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Contact adress:

prof. Ing. Alojz Podolák, CSc., Ing. Roman Serenčes, Katedra ekonomiky, Fakulta ekonomiky a manažmentu, Slovenská poľnohospodárska univerzita, Tr. A. Hlinku 2, 949 76 Nitra, tel.: 037/650 85 85, e-mail: serences@hotmail.com

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## ADMINISTRATIVE SITUATIONS: CLASSIFICATION AND STRATEGIES OF SOLVING

### RIADIACA SITUÁCIA: KLASIFIKÁCIA A STRATÉGIA RIEŠENIA

Leonid VOROBJEV<sup>1</sup>, Vladimir GOZORA<sup>2</sup>, Leonid KAZAKEVICH<sup>1</sup>

<sup>1</sup>Byelorussian Agrarian Technical University Minsk, Belarus

<sup>2</sup>Slovenská poľnohospodárska univerzita v Nitre

The work presents the model notions for description and classification of the administrative situations developed and specified according to the market conditions. Their sources and contents, as well as the elementary cycles of control and strategies used when deciding the administrative problems are analyzed too.

**Key words:** situational method, administrative decision, productive situation

The problems arising when controlling an enterprise are often situational ones by their nature, i.e. they are a consequence of some branches in the mechanism, structure and control processes under the influence of various factors. It is conditional on quite difficult modern objects of control and constant changes in the external and internal environment conditions. As a result, there is the necessity of varying the forms, methods and systems of control, depending on objective conditions of the enterprise and using the situational method (Ekaterinoslavskiy, U. U., 1988; Pospelov, D. A., 1986; Tamm, B. G. - Puucen, M. E. - Tavast, R. R., 1987).

#### Material and Methods

When solving the administrative situations, it is necessary, firstly, to investigate the reasons for and sources of an arising situation; secondly, to find the object which could be affected by administrative influences in order to solve the situation; thirdly, to elaborate the control procedures which must be adequate to the purposes for solving the situation. Here, the different methods are being used. Thus, Pospelov, D. A. (1986) proposes to divide all the situations into the current ones corresponding to the structure of an object of control and its function at the present moment and into the complete ones, when all the aggregate of arising situations and the state of control system are taken into consideration. Any type of administrative situations is generalized by a number of signs. However, this method is immaculate only theoretically and does not permit to research completely organizational and economic problems which are arising. Among the other methods, it is worth underlining the description of the characteristics of administrative situations, which is based on analyzing the processes of making decisions (Vendelin, A. G.,

1977). The whole scheme of solving the administrative situations process is as follows: determining the sections of activity where the difficulties have built up; describing the situation; regulating the difficulties according to their complication; formulating and following a solution to them. Here, one picks up the source of an arising problematical situation and its development prognostication, but the characteristics of the situation are not being opened up.

The model (Ekaterinoslavskiy, U. U., 1988) based on a number of administrative situations stems from the external and internal environment of the enterprise. Examining their substantial characteristics and using several strategies of solving the situations may be used as the basic one.

One of the main drawbacks of this model is an unsatisfied interest of the consumers the enterprises under market conditions must aim at. The limited set of strategies to use when solving the administrative situations does not allow describing adequately the activity of enterprises at the modern level of output development.

The given work is intended to develop models of the situational control, taking into consideration the market conditions. The classification of the administrative situations and their solving strategies are examined.

#### Results and Discussing

The necessity for classifying the administrative situations is caused by their differences, which is the first stage of the process to solve the situational problems of control. When classifying the administrative situations, it is worth taking into consideration the stage of actual cycle of an enterprise. Then, the sources of an arising administrative situation must be defined and characterized.

As usual, one considers three stages of life cycle of an enterprise: establishment, functioning and bankruptcy. According to this, one can pick out three types of the administrative situations: development process (DPS), active process (AS) and transition process (TPS).

The sources of an administrative situation shall be picked out according to the functions to be carried out at the enterprise and its ties with the external environment, as well to the participants on the enterprise's activity and their interests (Vorobjev, L.A., 1999).

Being a complicate social-economic and industrial-technological system, a modern enterprise when reaching its outlined purpose implements a whole set of various functions: industrial-technological, market, innovative, social, ecological, economic or organizational ones. The implementation of these functions means, firstly, the work of the staff including processing raw material and energy into some material result. Secondly, it is the work of engineers and technicians to get and classify new and actual knowledge of material - energy transformations, i.e. the intellectual providing of the output when an enterprise functions. Thirdly, it is worth accounting for the activity of management staff in the area of organizing and controlling the work of the productive staff when getting the final result of the enterprise activity. It permits to pick out three structural co-systems, which may be the sources of an administrative situation: productive (PC), intellectual (IC) and administrative (CC) ones.

