

THE CONTENT OF THE SPECIAL FUNCTIONS OF ORGANIZING AND CONTROLLING THE COMPLEX MANAGEMENT SYSTEM FOR THE COMMERCIAL ASSORTMENT OF GOODS

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Abstract

Efficient management of commercial assortment of consumer goods is possible only on the basis of a complex management system, which is accomplished by performing a range of special functions. This range of special functions includes organizing and controlling functions, from the achievement of which depend to a great extent the success and efficiency of any management. In the case of management of the commercial assortment of consumer goods, the following functions are assigned to the special functions of organization and control: organizing and performing the opportune formation, maintaining and modifying (improving, correcting) the optimal commercial assortment of consumer goods; the permanent internal and systematic external control (audit) of the management of the process of formation and maintaining the optimum commercial assortment of consumer goods.

Elaboration of the complex management system for the commercial assortment of consumer goods (CMSCACG) requires, first of all, the formulation of the definition and determination of the content (the aim, tasks and specific elements) of each of the special and specific functions of the system. In this work we present the definitions and contents of special organizing and controlling functions of the complex management system for the commercial assortment of consumer goods, as well as the definition and content of the special function of insurance investigative science, with which at the same time we completed the nomenclature of special functions of insurance of CMSCA of consumer goods. Realization of listed functions intends to ensure that the organization and control of creating and efficient functioning of the (CMSCA) of consumer goods in the retail network, in compliance with the requirements of the methodology and normative-technical acts, is approved in the established manner.

Keywords: *commercial (trade) assortment of consumer goods; the management of the commercial assortment of consumer goods; special functions of organization, control and assurance of the complex management system for the commercial assortment of consumer goods; the contents of the special functions of organization, control and assurance of the complex management system for the commercial assortment of consumer goods; the goals, tasks (objectives) and elements of special functions of organization, control and assurance of complex management system for the commercial assortment of consumer goods*

1. Introduction

The volume of consumer goods sale is predetermined, in essence, by the volume of solvency demand and by the variety of goods offering. At the same time, the structure of the commercial product assortment offered by the retail trade network has to be fully correlated with the structure of the demand of buyers, which a priori presupposes the permanent mutual concordance of the structure of consumer goods trade assortment and the structure of the demand for consumer goods buyers [12, p. 7; 13, pp. 56-57; 14, p. 5, p. 9]. The ensuring of permanent concordance on the consumer market of the structure of the supply of consumer goods and of the structure of buyers

demand can be achieved only in the case of the complex management system of the commercial assortment of consumer goods (CMSCACG). The need for objective and acute management of the assortment of goods in the commercial network en-detail is demonstrated in a series of publications of scientists and experts in the field [3, p. 17; 4, p. 77; 9, p. 51; 10, p. 21; 12, p. 8; 14, p. 5, p. 9].

The objective of commercial goods assortment management is [10, p. 22; 12, p. 8] creating and maintaining permanently within the retail trade network of optimal assortment of goods, and the goal - maximum satisfaction of consumer needs and demand of goods buyers interests while achieving sellers (producers).

As well as any other, the management of commercial assortment of goods is accomplished by performing a complex set of special and specific functions [9, pp. 52-53; 10, p. 23], which includes the organization and control functions for which the specific content (purpose, tasks and elements), delimited area of application [2, p. 15; 10, p. 23] must be clearly determined and formulated.

2. The degree of investigation of the problem at the current moment, the purpose of the research

The trade specialists and researchers are deeply concerned, especially in the last few decades, about the management of goods assortment in both the wholesale and retail trade networks [1-3; 5-6; 15-16; 18.2-22], as the scale of assortment of goods has become extremely numerous and complicated in the structure. But, at present, the researches in the field and their results [1-5, 14-16, 18.2-22] are focused more on processes and methods of forming the rational assortment and do not include the aggregate measures and actions that would ensure the formation and systematic improvement, maintaining permanently in the commercial network en-detail of the optimal assortment of goods. The formation and permanent maintenance in retail trade network of optimal assortment of consumer goods can be assured, in our opinion [10-13], only on the basis of the complex management system for the commercial assortment (CMSCA) of consumer goods, which development is currently at the initial stage.

In the previous papers we presented the definitions, the contents and the areas of application of the special normative-planning and ensuring functions of CMSCA of consumer goods. The purpose of the actual paper is to formulate the definitions and to elaborate the content, as well as to outline the area of application of *the special functions of organizing and controlling* the complex management system for commercial assortment of consumer goods.

