



# ECONOMICS AND MANAGEMENT OF ENTERPRISE

## MODERNIZATION OF THE FINANCIAL POTENTIAL MANAGEMENT MECHANISM FOR AGROFORMATIONS

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Theoretical approaches to understanding the essence of the economic mechanism of financial potential management are summarized in the article. Theoretical, methodological, organizational and economic aspects of its transformation in the context of improving the competitiveness of the financial agroformations and ensure the positive dynamics of their economic development are proved. It is defined that an important condition for the solution of many actual problems of domestic agroformations is formation and development of financial potential, and therefore there is a need to modernize economic mechanism of its management. The author's position about interpretation of the content of the economic mechanism of financial potential management is argued. Theoretical-methodological and organizational-economic prerequisites for economic mechanism of financial potential management are disclosed. Its logical and structural model is offered. It is defined that the features of economic mechanism of financial potential management are caused by its functional characteristics and impact on the character of the processes of formation and use of financial resources. It is found that modernization logic of the economic mechanism of financial potential management provides a specific sequence of the implementation of the necessary organizational and economic measures. Their content and sequence of implementation are characterized.

**Keywords:** agroformation, economic mechanism, modernization, financial potential, financial resources, financial competitiveness, economic development, enterprise.

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## SIMULATION OF DEVELOPMENT DYNAMICS FOR MANAGEMENT IMPROVEMENT OF ENTERPRISE SPECIALIZATION

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Using of the data analysis results of the enterprise development dynamics for management improvement of its specialization allows to prove an influence of the main factors and to set their optimal level for maximum efficiency. A limited set of data and usually functional relationship between them are typical for dynamics data of individual factors characteristic of real enterprises. This leads to significant errors in predicting performance indicators using traditional methods of research. This article is first established the feasibility of the method of statistical equations of dependencies in simulation of development dynamics to improve the management of agricultural enterprise specialization. Effective indicators of economic and financial activities with appropriate focus on best value of formed factors (the maximum for the stimulant performance – yield and minimum for antistimulant performances – harvested area and manufacturing cost) are found. It is established that for an increase in growing profitability of 10 % it is necessary to lay the slowdown of such factors as the production cost at 4,11 % and reduce harvested area at 7,96 %. At the same time it is necessary to intensify the impact of yield at 7,60 %. An increase in productivity of 25 hundred kilograms per hectare will increase profitability in 2,31 times compared to the previous year. Conducted research identifies the main technological reserve of production – ensuring optimal yield of 20,28 hundred kilograms per hectare, which will maximize profitability to 31,19 %. The research results can be used by experts to developing models of management processes.

**Keywords:** enterprise management processes, management of production specialization, development dynamics, method of statistical equations of dependencies.

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## **ANALYSIS OF THE MACHINE-BUILDING SECTOR IN UKRAINE AND GENERATION OF THE FACTOR CHARACTERISTICS FOR THE EVALUATION OF THE ENTERPRISE MANAGEMENT EFFECTIVENESS**

page 16–20

The article is devoted to the analysis of the machine-building sector in the structure of the industrial complex of Ukraine. The statistical analysis of its dynamics allows to form a number of factors of external and internal environment, which are to form the basis for multifactorial regression models aimed to evaluate the efficiency of the enterprise management. The statistics on the innovative activity of the machine-building sector in Ukraine and Lviv region, according to the State Statistics Service of Ukraine, helps to assess economic conditions for innovative activity of the enterprises.

The staged sequence of research of the external and internal factors influence on the economic results of the machine-building enterprise are revealed as a result of the initial data analysis. The conducted research will lay in the basis of the numerical model, aimed to evaluate the efficiency of the machine-building enterprise management.

**Keywords:** machine-building, management, industrial production index, external and internal factors.

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## **STABILITY STUDY OF ORGANIZATIONAL MANAGEMENT STRUCTURES**

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Comprehensive analysis of the formation of organizational management structures is given in the article. R. Norman model is chosen as the object of research, because it covers all operation systems of the companies. Today, holding of the companies in the changing environment of globalization leads to constant adaptation. This problem is solved by the formation of a new organizational and industrial structure, which is the basis for systems such as the integrity, structure and organization that it is necessary to companies. However, the research of work of the scientists in the field of formation of organizational structures incomplete takes into account the impact of the current conditions for development of companies, which require constant monitoring of external and internal conditions. Therefore it is necessary to use the modified methods for the formation of organizational structures. Research of R. Norman model led to the structurization of all components, key indicators are derived, which makes it possible to generate the algorithms of the optimal organizational structure.