Any enterprise, even being a separated unit functioning independently, has its own information and material ties with the external environment. First, there are the ties with the supreme organs of the state power and the economical administration, which promulgate some control influence with reference to this enterprise, i.e. the directive environment (DE). Also, the enterprise needs some ties to arrange its interactions with other organizations which do not affect it directly. This is the environment of equal rights (EER), which includes the suppliers of raw material, partners, etc. The most important are the ties with consumer's environment (CE). Introducing this element of the external environment, it is necessary to take into account that the main purpose of any enterprise is to overrun its own limits. It is situated in the social circle, because the enterprise is a social organ. The sole objective of the enterprise is to attract the consumer and to satisfy his interests (Vorobjev, L. A., 1999). The consumers, purchasers, clients must be considered the most important participants in the enterprise activity in the modern market conditions.

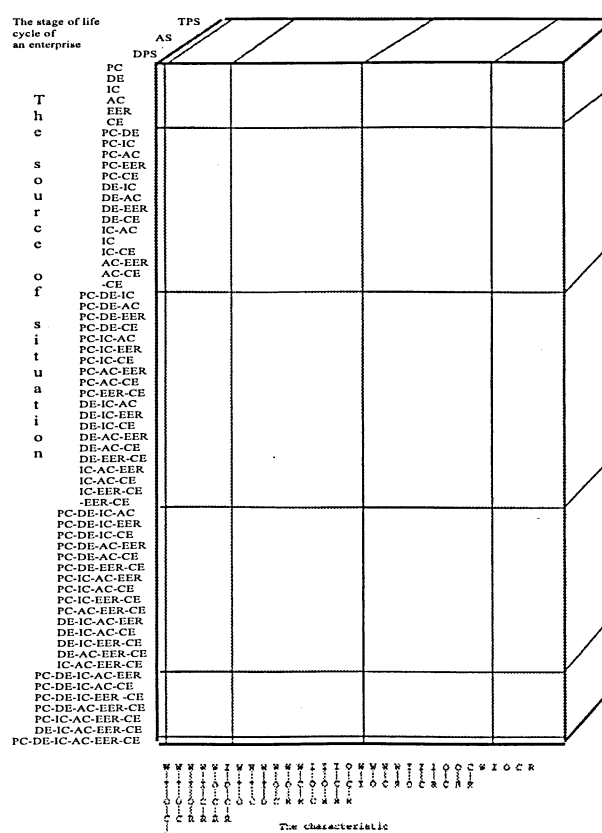
Not only the productive, intellectual, administrative co-systems and the directive, equal right, consumer's environments can be the sources of an arising administrative situation, but also the results of their interaction can be these sources too. A number of external and internal environment elements at the enterprise and their various combinations characterized the dimension of an administrative situation source and may vary from one to six. The last case (PC-DE-IC-AC-EER-CE) has the complete net of possible interactions. Altogether, we have got 63 sources of the administrative situations (Figure 1).

The sources of the administrative situations in separated elements of external and internal environment of an enterprise can have the most general characteristic accounting for the live work of the staff (W), object (O), implements (I), conditions (C) and results (R) of the labour. An interpretation of the contents of such characteristics is determined by clear differences of the processes in every co-system of the enterprise and elements of external environment. So, the process in

a productive co-system may be characterized by live work of the productive staff of the main, auxiliary and subsidiary output, as well as the work of managers and technical executives of various stages and services with their activity not affecting the intellectual providing (in administrative co-system). Also, one can definitely describe objects, implements, conditions and results of the work, both in the internal and external environments. It is worth emphasising the fact that any of five characteristics may have both quantitative and qualitative notes. For example, the qualitative index of live work of the productive co-system is the skilled, productive staff as well as the quantitative one is the correlation of a number of the main and auxiliary productive personnel. The account of all possible combinations of the labor components gives as a result 31 types of the substantial characteristics of the administrative situations sources (Figure 1).

Thus, having paid attention to three signs of the administrative situations (the stage of an enterprise functioning, the sources of their arising and their substantial characteristic), one can give the complete classification of an administrative situation, presenting it as a three-measure table (Figure 1).

Figure 1 Classification of the administrative situations  
Obrázok 1 Klasifikácia administratívnych situácií



The analysis of the received classifier permits to make the following conclusions.