3. Applied methods and material

The research is performed using the following methods: comparative analysis, correlative analysis, analogy, induction and deduction, expertise, practical experience etc. The definitions and content of the special organizational and control functions of the complex management system for the commercial assortment of goods are proposed by focusing on the standards regarding the

production quality management in the spheres of production and circulation [17-18] and on the specialty literature [9, pp. 52-53; 10, p. 23].

4. Results and discussions

The investigations and elaborations in the field of goods assortment management [2; 9-10; 12-13] demonstrate that this management is carried out by accomplishing the complex of functions including the special functions *of organization and control* to which the activities are assigned:

- organizing and performing the opportune formation, maintaining and modifying (improving, correcting) the optimal commercial assortment of consumer goods;
- permanent internal and systematic external control (audit) of the management of the process of formation and maintaining the optimum commercial assortment of consumer goods [9, p. 53].

However, by analyzing the nomenclature and the elements of the special functions of the complex management system for the commercial assortment of consumer goods (CMSCACG) presented in the previous papers [8; 9, p. 53], we have pointed out that the nomenclature of these special functions must be supplemented **by another special ensuring function: *the scientific-investigative ensuring*** of the complex management system for the commercial assortment of consumer goods.

Each of the listed functions must have its definition and content that include the purpose, objectives (tasks) and elements of the function, which so far has not been developed and is the purpose of this paper.

Based on the study and analysis of the normative documentation [17-18] and the specialized literature [1-6; 8-9; 13-16; 19-22] in the field of formation of the commercial assortment of consumer goods and the production quality management, including in the sphere of circulation, there were formulated *the definitions* and elaborated *the contents of the special functions of organization and control* as well as of the *special function of ensuring: the scientific-investigative assurance* of CMSCACG, as follows.

The function "Scientific-investigative ensuring" is the activity of elaboration and realization of the set of measures and actions (organizational, investigative, methodological, technical, economic, ideological and other measures and actions), using the appropriate methods and means, having the mission to insure timely the process of systematic formation and improvement of the commercial assortment of consumer goods with the realization of the science and technology in the given field and the ways of their application in practice, with the materials of its own management, marketing and merchandising investigations in the field.

The purpose of the function – assuring the development of the process of systematic formation and improvement of the commercial assortment of consumer goods of the respective commercial enterprise based on the achievements of contemporary science and technique in the field and own marketing and merchandising investigations of the consumer market and the assortment of consumer goods in the area of activity of the concerned commercial enterprise.

The tasks of the function are: a) permanent study and thorough analysis of the achievements of science and technique in the field of management of commercial assortment of consumer goods; b) scientific ensuring of conducting and performing the management of consumer goods; c) performing scientific researches of management, marketing and merchandising in the field, and of the particularities of the consumer market and assortment of consumer goods in the area of activity of the relevant commercial enterprise; d) elaboration of methodologies and ways of implementing the achievements of contemporary science and technique and of the results of own investigations in the given field of activity of the relevant commercial enterprise; e) improving the use of the trade enterprise of the achievements of science and technique in the management of commercial assortment of consumer goods in practical activity.

Performing the listed tasks includes the following **elements**: the organization of the study works and thorough analysis of the achievements of the contemporary science and techniques in the field of formation, maintenance and improvement (modification, correction) of the commercial assortment of consumer goods; selecting the achievements of contemporary science and technique in the field liable for the implementation of the activity of the relevant commercial enterprise; organizing and conducting research work of the management of the assortment of goods (particularities of CMSCACG; the nomenclature, the content, the way of realization and the area of application of the special and specific functions of consumer CMSCACG etc.), of the marketing (the dynamic study: status, structure, development and conjuncture of the consumer market; of the volume and structure of consumers' needs; the capacity and structure of demand for consumer goods buyers; the volume and structure of the supply of consumer goods; consumer goods prices; consumer and buyer behavior; segmentation of the consumer market; consumer and buyer typing etc.) in the area of activity of the relevant commercial enterprise (network) and merceological (classification of consumer goods; elaboration of the characteristics of the assortment of goods, the methods and indices of their analysis and their qualitative and quantitative estimation; the quality of consumer goods from the supply of consumer goods; factors, regularities and forms development of commercial assortment of consumer goods; the rationality of consumption products; merceological and commercial particularities of different groups of consumer goods etc.); processing, analyzing thoroughly and generalizing the results of the own investigations; elaborating and approving the conclusions and proposals in the established way; elaboration and homologation in the established manner of the methodology, ways and action plan implementation in the practical activity of the respective trade undertaking of the achievements of contemporary science and technology and the results of own investigation; the systematic analysis of CMSCACG's scientific level and the efficiency of the implementation of new developments in science and technology in the given field etc.