**Keywords:** organizational management structures, models, simulation modeling, adaptive approach.

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## RESEARCH OF EVOLUTION STAGES AND SCHOOLS OF STRATEGIC MANAGEMENT

page 24–29

Analysis of literature is conducted and the content and nature of the main schools of strategic management are reviewed for: design school, planning school, positioning school, business school, cognitive school, training school, authority school, culture school, environment school and configuration school.

Inconsistency of the authors concerning the characteristics systematization of strategy schools, as well as the emergence of new strategic management concepts require a reconsideration of existing classifications of strategic management methodology. The main problem in the absence of a well-established model of strategic management is not only an implementation of systematization for strategy schools, but considering each of them in terms of their contribution in the formation of modern strategic management paradigm.

The study of the evolution of strategic management approaches identified the main 10 classic schools of strategic management. They are systematized in the table showing the main tools and disadvantages of each school.

It may be noted that table allows to demonstrate the general situation of each school of strategic management in chronological order with the designation of authors.

**Keywords:** strategy, strategic management, evolution, approaches, schools, design school, planning school, positioning school.

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## RESEARCH OF CONTENTS AND CONVERSION OF SOCIAL CAPITAL AS A PART OF CORPORATE CAPITAL

page 29–33

The main theoretical approaches to the definition of the concept of «social capital» are analyzed and its structure is developed.

Strengthening of social orientation is due to the business globalization and increase importance of intangible factors of economic growth. Corporate capital is the new direction of capital development, which embodies the joint activities in order to obtain benefits for all stakeholders. To solve the problem of optimal structure of corporate capital, it is necessary to prove the structure of its components (physical, financial, human, social capital and intellectual property as capital), which together form an integrated, sustainable system and the possibility of estimation of their contribution to the creation of added value.

It is proved that social capital is a logical development of human capital, because human capital is personal, that's what people are able and willing to establish itself, and social capital created by groups of people or between them and aims to increase production efficiency through the implementation of corporate social initiatives. Also it is proved that social capital has all general characteristics of capital, and therefore it is a capital.

It is analyzed how the implementation of social capital converts into other forms of capital. An analysis of the conversion of the components of social capital allows to distinct it according to importance in the creation of surplus product. A structure of social capital is developed as a part of corporate capital, according to which social capital includes consumer and organizational capital. Such structuring of capital allows to assess the contribution of each of its elements in the creation of added value in the development of relevant theoretical approaches to assessment of the effectiveness of social capital in order to further manage this component of the system of corporate capital.

**Keywords:** social capital, customer capital, organizational capital, trust, social and corporate responsibility.

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## MARKETING-BASED HUMAN RESOURCE MANAGEMENT STRATEGY DEVELOPMENT

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Chemical sector of Ukraine today operates in quite difficult conditions caused by economic, structural, institutional, market, technological changes and serious risks, which recently added.

Due to economic downturn the enterprises of this sector faced with some significant human resource management problems such as negative outflow of qualified employees, problems with attraction of young specialists and retention of the existing employees. Ukrainian citizens don't limit their job search with local employer but also they are ready to look for foreign employment opportunities. That is why it is crucially important to launch progressive and effective human resource management approaches in order to improve current situation at Ukrainian chemical sector employers.

In the article the methodical approach to developing HR strategies based on marketing was offered as well as an assessment of companies using the proposed method was conducted. Methodical approach stipulates logical steps of managerial actions in order to assess the current state of human resource management within the company and develop an effective human resource strategy later. According to the developed tools, the overall assessment of the human resources management in the chemical industry enterprises of Ukraine was fulfilled. Based on the results of the analysis it was defined that the current state of the human resource management in researched companies significantly varies. Research investigations enabled to form recommendations regarding human resource management strategy formation for the enterprises with different needs.