1. Theoretically, 5,859 administrative situations can be implemented within the framework of the considered model.
2. One of the most essential signs of an administrative situation is its dimension (a level of the system difficulty), which is defined by a number of interactions of the co-systems

in the external and internal environment of an enterprise and their substantial characteristics. This point of view permits to pick out in the classifier the 30 types of administrative situations from 1x1 x 1 to 1x6x5 dimensions. The dimension 1x1x1 corresponds to the simplest administrative situations with one source and substantial characteristic (e.g. AS, PC and W. When the dimension is 1x6x5, the maximum of combinations of the administrative situation sources and the substantial characteristics is implemented (e.g. AS, PC - 1C - AC - DE - EER - CE and W - I - O - C - R) that corresponds to the most difficult problems in the economical activity connected, e.g. with the construction of new enterprises and organizing their activity, the transition to a new kind of production, etc.

3. The classifier allows doing the prognosis of the administrative situation development because it is the instrument to define quite clearly the dimension of an arising administrative situation and a number of ties to implement for solving it.

The solution to an administrative situation is the process to affect the co-systems of an enterprise and the elements of the external environment to keep them in an arranged mode or to transit them in a desirable state. The strategy of solving the administrative situation shall be considered as a choice of the defined type of the administrative activity in implementing a variant of ties between a source of the arising situation and the object to be affected. In conformity with it, one can pick out and give a definition to the next types of the strategy to solve the administrative situations: regulating, adaptation, environment formation, marketing, innovation and lobbying.

Regulation and adaptation are the administrative activities in stabilizing or changing the state of the enterprise co-systems affecting them separately or commonly, i.e. the reaction to different kinds of deviation in the internal (regulating) environment or the external (adaptation) environment of an enterprise. The environment formation assumes affecting the environment of equal rights and/or the directive one; the marketing affects the consumer's environment to turn it to the favorable direction for the enterprise. In this case, the source of an administrative situation can be situated both in the external environment and the productive or administrative co-system of an enterprise. If the intellectual co-system is a source of an administrative situation, the innovation strategy is being implemented independent of an administrative influence. It is worth underlining the special meaning of market and innovation strategies when solving the administrative situations. To get the purpose, two main functions are carried out at an enterprise, such as marketing and innovation ones (Vorobjev, L. A., 1999; Gozora, V., 2000).

Marketing is the sole function of an enterprise which makes real solutions to a whole number of administrative situations. The main means of modern marketing include market analysis and research, price politics, publicity, after have sold providing, buying on credit, etc. The purpose of marketing is to make the selling, so said, unnecessary, i.e. to know and to understand the consumer in such a way that a product and a service suit him and they could be sold themselves. The ideal of market activity is a consumer, which is always ready to buy.

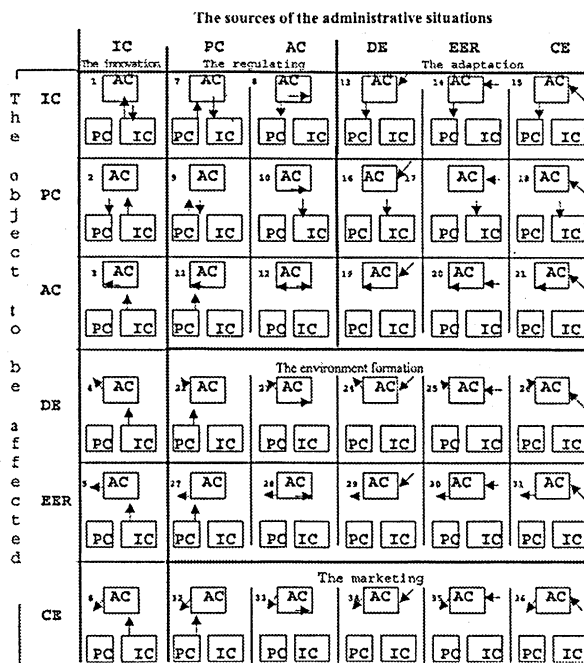
An enterprise, being in the conditions of developing economy, must carry out the function of innovation. As a result, there may be a new product, demand, comfort, quality, economic satisfaction or price. The most productive innovation is a new product creating a new potential. As a rule, such a product is more expensive, but ultimately it makes the economy more productive. A price of product is only one of the innovation value changes. A new application of old products can also become an innovation. The innovation is not only an

invention of technical sense. It is rather an economic term. Social and economic innovations are often much more important than technical ones. The innovation can be defined as a problem to endow the human and material resources with the new faculty to create wealth or to transform the needs of society into the possibility of profitable business.

Like any type of the administrative activity, the process of solving an administrative situation is implemented within the framework of defined control cycles, beginning with the stage of the situation identification and ending with the drawing up and implementation of the administrative influence. The information from the source of situation is received by the administrative co-system as an aggregate of the entrance information. Its transformation into the administrative decisions and influences forms the essence of the main component informational part of the administrative process.