The area of application of the function: all subdivisions and business services of commercial enterprise in question, as well as all macro-environment and micro-environment components (factors) of marketing of the retail trade enterprise [7, pp. 125-161].

The function "Organizing and performing the opportune formation, maintaining and modifying (improving, correcting) of the optimal commercial assortment of consumer goods" is the activity of elaboration and realization of the set of measures and actions (organizational, methodological, investigative, technical, economic, ideological and other

measures and actions), with the use of corresponding methods and means, which have the mission to organize and carry out the systematic and timely formation, maintenance and improvement (correction) of the optimal [9, p. 51; 12, p. 8; 18.2, pp. 46-48] commercial assortment of consumer goods.

The purpose of the function - to ensure the timely and qualitative formation, maintenance and improvement (correction), scientifically argued, of optimal assortment structured on groups, subgroups, types, subtypes and varieties of consumer goods of the retail trade enterprise (network) for maximum satisfaction of consumer demands on the structure of the supply offer.

The tasks of the function are: a) meticulous analysis and use of the accumulated information and materials elaborated as a result of the fulfillment of the special normative-planning functions of the complex management system for the commercial goods assortment (CMSCGA) of consumption [9] and ensuring [8] including scientific-investigational one; b) efficient use of the achievements of science in the field of management of the commercial assortment of goods; c) elaboration, formulation and approval of the concept of formation of optimal commercial assortment of consumer goods; d) efficient development, approval and making of assortment policy; e) establishing the optimal, scientifically argued correlations between the structural components (groups, subgroups, types, subtypes, varieties) of commercial assortment of consumer goods, establishing and permanently assuring of the optimal structure of consumer goods assortment of the enterprise concerned; f) maximal contentment of consumer needs and buyer requirements to the consumer goods assortment structure under the reasonable satisfaction of the interests of suppliers (vendors), sellers and society; g) ensuring the permanent alignment of the consumer goods structure with the structure of consumers' needs and the structure of buyers' demand; h) timely and systematic inclusion in the commercial assortment of consumer goods renewed and new and the exclusion from the commercial circuit of outdated and inefficient consumer goods; i) ensuring the satisfaction of consumers' needs (buyers' demand) in the complex through the complexity of the supply of consumer goods; k) ensuring the continuous improvement of the quality of structure of the commercial assortment of consumer goods; l) education and reasoning the consumption goods by the population, including new ones; m) ensuring the stability of the structure of consumer goods, which enjoys increased consumer demand; n) ensuring, on the one hand, the increase in the efficiency of meeting the needs and interests of consumers (buyers) and, on the other hand, the needs and interests of sellers (suppliers, manufacturers) and society.

The process of accomplishing the tasks of the examined function is constituted by a series of **elements**: establishing the order of elaboration and formation of the optimal structure of the commercial assortment of consumer goods; organization of meticulous study and analysis of works, selection and efficient use of the information elaborated and accumulated in the performing of the special norming-planning functions and ensuring of CMSCACG; the organization of works for the selection and efficient use of science achievements in the field of management of commercial assortment of consumer goods; the accumulation, processing, analysis and generalization of the information obtained as a result of performing the norming-planning functions and ensuring of CMSCACG regarding: the economic characteristics of the commercial activity area of the relevant commercial enterprise, the composition and typing of consumers (buyers), the volume and structure of consumer needs, the capacity and structure of buyer demand,