**Keywords:** human resource management strategy, marketing, marketing environment, competitive position, personnel.

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## MODELING OF THE PRICING PROCESS IN THE HOUSING MARKET BY THE METHODS OF SYSTEM DYNAMICS

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The objects of the article are the pricing process in the housing market. Usually housing research uses a mix of statistical and econometric techniques, qualitative methods, large scale surveys, demographic forecasting and other modeling techniques. But now with increasing the rate of change of pricing factors statistical methods become ineffective.

In this paper we use methods of system dynamics to simulate housing pricing. The resulting model can be used to learn about relationship between the factors of housing market, and to predict it. For the housing market of Ukraine, such model is constructed for the first time.

The article proposes causal-loop models of housing pricing factors relationship, such as demand, supply, price and financial capabilities of buyers. Simulation model of housing pricing is proposed on this basis. The values of external factors model for Ukraine in 2000–2015 are found out. The effects of these factors on the housing price in Ukraine are analyzed.

Simulation experiment shows good agreement between the simulation results and the real housing price changes. Also, the model is successfully used to determine the estimated housing price in alternative evolution scenarios of this market.

Proposed simulation model allows pre-assessing the market response to changes in external factors which make it effective.

**Keywords:** real estate market, system dynamics, pricing, modeling, simulation, prediction.

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## DEVELOPMENT OF PRODUCTIVE FORCES AND REGIONAL ECONOMY

### DEVELOPMENT OF OBJECTIVE METHOD FOR WAGE CORRECTION OF THE CHIEF ENGINEERS AT MINING STATIONS OF COAL MINES

page 46–50

Type of the needs of workers and managers and ranking of the types in different categories of workers at the mines of Donetsk coal basin weren't identified and accounted. So, it wasn't used another means of increasing productivity.

A survey of 64 main managers of Donbas mines was defined a list of the needs of the mine workers. The ranking values of these needs were defined. 342 workers of Western Donbas mines, who also gave a similar reply to the questionnaire, were interviewed. Comparing of ratings for managers and workers showed that they are differed.

It was hypothesized that the more accurately chief engineers of mining stations know the needs of their workers, the more effective the work of this station.

Formula for calculating decrease of bonus payment for chief engineers depending on the measure of non-concurrence in chief manager assessments of the needs of their workers and the workers themselves was proposed in order to encourage chief engineers.

The calculation showed that the value of the discount may be small, but should encourage the chief managers of stations is better analyzing the needs of their employees, which will increase production or reduce the wage fund.

**Keywords:** labor motivation, expert assessment of the needs, mine, chief engineers of the mining station, written questionnaire, bonus payment.

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## PROBLEMS OF MACROECONOMICS AND SOCIO-ECONOMIC DEVELOPMENT

### RESEARCH OF OPPORTUNITIES FOR ADAPTATION AND USE OF INTERNATIONAL TYPOLOGIES IN FINANCIAL MONITORING SYSTEM OF UKRAINE

page 51–57

This article examines some elements of the mechanism for combating anti-money laundering and terrorism financing by the means of typological studies developed by international organizations. International standards for combating anti-money laundering and terrorism financing lay the foundations of legal support and national regimes in this area and provide an effective mechanism for verification of their implementation.

Problems of combating legalization (laundering) of proceeds from crime today is particularly important both for Ukraine and

for the world, and social danger of this phenomenon in the last decade gained new dimensions, showing its strong connection with the terrorism financing.

The legalization of criminal proceeds acquired such proportions that can be a source of financial and economic perturbations for any state and even individual regions. Therefore, any tools that combatting these crimes are used in the system of state control.

The problems of the structure and functions are defined for international organizations that conduct research for prevention and combating legalization (laundering) of proceeds from crime, terrorism and proliferation of weapons of mass destruction financing.

The typologies of the use of cash funds and financial instruments of unlawful activities are considered and signs of such

suspicious transactions are revealed for Ukrainian financial sector. It is concluded about the need to analyze the current legislation and to estimate the adequacy of measures for preventing and combating legalization (laundering) of proceeds from crime and, if necessary, to consider their amendments, including with the new FATF recommendations.