Figure 2 The elementary cycles of management and solving strategies of administrative situations

Obrázok 2 Základné cykly manažmentu a stratégie riešenia administratívnych situácií



The successive examination of all possible ties between co-systems of the enterprise and elements of the external environment based on the principle „one source of an administrative situation plus one administrative influence is one elementary control cycle“ gives the complete set of elementary administrative cycles. Consequently, there are 36 elementary administrative cycles connecting the source of an arising situation with the object of influence. All elementary cycles can be reduced to a matrix (Figure 2). As one can see, the elementary control cycles are united by their types of the strategies of solving administrative situations. The elementary control cycles 1.....6 correspond to the innovation, 7...12 to regulation, 12...21 to adaptation, 22...31 to the environment formation, 32... 36 to marketing. Any real control cycle may be presented as the interference of parallel or successively implemented elementary cycles right up to their whole sum.

### Conclusion

The paper presents the complete classification of administrative situations and the strategies of solving them within the framework of model notions applying to the market conditions.

The methods for describing administrative situations, their reasons for arising and contents are analyzed. It is shown that the most complete classification of administrative situations is possible when one takes into consideration the stages of enterprise activity, the sources of situations and their substantial characteristics. In addition, the consumer's environment as an important participant in the enterprise activity under economic market conditions must be included in a number of administrative situation sources. The strategies using a set of elementary control cycles to solve administrative situations are described. It is shown that the market and innovation strategies as well as the adaptation, regulation and environment formation may also be the means of solving administrative situations.

### Súhrn

Článok prezentuje modelové pojmy pre popis a klasifikáciu riadiacich situácií vyvinutých a špecializovaných vzhľadom na trhové podmienky. Taktiež sú analyzované ich zdroje a obsah,

ako aj elementárne cykly kontroly a stratégií pri riešení rozhodovacích problémov.

**Kľúčové slová:** situačná metóda, riadiace rozhodnutie, výrobné situácie

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Contact address:

Leonid Andreevitch VOROBJEV, Doctor of Economic Sciences, professor, chief of the department of agriculture output control of Byelorussian Agrarian Technical University. F. Skorina avenue 99, BATU, Minsk, Belarus, 220608. tel. č.: 264 62 41.

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## TEORETICKÉ A METODOLOGICKÉ PRÍSTUPY PRE VYMEDZENIE VIDIECKEHO PRIESTORU THEORETICAL AND METHODOLOGICAL APPROACHES TO THE DEFINING OF RURAL AREAS

Mária FÁZIKOVÁ, Peter LACINA

Slovenská poľnohospodárska univerzita v Nitre

The understanding of the concepts „rural areas“, „rural municipality“ and „rural region“ has passed through a certain development. In the background of this development is the global economy with its negative impact on social and ecological systems in individual countries. The troubles connected with a considerable spatial imbalance have emerged mainly in the developed countries. Spatial approaches to solving the problems of rural areas have their roots in the above-mentioned processes. They evolved from purely sectional understanding through spatially-sectional comprehension (at present represented by the European Union's approach) to purely spatial concepts as presented in OECD studies. The theory of rural areas and its methodological procedures and instruments, too, are being developed in accordance with historical development.

**Key words:** rural areas, rural municipality, rural region, agriculture, agrarian policy, territorial policy

Problematika vidieka, vidieckych regiónov, vidieckych obcí je už dlhšiu dobu predmetom záujmu odborníkov z mnohých oblastí. Príčina tohto zvýšeného záujmu tkvie najmä v prehlbujúcej sa priestorovej nerovnováhe, spôsobenej koncentračnými tendenciami kapitálu v územiach poskytujúcich určité komparatívne, resp. absolútne výhody. Vo väčšine vyspelých krajín však stupeň priestorovej koncentrácie kapitálu a pracovných síl prekročil svoje optimálne hranice, čo sa prejavuje rastom aglomeračných výhod v urbanizovaných územiach a nevyužitím existujúcich podmienok a zdrojov vo vidieckych územiach.

### Materiál a metódy

Cieľom je poskytnúť ucelený obraz o vývoji názorov na problematiku vidieka prostredníctvom vývoja jeho definícií, nazierania na jeho funkcie v spoločensko-ekonomickom systéme prostredníctvom metodologických postupov, metodických nástrojov a indikátorov, používaných pri vymedzovaní vidieckeho priestoru a vidieckych regiónov.

Pri analýze relevantných údajov domácej a zahraničnej proveniencie (podľa citovanej literatúry) sme sa pokúsili objasniť proces vývoja v nazeraní na pojem „vidiek“, jeho postave-