the structure and segmentation of the consumer market in the service area of the given enterprise, consumers and buyers' requirements toward the consumer goods assortment structure; determination, according to the legislation in force, and approval in the established manner of the type of the trading enterprise concerned; establishing (outlining) the area of the commercial service offer of the business enterprise; selecting, determining and approving the segment (segments) of the consumer market and the type (types) of consumers (buyers) for incorporation with the commercial service by the enterprise given by the trade; determination and approval of the commercial type of consumer goods assortment in accordance with the type of business concerned; organizing the work of elaboration of the concept and assortment policy (goals, objectives and principal directions in the formation of goods assortment) of trade enterprise oriented to the buyer (consumer); the approval of assortment concept and politics of enterprise in question; elaboration and approval of the strategies of the trade enterprise in the field of consumer goods assortment; organizing the works to achieve the concept, policy and strategy of the trade enterprise in question; determining and approving the stages (**A** - optimal assortment formation, **B** - optimal maintenance and improvement of the optimal assortment) and **A** stage phases formation of the optimal commercial assortment of consumer goods (I - formation of the initial assortment, II - formation of the optimal assortment) [13, p. 57]; selecting, approving and applying the scientifically-argued methodology and methods of elaboration, formation and improvement (correction) of the structure of the initial assortment and of the structure of the optimal commercial assortment of consumer goods, including the application of the categorical management [6; 15-16; 19] of formation and improvement of the commercial assortment of consumer goods or on the basis of commodity complexes (sets); the analysis of the production assortment and the commercial assortment of suppliers in the wholesale trade possible for the delivery of the retail enterprise in question; familiarizing the specialists with the retail units in the area of the commercial activity of the relevant commercial enterprise and with their conception and policy of assortment; selecting the characteristics and indices [11, pp. 124-128] of the analysis and the qualitative and quantitative estimation of commercial assortment of goods; selection, argumentation and approval in the established manner of the parameters of quantitative indices of the characteristics of the commercial assortment of consumer goods; organizing and conducting works to ensure the formation, refinement and maintenance of the optimal commercial assortment of goods of the enterprise concerned; elaboration, argumentation and approval in the established manner the nomenclature of the initial groups (categories) of consumer goods for the initial commercial assortment of goods and the elaboration (formation) of the contents of consumer goods groups (categories), included in the nomenclature in question; elaboration and approval in the established manner for the relevant commercial enterprise of the structure of the commercial consumer goods assortment in the group of commodities, taking into account the role (importance) of the group (category) of the goods in the commercial circuit (profit-generating goods or creative flow of buyers, cash generators or image creators, protection or test-goods or auxiliary) [6; 15; 19] and in the commodity type section [11, p. 123]; elaboration, argumentation and approval in the established way of ordering the necessity of consumer goods in the optimal assortment; determining sources of commodity to cover the need of the enterprise concerned in consumer goods; selecting in a determined manner the suppliers of goods and approving in accordance with the legislation in force of the contractual economic relations of delivery - purchase of consumer

goods between the relevant commercial enterprise and the suppliers of consumer goods, with particular emphasis on the requirements to the structure of assortment, quality and schedule (periodicity) of delivery of goods; placing the order to the consumer goods needs in the optimal assortment of the relevant commercial enterprise of the suppliers (manufacturers, wholesale trade enterprise) of consumer goods; organizing and controlling the delivery and reception of consumer goods in the assortment ordered in the optimal structure by groups, subgroups, types, subtypes and varieties; the placement of the goods received in compliance with the rules and requirements established respectively in the trading room for realization of the buyers by groups (categories) or complexes of goods, taking into account the importance (the role) of each group or complex of goods and the accessibility of the buyers, or as a stock - in the storage rooms under the established conditions in the technical-normative acts; the organization and unfolding of merchandising in the initial assortment; observance of developing of goods and the degree of satisfaction of the purchases by the structure of the initial goods assortment of the relevant commercial enterprise in the retail trade; collecting the objections of consumers and purchasers of consumer goods on the assortment of goods and their analysis; determination and analysis of the deviations between the structure of the initial goods assortment presented in the supply of goods and the structure of the goods assortment presented in the structure of the consumers' needs and requested in the customers' request, showing the causes of the deviations found; studying the possibilities of the suppliers of consumer goods, the interests of the society and the trade unit in question to improve (correct) the initial commercial assortment and its transfer to the optimal assortment of consumer goods, in line with the requirements of consumers (purchasers), on the one hand, and, on the other hand, with the interests and possibilities of the supplier (producers), of the seller (of retail unit) and the society; elaboration, approval in the established way and implementation of proposals, measures and actions for transformation of the initial commercial of consumer goods assortment into optimal commercial assortment; elaboration and approval in the established manner of the consumer goods nomenclature in the optimal commercial assortment (basic assortment), the parameters of the coefficients of its characteristics [11, pp. 124-128]; informing in a determined manner and familiarizing the producers and suppliers of consumer goods with the requirements (desires) of consumers (purchasers) regarding the assortment structure of the supply of goods; organizing and making purchases of consumer goods in the quantity and assortment necessary to cover the structure of the optimal assortment of consumer goods of the enterprise in question; elaboration and realization of the complex of measures and actions to ensure the permanent maintenance within the limits established parameters of the characteristics of the optimal commercial assortment of consumer goods [11, pp. 124-128]; constant tracking and analysis of the achievement of consumer goods in the optimal commercial assortment with the formulation of the conclusions and the elaboration of the respective proposals; determining the order and requirements regarding the operative improvement (renewal) of the optimal structure of the consumer goods assortment; the timely elaboration and realization of the measures regarding the systematic improvement (correction) of the optimal basic assortment, regarding, in particular, the inclusion in the commercial circuit of the renewed and new consumer goods and the timely exclusion of outdate and inefficient goods in consumption; the estimation of the economic and social efficiency of the retail sale of consumer goods in the optimal commercial assortment with the formulation of the conclusions and the elaboration of the respective proposals etc.

