

from their technical condition and architectural appearance.

We observe a direct relationship between development district, region, oblast and state as a whole and on the activities of a construction company. Reducing all cause-effect chain we can claim that the construction company which activities represent one of the important factors that shapes and defines the vector of development for the growth of living standards, creates value and attractiveness of the region in which the constructions are built.

Having found the dependence of how and what way the object in the region affects the development we can formulate growth strategy for this particular region and locality. Without excess costs and investments we can involve building organizations whose activities provide an opportunity to get the biggest benefit from their final product.

To implement the above ideas it is required the development of the technique through which according to the statistical data would be clearly defined what contribution, particularly economic, cultural, technical, industrial, will be received from the construction company.

The method takes into account the legal ownership of the building, which is the subject of business branch it serves, its working capital, specialization, object orientation, form of control etc.

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VALUE-ORIENTED MANAGEMENT OF URBAN PROJECTS ON PRESERVATION OF THE HISTORICAL AND CULTURAL HERITAGE

Sustainable urban development requires that proactive activities should be performed such as implementation of lots of urban projects and programs each of which includes analyses and formulation of problems concerning the city space, development of possible plans for their solution, and choice and decision making that are aimed at improving the standards of a city life. Today, the issue of preserving the historical and architectural heritage is still one of the most urgent problems in the urban planning sector of Ukraine.

According to recent studies, almost every object of historic interest is in poor condition, and every tenth monument is in emergency need of being renewed just as all of these sights require urgent protection and profound restoration. The risks of the projects encompass the following factors: financial risks (joint sources of funding); limited regional resources for providing specific services (implementation of unique projects requires involvement of organizations which are able to develop appropriate design and technical documentation and perform the work on the contract); the complexity of the decision-making process which is related to the «advanced» state rules and regulations for construction of monuments that are enlisted as the cultural heritage. An analysis of the current project management system on preservation/restoration of the cultural heritage showed its inconsistency, first of all,

due to the absence of a formed proactive space of the project-oriented organization management system (similar to Project Management Office) and as a result of underestimation of the value of the programs on preservation and restoration of the cultural heritage in the project environment (administrative officials, representatives of local history societies, architects, assessment developers, technical experts, etc.).

The projects on preservation of the cultural heritage lack the approaches which are aimed at creating «the values of the recent history», «sustainable development» rather than at performing the physical volume of construction works (restoration of «the values of the ancient past»).

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STRATEGIC MANAGEMENT TOOLS FOR CONSTRUCTION ENTERPRISES

In modern conditions of construction enterprises functioning the relevance of the strategic management of their activities increases. The strategic management is defined as purposeful impact on a complex network of business processes of a construction enterprise to ensure its functioning in the long term and is characterized by the following features:

- is based on the intellectual capital as a foundation of construction enterprises functioning;
- determines long-term orientation;
- orients activities on the needs of consumers;
- ensures flexible control, dynamism, synergy, timely changes within the enterprise, which meet the challenges of the external and internal environment, and creates competitive advantage.

The strategic management tools can be defined as a myriad of concepts, approaches, system of indicators, methods, models used in decision-making to ensure effective construction company development in the long term. The conducted analysis showed that at different stages of strategic management different set of methods and tools are used:

- in the process of analysis of the enterprise environment – SWOT-analysis, competitive analysis, functional and cost analysis, benchmarking, etc.;
- in the process of determining mission and goals of the enterprise – brainstorming, goals tree, business engineering, etc.;
- in the process of strategy selection – BCG, Mc Kinsey, ADL matrixes, method of product life cycle, portfolio analysis, etc.;
- in the process of strategy development – models of I. Ansoff, H.Steyner, SADT, methods IDEF3, DFD, ARIS, scenario planning, etc.;
- in the process of the strategy implementation – balanced Scorecard, work breakdown structure, etc.;
- in the process of assessment of the effectiveness of the implemented strategy – internal audit, strategic audit, etc.

Summarizing all the above mentioned, justified application of strategic management tools will enhance the effectiveness of strategic management, will