S. Robins and D. DeCenzo, O. Skibitskyi, I. Petrova, R. Hall, J. Boyett, L. Winaryk, A. Van de Ven, U. Barnet etc.

The purpose of scientific research is to investigate the types of organizational transformations and their consequences in the context of enterprise functioning and development.

Organizational transformations in the research will mean large-scale, targeted systemic changes in the organization for quick and effective adaptation to the variability of both external and internal operating conditions, in an effort to strengthen or support competitiveness [1].

The basis of organizational transformations is the concept of changes and transformations, but in a large-scale understanding of these processes. Therefore, it is advisable to consider the types of changes and transformations that will allow organizational transformations to be carried out at an enterprise.

The same opinion is held by Ye. Ivchenko in [2]. He defines the set of organizational transformations as a transformational process that is “a complex object

that requires multifaceted consideration” and is based on a set of organizational transformations.

Let's consider the types of transformational processes that can occur during the development of the enterprise. Thus, according to the research of Ya. Sosnytska [3], transformations differ according to certain criteria:

1. By the economic content:

changing management mechanisms from market to intra-organizational ones and vice versa – integration and disintegration;

changing ownership rights of management – reorganization;

changing the resources structure – restructuring;

changing the processes structure – reengineering.

2. By orientation:

changes aimed at achieving financial goals – financial organizational transformations;

changes aimed at achieving non-financial goals – non-financial organizational transformations.

3. By the main tasks:

transformations based on the use of the existing capabilities of the enterprise – transformation of functioning;

transformations based on capacity building – improvement transformations;

transformations based on the creation of qualitatively new opportunities - transformation of development.

4. By the reasons:

caused by external factors – exogenous transformations;

caused by internal factors – endogenous transformations.

5. By coverage of elements:

single-element transformations;

functional (internal) transformations;

system transformations;

global transformations.

There are other types of transformations, for example, depending on strategic goals – strategic and situational transformations and others.

According to different types of organizational changes, transformations can be different. Based on the goals of the changes – transformation regarding the creation of an effective management mechanism; transformations aimed at increasing competitiveness; transformations of development; functional transformations; financial transformations. Based on the level of organizational changes – systemic and local transformations. Evolutionary and revolutionary transformations are distinguished by the intensity of changes.

Thus, it can be noted that organizational transformations of enterprises are based on a set of changes and transformations and may have different types, nature, directions and consequences. It is appropriate to consider transformational processes as a basis for the development of domestic enterprises in the future.

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Pavliuchykh I.I., student

*Scientific supervisor – PhD in Economics, associate professor Lytvynenko L.L.
National Aviation University, Kyiv*

INCREASING THE LIQUIDITY OF ENTERPRISES UNDER MARTIAL LAW IN UKRAINE USING INTERNATIONAL EXPERIENCE

At present, due to the invasion of Ukraine by the Russian aggressor, the economy is suffering from negative changes affecting economic development. Under these conditions, in order to ensure the improvement of the national economy through the increase of business efficiency and to create conditions for the gradual recovery of enterprises from the crisis, special attention should be paid to measures to increase the liquidity of domestic enterprises. The relevance of this problem is determined by the fact that its solution will not only help enterprises survive in the extremely difficult conditions of martial law, but will also create the necessary basis for the gradual identification and realization of opportunities for the development of enterprises in various fields of activity, as well as the national economy as a whole.