The area of application of the function: all subdivisions and business services of commerce enterprise in question, as well as all micro-environment components (factors) of the retail trade enterprise marketing [7, pp. 125-136].

The function "The permanent internal and systematic external control (audit) of the management of the process of formation and maintaining the optimum of the commercial assortment of consumer goods" is the activity of elaboration and realization of the set of measures and actions (organizational, methodological, investigative, technical, economic, ideological and other measures and actions), using the appropriate methods and means, which have the task of constantly checking by the internal control and systematically by the external control the conduct of the process of formation of the optimal commercial assortment of consumer goods and the maintenance of the conformity of the real structure of the consumer goods assortment of the enterprise in question by the structure of the optimal assortment of consumer goods, approved for the way set for the enterprise concerned, with conclusions and proposals for winding up the deviations.

The purpose of the function - ensuring compliance with the requirements of the normative and technical documents (NTD) in the process of formation and maintaining the optimality of the commercial assortment of consumer goods, increasing the sense of responsibility of the personnel and the factors involved in the management of the commercial goods assortment of the retail trade enterprise regarding the results of its activity by constantly monitoring the conformity of the actual structure of the assortment of the merchandise offer of commercial enterprise controlled by the structure of the optimal commercial assortment of consumer goods, approved in the established manner; the determination of the deviations of the actual values from the approved values of the indices of characteristics of the optimal commercial goods assortment of the controlled retail trade, the identification of the causes and the guilty persons (the factors), the formulation of the reasoned conclusions and the proposals regarding the liquidation of the established deviations.

The task of the function is: a) ensuring the proper control of the formation and maintenance process according to the methodology and regulations prescribed in the technical normative acts (standards, documents, guides: instructions, guidance, indications, recommendations, prescriptions, methodologies etc.), approved and legalized in the established manner, of the optimal commercial assortment of goods of the supervised trading enterprise; b) revealing the deviations from the requirements of the normative-technical norms (standards, guiding documents) in the process of formation and maintenance of the optimal commercial assortment of goods in the merchandise supply of the monitored trade enterprise; c) establishing and estimating the degree of correspondence of the real structure of the optimal structure, approved in the established manner, of the assortment of consumer goods analyzed and the deviation of the actual values from the approved normative values of the indices characteristic of the optimal commercial goods assortment of goods [11, pp. 124-128] of the controlled retail trade enterprise; d) the revelation of the causes and the deviations ascertained as a result of the checks carried out in the context of monitoring the conformity of the actual structure of the assortment of the merchandise supply of the supervised enterprise the structure of the optimal commercial assortment of goods approved in the established way, indicating the guilty persons (factors) and formulating the proposals regarding the liquidation of the established deviations; e) the timely familiarization of the personnel

concerned and the goals and methodologies of internal and external controls, verified and estimated indices and the requirements, the consequences of controls, as well as appropriate preparation for the planned controls of all CMSCACG by enhancing and personalizing responsibility, increasing the quality of their professional activity, and preparing timely and qualitative documentation and materials; f) increasing the permanently optimal degree of the consumer goods assortment of the minority retail enterprise by elaborating the complex of measures in order to eliminate the deviations revealed in the controls of the formation process and to maintain the optimality of the commercial consumer goods assortment of the relevant commercial enterprise, as well as to implement the proposals as a result of the controls carried out.