SWOT-analysis of the typological studies is conducted. It makes it possible to evaluate the possibilities and advantages of their use in the system of financial monitoring.

**Keywords:** financial monitoring, internal financial monitoring, typology, international standard, legalization, crime.

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#### FORMATION OF STATE AUDIT CLASSIFICATION MODEL

page 57–62

The object of research is classification of state audit. Today in the domestic theory and practice of control there is no clearly formed conceptual apparatus on state audit, which is defined as a «manifestation» of the state financial control — type, shape, type, method and so on.

Methods of abstraction, analysis and systematization to determine significant differences and improving state audit conceptual apparatus, method of synthesis for the formulation of research findings are used in the research.

Results of comparative analysis of existing classifications of state audit are revealed, validity of its identification as the form

and type of the control is examined. Feasibility of state audit recognition as a form of the control is proved on the basis of awareness of its polymorphism. Its classification is made. It shows the current state of its development, so it can be the subject of critical evaluation and substantial improvement.

The approach to the classification of public audit is based on the knowledge that public resources are its integrated object, and state audit should be viewed as a form of control, the widespread introduction of which in Ukraine provide certain guarantees for civil society in effective management of central executive bodies and local government bodies of public resources.

The results of the study: the concept of «form of control», «type of control», «subtype of control» are specified and relationship between them is defined; it is found that state audit in the system of knowledge about state control as a kind of practice should be considered as its form, which further classification will lead to allocation of its types and subtypes; classification of public audit is developed.

These results provide new conditions for development of the theory of state audit and its practical implementation, including extending to the entire list of public resources, as well as increase of state audit bodies.

**Keywords:** state audit, form of control, type of control, classification of state audit.

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## THE CORPORATE FAILURE PREDICTION CAPABILITIES OF PRIVATE NON-MANUFACTURING COMPANIES

page 62–65

The purpose of this study with the results that presented in the article is to test the effectiveness of the Altman Z-Score Private Firm Model and the Ohlson O-Score Model upon private non-manufacturing companies. The study assess the prediction capabilities of the above-mentioned models. It is important to see if the presented scoring models can accurately predict corporate failure from anywhere between one and four years in advance. In this respect, the research is based on the analysis of 4 years full financial data of 100 companies. Several criteria are used: private, non-manufacturing, non-financial company, based in the well-developed financial market. The conclusion of the study reveals the following: neither the Altman Z-Score Private Firm Model nor the Ohlson O-Score Model can be used as an accurate predictor of corporate failure on private companies operating outside of the manufacturing sector. It should be taken into consideration while assessing the company's sustainability.

**Keywords:** Altman Z-Score, Ohlson O-Score, non-manufacturing companies, corporate failure.

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## ANALYSIS OF CREDIT COOPERATION IN THE CURRENT ECONOMIC SPACE

page 65–72

A study of possible development directions of credit cooperatives in the current challenges of economic space is conducted for effective formation.

Modern credit cooperatives are the two most common types: cooperative banks (mostly in Europe) and credit unions (in most parts of the world) and are credit cooperative sector of the economies of many countries.

Braking factors for development of credit cooperative are: imperfection of legislation; lack of real financial support from the state; improper control of credit unions; unprofessional administrative bodies on audits of unions and, in some cases, outright cover-up of illegal activities; formation of negative public opinion in the media; encouraging of borrowers do not repay credits; unwillingness of managers of a number of credit unions to implement the basic principles of cooperative credit activity and growth of inconformity of credit union activities with the principles of cooperation.

The proposed model for developing three-level cooperative credit system in Ukraine provides phased expansion of the market mandate for credit unions in corporate lending and the provision of financial services, creation of credit cooperatives, central and local cooperative banks and other elements of the system that are addressing the whole spectrum of problems, in particular the system of guarantees and deposit insurance system to support the financial stability of credit unions, credit bureaus, centers of information technology, service infrastructure that would ensure minimizing risk and entry of credit unions in payment systems, educational infrastructure and so on.

**Keywords:** cooperation, credit, credit union, commercial bank, financial institution, cooperative bank, financial support.

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