The enumerated assignments of this function will be accomplished through the achievement of following **elements**: elaboration and approval in the established way of the concept, strategy and program (plan) of the internal controls of regarding with methodologies and rules prescribed in normative-technical acts (standards, guiding documents: instructions, guidance, indications, recommendations, methodologies, prescriptions etc.), approved and legislated in the established way, in the process of formation and maintaining of the optimal commodity trade of the relevant commercial enterprise, as well as the verification and estimation of the degree of conformity of the actual structure of the analyzed assortment of consumer goods of the trading enterprise controlled by the structure of the optimal (basic) commodity assortment of consumer goods, approved in the established way; elaboration, argumentation and approval in the established manner of the nomenclature of characteristics of the commercial goods assortment and their indexes [11, pp. 124-128] susceptible to verification, estimation and analysis; elaboration and approval in the established manner of the study and analysis methods, requirements (qualitative-descriptive and quantitative-values) and the scale of the estimation of the characteristics indicators of the commercial assortment of goods [11, pp. 124-128]; constitution and legislation in the manner established of the internal team (commission) of experts (experts-controllers or auditors) empowered to carry out internal checks on the conformity of the actual structure of the analyzed consumer assortment of goods of the commercial undertaking in question the structure of the optimal (basic) consumer goods assortment, approved in the established manner; elaboration and approval in the established way of the Regulation on the carrying out of the internal audits (controls) and the activity of the internal audit commission of the authors (controllers-experts) (hereinafter the "internal audit commission") to maintain optimality of the consumer commercial assortment of goods of the enterprise retail trade in question; elaboration and approval in the established manner of the order, methodology, methods and guide for the internal controls to carry out the preoccupation of formation and maintenance of the optimality of the commercial assortment of consumer goods of the enterprise in question; elaboration and approval in the established manner of the documentation nomenclature (materials) susceptible to mandatory presentation to the relevant commission for study and analysis; familiarization with the Regulation of the internal audits (controls) and the work of the internal audit commission of maintaining the optimality of the commercial assortment of consumer goods of the enterprise of the retail trade, with order, methodology, methods and guide for performing the internal controls (audits) and corresponding training in the matter of the members of the nominated internal audit commission; familiarization of all the employees of the enterprise with the purposes and program (plan), the

orders, methodology, methods and guide for the internal controls (audits) and their consequences, with the nomenclature, the methods, the requirements (qualitative-descriptive and quantitative-value) and the scale of the estimation the indicators of the characteristics of the commercial assortment of goods, with the nomenclature of the documentation (materials) that are compulsory susceptible to control (study, analysis), as well as organizing and conducting formation in the matter of the respective employees of the given enterprise; planning and carrying out the work of nominated internal audit commission; elaboration and approval of the program, the organization and conduct of the works, the measures and actions for the preparation of the enterprise, including the respective documentation, to expected or planned internal audits; the collection and accumulation by the internal audit commission data (information) about the requirements of the methodology and rules, prescribed in the normative-technical acts (standards, guide documents: instructions, guidance, indications, recommendations, methodologies, prescriptions etc.), regarding to the conduct of the process of formation and maintaining the optimal commercial consumer goods assortment of the retail trade enterprise, as well as regarding to the normative values (qualitative-descriptive and quantitative-value requirements) approved for the indices of characteristics of the optimal commercial assortment (basic) [11, pp. 123-128] of consumer commodity of the enterprise trade data; the collection and accumulation by the internal audit commission of the actual data(s) (information) on the development of the process of formation and maintaining the optimal trade assortment of consumer goods of the controlled trade enterprise, as well as the real qualitative-descriptive and quantitative-value values of the characteristics of the analyzed assortment of consumer goods; processing of data and gathered information as a result of the control carried out by the nominated commission; comparison the content of the working documentation and the actual actions carried out in the process of formation and maintaining the optimal assortment of consumer goods of the controlled trading enterprise, with the requirements of the methodology and rules, prescribed in the respective normative-technical acts (standards, guide documents etc.), as well as the comparison of the actual values of the indices of characteristics of the commodity assortment analyzed with the approved normative values for the optimal assortment (basis) of the trading enterprise concerned; establishing and estimating the degree of compliance with the requirements of the methodologies and rules prescribed in the respective normative and technical documents, in the practice of formation and maintaining the optimal assortment of consumer goods of the controlled enterprise, as well as the degree of correspondence of the actual structure of the commercial assortment of consumer goods analyzed, the optimal structure, approved in the established manner, for the relevant trade undertaking; revealing deviations from the requirements of the methodology and the respective normative-technical acts (standards, guide documents etc.) in the process of formation and maintenance of the optimal commercial assortment of goods in the supply of goods of the monitored trade enterprise, as well as the revelation (determination) of the deviations of the real values from the approved normative values of the indices of characteristics of the optimal (basic) commercial assortment of consumer goods [11, pp. 124-128] of controlled retail trade enterprise; deviations and diversions of the real structure of assortment offer freight analyzing and generalizing the results of each internal audit (control) of formation and maintaining the optimality of the commercial assortment of consumer goods of the retail trade enterprise in question, with the emphasis, in the case of

establishing: a) of deviations from the requirements of the methodology and technical-normative acts in the process of formation and maintenance of the optimal trade assortment of consumer goods in the supply of goods of the monitored trading enterprise, with indicating the causes and the person (factors) guilty; b) deviations and diversions of the real structure of assortment in the supply of goods of the supervised trade enterprise from the structure of the optimal commercial assortment of consumer goods, approved in the established manner, with indicating the guilty causes and persons (factors); drawing up the objectively justified conclusions and formulating the real proposals on liquidation, in case of revelation, of abstains and deviations found; examining and approving the results of internal audits (controls) in the established manner, of conclusions and proposals of the nominated internal audit commission; elaboration and approval of the program, the organization and conduct of the works, measures and actions in order to carry out the proposals of the internal audit commission, formulated as a result of the control of the formation and maintenance of the optimality of the consumer commercial goods assortment of the enterprise in question; broad information and familiarization of all employees of the enterprise concerned and the interested participants of CMSCACG with the results of the internal audits (controls) of formation and maintaining the optimality of commercial assortment of consumer goods in the controlled enterprises and with the measures taken to implement the proposals formulated in the course of these controls; obtaining the information on the bodies, order of initiation, program, methodology, methods and guide conducting the external audits (controls) of formation and maintaining the optimality of the commercial assortment of consumer goods of the retail trade enterprise, as well as of the way of approving their results; initiating in the established manner to conduct external audit of the process of formation and maintaining optimality of the commercial assortment of consumer goods of the enterprise in question; familiarization of all the employees of the enterprise with the purposes and program (plan), the orders, methodology, methods, with the Regulation and guide for the external audits (controls) and their consequences, with the nomenclature, the methods, the requirements (qualitative-descriptive and quantitative-value) and the scale of the estimation the indicators of the characteristics of the commercial assortment of goods, with the nomenclature of the documentation (materials) that are compulsory susceptible to control (study, analysis), as well as organizing and conducting formation in the matter of the respective employees of the given enterprise; elaboration and approval of the program, the organization and conduct of the works, the measures and actions for the preparation of the enterprise, including the respective documentation, to expected or planned external audits (controls); adequate preparation and presentation of all materials and information, provided for in the regulation and guide to external audits (controls), approved in the manner established by the competent bodies, and requested by the members of the external commission empowered to do so; organizing and ensuring the active and productive participation of all employees of the enterprise in carrying out the work of the commission concerned; examination in the established manner the results of the external audits (controls) of the formation and maintenance of optimality of the commercial assortment of consumer goods of the controlled enterprise, of the conclusions and proposals of the external commission nominated with the elaboration and approval of the respective decisions and of the plan of measures for the implementation of the proposals of the respective external commission of expert-auditors; elaboration and approval of the program, the

organization and conduct of the works, measures and actions in order to carry out the proposals of the external audit commission, formulated as a result of the external audits (controls), and plan of measures to ensure maintaining the optimality of commercial assortment of consumer goods of the respective enterprise; broad information and familiarization of all employees of the controlled trade enterprise and the interested participants of CMSCACG with the results of the external audits (controls) of formation and maintaining the optimality of commercial assortment of consumer goods of the enterprises in question and with the measures regarding to implement the proposals, formulated in the course of these controls; obtaining the respective approved act, issued as a result of the audit performed by the authorized body etc.

The area of application of the function: all the subdivisions and business services of commerce enterprise in question, as well as all micro-environment components (factors) of marketing of the retail trade enterprise [7, pp. 125-136].

5. Conclusions

The successful performance of the management of commercial assortment of consumer goods requires the achievement of a number of general management functions as well as the special and specific functions complex. In order to be effectively implemented, it is necessary to clearly define and determine the content (the purpose, tasks and specific elements), as well as delimit the area of application of each function.

The elaboration of the definitions and contents of special and specific functions of management of the commercial consumer goods assortment constitutes one of the objectives of the investigations in the field. Previously, we developed and presented [8; 9] the definitions and the contents of the special normative-planning and ensuring functions of the complex management system of the commercial assortment of consumer goods.

At the present stage, we have developed and presented for the first time the definitions, the areas of application and the contents (purposes, tasks and specific elements) of the special functions of organization and control, as well as the scientific-investigative assurance of the complex management system for commercial assortment of consumer goods, following the further investigations to develop the definitions, areas of application and contents of the special stimulation, attestation-assessment and specific functions of CMSCA of consumer goods.

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Rezumat

Dirijarea eficientă a sortimentului comercial de mărfuri de consum este posibilă doar în baza sistemului complex de management, care este efectuat prin realizarea unui șir de funcții speciale. Acest șir de funcții speciale include și funcțiile de organizare și control, de realizarea cărora depinde în mare măsură succesul și eficiența oricărui management. În cazul managementului sortimentului comercial de mărfuri de consum, la funcțiile speciale de organizare și control sunt atribuite funcțiile: organizarea și efectuarea formării, menținerii și modificării

(perfecționării, corecției) oportune a sortimentului comercial optimal de mărfuri de consum; controlul (auditul) permanent intern și sistematic extern a desfășurării procesului de formare și menținere a optimalității sortimentului comercial de mărfuri de consum.

Elaborarea sistemului complex de management a sortimentului comercial de mărfuri (SCMSCM) de consum presupune, înainte de toate, formularea definiției și determinarea conținutului (scopul, obiectivele și elementele specifice) fiecărei din funcțiile speciale și specifice ale sistemului. În această lucrare prezentăm definițiile și conținuturile funcțiilor speciale de organizare și control ale sistemului complex de management a sortimentului comercial de mărfuri de consum, precum și definiția și conținutul funcției speciale de asigurare științifico-investigativă, cu care concomitent am completat nomenclatorul funcțiilor speciale de asigurare ale SCMSCM de consum. Realizarea funcțiilor enumerate este menită să asigure organizarea și controlul creării și funcționării eficiente a SCMSCM de consum în rețeaua comerțului cu amănuntul, cu respectarea cerințelor metodologiei și actelor normativ-tehnice, aprobate în modul stabilit.

Cuvinte-cheie: sortimentul comercial de mărfuri de consum; managementul sortimentului comercial de mărfuri de consum; funcțiile speciale de organizare, control și de asigurare ale sistemului complex de management a sortimentului comercial de mărfuri de consum; conținutul funcțiilor speciale de organizare, control și de asigurare ale sistemului complex de management a sortimentului comercial de mărfuri de consum; scopurile, sarcinile (obiectivele) și elementele funcțiilor speciale de organizare, control și de asigurare ale sistemului complex de management a sortimentului comercial de mărfuri de consum

Аннотация

Эффективное управление торговым ассортиментом потребительских товаров возможно только на основе комплексной системы менеджмента, который осуществляется путем реализации ряда специальных функций. Этот ряд специальных функций включают в себя и организационные и контрольные функции, от реализации которых зависит в большой мере успех и эффективность любого менеджмента. В случае управления торговым ассортиментом товаров народного потребления, к специальным организационным и контрольным функциям относятся функции: организация и осуществление формирования, поддержания и своевременной модификации (совершенствования, коррекции) оптимального торгового ассортимента потребительских товаров; постоянный внутренний и систематический внешний контроль осуществления процесса формирования и поддержания оптимальности торгового ассортимента потребительских товаров.

Разработка комплексной системы менеджмента торговым ассортиментом потребительских товаров (КСМТАПТ) предполагает, прежде всего, формулирование определения и установление содержания (цели, задачи и специфические элементы) каждой из специальных и специфических функций системы. В данной работе представляем определения и содержания специальных организационных и контрольных функций комплексной системы менеджмента торговым ассортиментом потребительских товаров, а также формулировку и содержание специальной функции научно-исследовательского обеспечения, с которой одновременно дополнен перечень специальных функций обеспечения КСМТАПТ. Реализация перечисленных функций призвано обеспечить организацию и контроль создания и эффективное функционирование КСМТАПТ в розничной торговой сети, с соблюдением требований методологии и нормативно-технических документов, утвержденными в установленном порядке.

Ключевые слова: торговый ассортимент потребительских товаров; менеджмент торговым ассортиментом потребительских товаров; специальные организационные, контрольные и обеспечивающие функции комплексной системы менеджмента торговым ассортиментом потребительских товаров; содержание специальных организационных, контрольных и обеспечивающих функций комплексной системы менеджмента торговым ассортиментом потребительских товаров; цели, задачи (объективы) и элементы специальных организационных, контрольных и обеспечивающих функций комплексной системы менеджмента торговым ассортиментом потребительских товаров

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